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MENA MELS ACTIVITY

ANNUAL REPORT

FY 2022

OCTOBER 28, 2022

This publication was produced for review by the United States Agency for International Development. It was prepared by Management Systems International (MSI), A Tetra Tech Company, for the MENA MELS Activity.

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ANNUAL REPORT

CONTRACTED UNDER GS00F280GA, TASK ORDER 7200AA19M00017

**MIDDLE EAST AND NORTH AFRICA MONITORING, EVALUATION, AND LEARNING SERVICES
ACTIVITY**

DISCLAIMER

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Executive Summary

This fiscal year (FY) 2022 annual report highlights the technical activities and results achieved during the third year of the United States Agency for International Development (USAID) Middle East and North Africa Monitoring, Evaluation, and Learning Services (MENA MELS) activity implemented by Management Systems International (MSI). Under this mechanism MSI provides high-quality monitoring, evaluation and learning (MEL) support services to USAID's Middle East Bureau (MEB) and its operating units (OUs) and implementing partners (IPs) in 10 countries: Egypt, Iraq, Jordan, Lebanon, Libya, Morocco, Syria, Tunisia, West Bank and Gaza, and Yemen. Services include monitoring support; research, evaluations and assessments; data analysis and synthesis; learning and utilization; and MEL capacity building that supports the MEB's regional initiatives and priorities and complements the work of MENA Missions' MEL platforms. USAID uses the evidence-based data and information that MENA MELS activities generate to improve program effectiveness, deepen accountability, foster learning and knowledge management and improve MEL capacity in the region. Under this demand-driven contract, MEB and its OUs access MENA MELS services through buy-ins for the design and implementation of specific activities. In addition, MEB obligates central funds on an annual basis to support regional priorities. FY 2022 was the third year of the MENA MELS contract and first option year of the contract, which included two base

years (September 23, 2019–September 22, 2021). USAID exercised the second option year of the contract on September 23, 2022.

During FY 2022, awareness and use of MENA MELS services among MEB OUs continued to grow. The mechanism is broad in scope and flexible enough to support Mission-level, as well as emerging or time-sensitive regional needs and priorities. During FY 2022, six buy-ins,¹ along with MEB central funds, supported 33 activities, including facilitation support for three interagency (USAID and U.S. Department of State, DOS) strategic planning efforts, a series of workshops to deliver photography training for USAID MENA IPs to improve USAID reporting and communications, activities to streamline and digitize performance management processes and facilitate the use of USAID's Development Information Solution (DIS), and a Palestinian Perception Study undertaken through the USAID/West Bank and Gaza MEL services buy-in, which contributed to the development of the Mission's communication strategy.

By the end of FY 2022, the MENA MELS Contracting Officer's Representative (COR) had closed 8 of 33 activities. Table 1 in Annex 1 summarizes MENA MELS buy-ins and activities in progress during FY 2022 along with the current status of each activity. This report highlights some of the results and achievements of the MENA MELS teams that delivered high quality services and products during the last year.

¹ FY 2022 active buy-ins: USAID/Morocco, MEL Support Task Order supported 5 activities, including 2 evaluations, 3 learning activities and one MEL training for USAID and IP staff; USAID/West Bank and Gaza, MEL Services supported 12 activities, including ongoing third-party monitoring (TPM) of 6 activities in Gaza, one data quality assessment (DQA) activity that included training and DQAs of 35 indicators, 2 assessments, 1 study, and 2 MEL trainings. USAID/Iraq, short-term technical assistance (STTA) staff support to the program office (technical assistance on request); MEB's Religious and Ethnic Minority unit, support for evidence-based decision-making buy-in supported 3 activities; Middle East Regional Cooperation (MERC) program assessment (3 of 4 phases completed, plus a workshop; activity paused); Relief and Recovery Fund (Congressional Notification #235) to support governance and stabilization activities in Iraq, Libya and Yemen, supported evaluations in Iraq and Yemen and a Libya conflict and scenario analysis study and follow-up analyses.

MENA MELS FY 2022 Highlights

EXPANDING SERVICES TO MENA MISSIONS

USAID/West Bank and Gaza MEL services.

Mission requests for services increased and a pending budget realignment will increase funding by \$4 million (to a total of \$6 million) and extend the period of performance through FY 2024.

USAID/Morocco MEL Support Task Order.

MSI provided staff surge support in Quarter 2 to facilitate implementation of the Mission's Adaptive Learning and Management Plan and jump start 2 evaluations. A budget realignment added funding for year two.

USAID/Iraq STTA staff support to the program office. The mission extended the original 6-month buy-in an additional 11 months through November 30, 2022.

MENA MELS RRF supported evaluations in Iraq and Yemen.

EXPANDING STRATEGIC PLANNING AND FACILITATION SERVICES TO MEB

MSI's facilitation of an interagency strategic planning process to develop the USAID/DOS MENA Joint Regional Strategy (JRS) opened a new avenue for MENA MELS support to MEB OUs.

Facilitation support for U.S. interagency workshop for USAID/Lebanon contingency planning

Facilitation support for development of DOS/USAID Syria Stabilization Assistance Strategic Framework

Facilitation support for ME Strategic Planning and Operations (SPO) Budget Team Staff Retreat

Facilitation of the planning process and facilitation and logistical support of the 2022 USAID Mission Directors Conference, October 24–28, 2022, in Arlington, VA.

STREAMLINING AND DIGITIZING PERFORMANCE MANAGEMENT PROCESSES

The MENA MELS KME+ and DIS Support teams collaborated on a test case in cooperation with USAID/Libya to streamline indicator set up in the DIS. A key by-product: development of a tool that makes creating and updating Performance Indicator Reference Sheets easy and less time consuming.

LEARNING AND MEL CAPACITY BUILDING

Libya Conflict and Scenario Analysis, March–November 2021

Follow-up Analyses of Developments in Libya, December 2021–May 2022

Rapid Assessment of Access to Formal and Informal Health Services by LGBTQI+ people in the MENA region

Photography training for USAID MENA IPs to improve reporting and communications

Palestinian Perception Study

Mid-term activity pause & reflect session to develop priorities and an action plan going forward, USAID / Morocco

MEL training for CORs and AORs, USAID/West Bank and Gaza, and USAID/Morocco

DQA training for AORs, CORs and IPs, USAID/West Bank and Gaza

Launch of MEL Community of Practice (MELCOP), USAID/Morocco

Introduction

THE MENA MELS MECHANISM

The MENA MELS statement of work (SOW) is broad enough to encompass almost any MEL service or support requested by MEB and its OUs. It is flexible and easy to use. Accessing services begins with a joint discussion between an OU and the MENA MELS COR to review a buy-in request or proposed SOW, which is then shared with the MENA MELS team. The team may work with the OU to further refine or finalize the request or SOW or proceed to develop a design document and/or work plan and budget for COR and OU review and approval. Once buy-in funds are obligated, activities can generally start immediately, and once underway SOWs and work plans may be modified, or staffing adjusted within the obligated funding ceiling with only MENA MELS COR approval.

Starting in year two of the MENA MELS contract, MEB obligated additional central funding to MENA MELS for contract management and to create a pool of funds for research, special studies, assessments and/or other MEL services to support unanticipated or emerging MEB programming and regional priorities. During FY 2022 the MENA MELS COR used the funding strategically to respond to unplanned and/or time-sensitive requests from bureau OUs and Missions to support research; strategic planning; SOW development; GIS and data systems management; and other MEL needs. Some examples are highlighted below.

FY 2022 CENTRAL-FUNDED ACTIVITIES

| | |
|--|---|
| Facilitation Support for ME SPO Budget Team Staff Retreat | MEB/SPO/Budget Team |
| USAID Mission Directors Conference, October 24–28, 2022, Arlington, VA | Central funding pending USAID buy-in processing |
| MEB Knowledge Management Portal and Toolbox, KME+ | MEB/Technical Services Program Unit |
| USAID MENA Photography Training for IPs to Improve Communications | MEB Outreach Office |
| Technical and Facilitation Support for Development of DOS/USAID Syria Stabilization Assistance Strategic Framework | MEB/SPO with the DOS Office of Near Eastern Affairs (NEA) |
| Facilitation support for U.S. interagency workshop for USAID/Lebanon contingency planning | MEB SPO (with USAID Bureaus, National Security Council and DOS) |
| Technical and Facilitation Support for Development of USAID/DOS MENA JRS | MEB/SPO with DOS |
| Rapid Assessment of LGBTQI+ Access to Formal and Informal Health Services in MENA Region | MEB Technical Services (Health) |
| Staff Support to MENA OUs for Set Up and Use of USAID’s DIS Performance Management Module | MEB |
| Use Staff Support for USAID Unified Travel and Missions Systems (UTRAMS) | MEB |

Central funding resources have enabled MENA MELS, under the leadership of the COR, to be more responsive to MEB's MEL needs and has increased awareness and use of the MENA MELS mechanism as an MEB MEL resource.

MENA MELS ACTIVITY ENGAGEMENT PROCESS PROMOTES COLLABORATING, LEARNING AND ADAPTING

MSI follows a process of strategic, collaborative engagement with requesting offices from buy-in to activity design and implementation to ensure that final deliverables meet client needs and promote learning and adapting. Once an activity starts, the MENA MELS activity team makes a concerted effort to build in regular check-ins for status updates and as opportunities for collaboration to solicit USAID feedback and guidance. With studies, assessments or evaluations, these check-ins allow the activity team to ground truth findings and review preliminary recommendations to ensure they are practical and actionable. MENA MELS also proposes debriefs to share key findings and conclusions with USAID before a report is finalized. To enhance strategic communications within USAID and among partners and stakeholders, MENA MELS also proposes presentations, webinars, and/or workshops to disseminate findings and lessons learned to wider audiences.

MANAGEMENT SYSTEMS INTERNATIONAL RESOURCES

In delivering MEL services, the MENA MELS team draws on MSI's knowledge of USAID development policy and requirements, MENA regional expertise

and a deep bench of seasoned MEL practitioners built over 30 years of MEL practice worldwide. This has enabled MENA MELS to quickly and cost effectively engage technical resources to design and implement activities. During the last two years, the MENA MELS team engaged MSI experts across a range of technical areas, including strategic planning and MEL practice area specialists; strategic communications and client solutions teams; training and collaborating, learning and adapting (CLA) experts; and gender, health, political economy and violent extremism analysts. MSI's Jordan-based subcontractor, Integrated International, brings regional experience and expertise to the team through a network of regional consultants to support studies and assessments and MEL capacity building and mentoring.

MENA MELS MANAGEMENT

The MENA MELS management team provides hands-on support for all MENA MELS activities from the SOW review process, recruiting and engaging MSI and external experts and specialists for activity teams, to overseeing and providing quality assurance of MENA MELS processes and activity deliverables. As needed MENA MELS engages mid-level MSI home office staff as activity or research coordinators to provide additional technical and management support for activity teams. In addition to the contractual reporting requirements, the MENA MELS team engages regularly with the MENA MELS COR and Alternate COR through weekly updates of all activities in progress and bimonthly virtual check-ins to review activities, share information about bureau needs and priorities, and to explore new opportunities to expand the use of MENA MELS services.

Year 3 Results and Achievements

MENA MELS key achievements in Year 3 can be categorized under the following headings: (1) Expanding Services to MENA Missions; (2) Expanding Strategic Planning and Facilitation Services to MEB; (3) Streamlining and Digitizing Performance Management Processes and (4) Contributions to Learning and MEL Capacity Building. The following describes some of the key achievements and outstanding work MENA MELS teams delivered in FY 2022.

EXPANDING SERVICES TO MENA MISSIONS

MENA MELS is currently providing ongoing MEL services to three MENA Missions under separate buy-ins: STTA support to the USAID/Iraq Program Office through the services of a full-time senior MEL Specialist and two multiyear buy-ins to provide a full range of MEL services to USAID/Morocco and USAID/West Bank and Gaza. During FY 2022, utilization of these mechanisms and demand for services expanded, and MENA MELS teams delivered high-quality, client-focused services.

USAID/IRAQ STTA STAFF SUPPORT TO PROGRAM OFFICE

Through an initial six-month buy-in from USAID/Iraq in May 2021, MENA MELS engaged a senior MEL Specialist to provide STTA support to the short-staffed Iraq Mission Program Office. The activity started in July 2021, and since then the senior MEL

Specialist has provided virtual technical support to the Iraq Mission Program Office, on an as needed basis working under the supervision of the USAID/Iraq D.C.-based Supervisory Program Officer. The Iraq Mission extended the buy-in through June 2022 and issued a second extension through November 30, 2022. The senior MEL Specialist's contributions have been well received. On July 5, 2022, she received a certificate of appreciation from the USAID/Iraq Acting Mission Director, "In recognition of her exceptional dedication to advancing USAID/Iraq's strategy and learning."

USAID/MOROCCO MEL SUPPORT TASK ORDER

At the start of FY 2022 USAID/Morocco still had not filled the Mission's MEL Specialist position, and finalization and implementation of the Adaptive Learning and Management Plan (ALAMP) had stalled. In January 2022 the program office requested additional MSI staff support to help finalize the ALAMP and socialize it among USAID/Morocco IPs. MSI's Technical Director (TD) supporting the buy-in and an MSI Technical Manager provided the requested support and by the start of Quarter 3 ALAMP implementation was in progress and two evaluations were getting underway, a final evaluation of the mission's flagship education project, National Program for Reading (NPR)² and a mid-term evaluation of the Moroccan Community Resilience Activity (MCRA), also known as FORSATY II, the second iteration of the Favorable Opportunities to Reinforce Self-Advancement for Today's Youth activity. The almost 10-year activity is implemented by International Organization for Migration (IOM), and

² Because MSI is a subcontractor on NPR, MSI submitted an organizational conflict of interest (OCI) mitigation plan to the Mission and the MENA MELS Contracting Office that was approved. MSI conducted a procurement to engage a contractor to design and implement the final evaluation under the technical oversight of the USAID/Morocco Program Office with the support of a Quality Assurance Specialist hired through MENA MELS. Evaluation field activities started September 26, 2022, and the evaluation is scheduled to conclude January 11, 2023.

I just wanted to send a sincere thank you for the MCRA workshops this week and for the mammoth effort you and the whole evaluation team have put into the many moving parts of this evaluation and keeping several stakeholders constantly updated and informed. It was great to meet with the association partners on Monday, and the session yesterday with IOM was also very useful and insightful for us to digest preliminary findings together. We look forward to all the next steps you laid out.

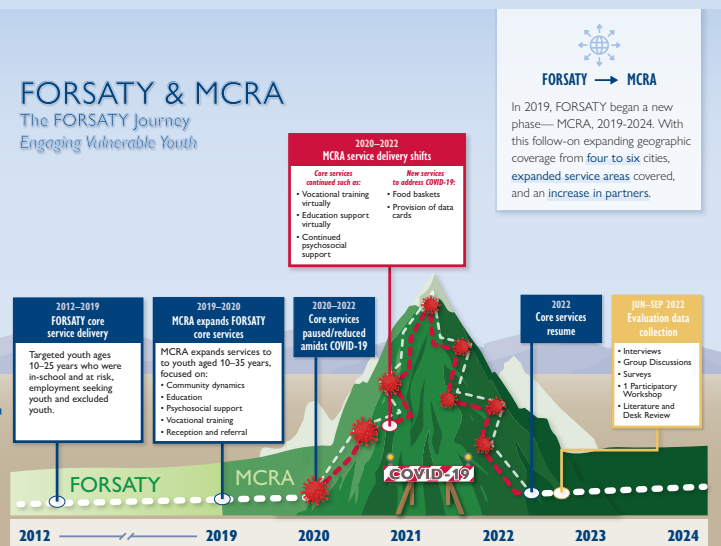
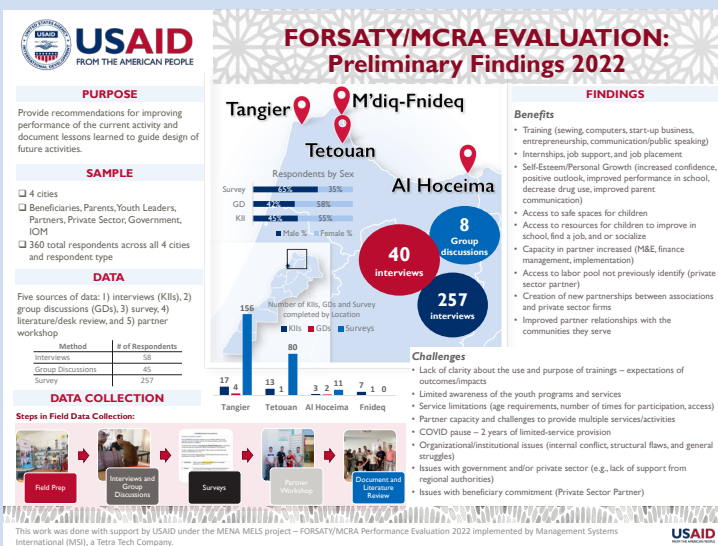
- **Monica Carlson, USAID/Morocco, Program Office Director, September 28, 2022**



the results of the evaluation will inform follow-on activity design and the Mission's 2024 Country Development and Cooperation Strategy. By July 2022 the Mission had also filled its MEL Specialist position, and the pace of MEL activities increased.

The MCRA evaluation, led by an MSI Technical Director, included a desk review of current countering violent extremism/preventing violent extremism programming in the Moroccan context,

along with qualitative and survey data collection in four regions of Morocco. After the completion of data collection and preliminary analysis the evaluation team conducted a Most Significant Change stakeholder workshop on September 26, 2022 followed by a preliminary findings presentation and recommendations workshop with USAID and IOM on September 27. The USAID Mission Director and Program Office Director participated in the sessions. Final analysis and reporting is in progress.



I just wanted to send a quick thank you again to Tim and Raj for leading us all through a very productive two days. They did a great job facilitating us, keeping our conversations on track and poignant, and the workshop went very smoothly. I think USAID, FHI 360 and sub-partners were pleased with the sessions and left feeling like this is something we should do more often as necessary. Thanks really to you both for jumping in at the last minute.

- Monica Carlson, USAID/Morocco, Program Office Director



Success all around with some strong CLA even within the facilitation effort.

- Juan Carlos Rodriguez, Director General Development Office, USAID/Morocco

Four other notable events occurred during September 2022. MSI received a modification for continued buy-in funding to expand work started under the original SOW. The Mission's MEL Specialist, with remote support from MSI's TD, conducted a virtual AMELP training for USAID/Morocco AORs and CORs and launched the USAID/Morocco-IP MELCOP, and MSI hired a full-time Moroccan MEL Coordinator who will support the buy-in under the supervision of MSI's TD and work closely with the Mission's MEL Specialist. The MEL coordinator starts October 3, 2022. Finally, an MSI team facilitated a mid-term pause and reflect (P&R) session for USAID/Morocco and FHI 360, IP of the Inclusive Socio-Economic Development in Beni Mellal Kénifra (ISED-BMK) activity. The activity is designed to promote regional development based on the inclusion and active participation of women, young people, people with special needs and the rural population. The purpose of the P&R event was to bring together staff from USAID, the ISED-BMK field and home office staff, along with FHI 360 sub-partners, to review ISED-BMK activities, priorities and lessons learned during the first two years of activity implementation

then generate an action plan to guide activity approaches and results through 2025. The two-day P&R event was held in Casablanca on September 20 and 21, 2022, and was well received.

MEL SERVICES FOR USAID/WEST BANK AND GAZA

Since the completion of start-up activities for the USAID/West Bank and Gaza buy-in in December 2021 and the start of TPM activities in Gaza January 11, 2022, demand for MEL services continues to grow. MSI and USAID/West Bank and Gaza are in the process of finalizing technical approaches for new activities along with a budget realignment to increase funding to \$6 million and extend the period of performance of the buy-in through FY 2024.

TPM

The Activity Manager and MSI have established robust TPM processes and reporting requirements that include submission and approval of initial

I would like to convey our admiration and appreciation for all that you have done to support the DQA process starting with the training, the assessments, the presentation of the findings and then the verification of the recommended actions.

- Firyal Snounu, USAID/West Bank and Gaza, Activity Manager for MENA MELs

monitoring plans and instruments, quarterly monitoring plans and site visit schedules, and monthly site visit schedules; submission and approval of site visit reports, a TPM Action Tracker with updates within 7 days of site visits, along with monthly reports summarizing TPM, evaluations/assessments, and MEL capacity building activities; and submission and approval of a monthly financial report detailing expenditures by component and quarterly financial reporting. During FY 2022 Quarter 4, MSI/Mazars conducted 118 site visits and submitted 38 site visit reports and 3 monthly reports. The Mazars team is currently monitoring six activities in Gaza: Palestinian Community Infrastructure Development (PCID), Envision Gaza (EG2020), World Food Program (WFP), Health Matters, Positive Youth Engagement (PYE), and Small and Medium Enterprise Assistance for Recovery and Transition (SMART), and MSI is poised to begin preparations for outcome monitoring activities with the Mercy Corps Positive Youth Engagement (PYE) activity.

DATA QUALITY ASSESSMENTS

The mission asked MSI to provide training and conduct DQAs for 35 FY 2022 Performance Plan and Report (PPR) indicators reported by 12 IPs. Nineteen sessions with IPs were held. MSI's activity lead prepared and submitted to USAID DQA summary reports, 13 IP reports, a DQA recommendations tracker, and presented summary findings to USAID/West Bank and Gaza CORs/AORs and program staff on August 29, 2022. The activity lead submitted a final summary report on September

1 and a revised presentation on September 10. The activity lead worked with USAID program staff to review and sign off on IP DQA follow-up actions. Follow-up was still in progress as of September 30, 2022. The Mission's Activity Manager was pleased with DQA support provided by MSI.

EVALUATIONS AND ASSESSMENTS

MSI engaged a team of experts and researchers to conduct a Technical and Vocational Education and Training (TVET) Gender Rapid Assessment in February to inform future activity design. The final report was approved by USAID/West Bank and Gaza in April and approved by the MENA MELs COR for uploading to the Development Experience Clearinghouse (DEC) in May. A team from MSI recently completed the Palestinian Perception Study in cooperation with the Mission's Development Outreach and Communications (DOC) office. The study findings and conclusions were well received, and the study team conducted three findings presentations during August and September for USAID/West Bank and Gaza leadership including the Mission Director, Mission staff, and the DOS Deputy Chief of Mission and staff. The report was approved by the Mission on September 29, 2022, and the MENA MELs COR, and the team is preparing the report for the DEC and datasets for submission to USAID's Development Data Library (DDL). MSI and the Mission are currently revising an SOW for a governance sector rapid assessment that will be undertaken in FY 2023 Quarter 1.

SPOTLIGHT ON USAID/WEST BANK AND GAZA PALESTINIAN PERCEPTION STUDY

In 2022, following the cessation of USAID programming to the West Bank and Gaza between 2018 and 2021, MSI conducted a public perception study for the USAID/West Bank and Gaza Mission. The study assessed Palestinians' level of recognition and perception of the USAID brand, examined their primary media information sources and top priorities and concerns, and explored the experiences of Palestinian officials in the program development process with USAID. The study provided key evidence for the Mission's new communications strategy and will also help inform future programming and public awareness campaigns.

In January, the MSI team began working with the Mission to design the study. Building on approaches and lessons learned from recent public perception studies that MSI conducted for the Afghanistan and Iraq Missions, the team worked closely with the Mission's DOC Specialist to design a mixed-methods approach that would answer USAID's four study questions. MSI subcontracted with Mazars Palestine to collect data in May and June 2022, including a nationally representative survey of 2,568 adults across the 16 governorates in the Palestinian territories; 7 focus group discussions with a sample of 41 survey respondents; and key informant interviews with a dozen local government officials including mayors, ministers and a member of parliament. In addition to the qualitative and quantitative analysis, the team utilized machine learning (ML) techniques to test hypotheses about relationships between exposure to USAID and perception of USAID.

In August, the MSI team delivered the draft study report and presented preliminary findings to key Mission staff including the Mission Director. The team subsequently presented the study results to broader Mission and USAID/Washington staff, as well as to core DOS staff including the Deputy Chief of Mission. The team submitted the final report to the Mission in September.

Among the study's key findings and conclusions were that 41 percent of Palestinians reported some level of familiarity with USAID, and 61 percent reported a positive perception of the agency. This level of perception is somewhat lower than the findings from a similar 2018 poll, but significantly higher than the public's perception of the U.S. Government overall (23 percent). Palestinians were more familiar with other donors than with USAID, and assessed other donor performance slightly higher than that of USAID. However, focus group discussions and key informant interviews suggested that Palestinians view USAID as having particular leverage for advancing social development.

Palestinians' most-pressing concerns were for gainful employment and longer-term job creation. The study also found that awareness of a USAID activity or exposure to a USAID media message were most strongly predictive of reporting a positive perception of USAID, suggesting that increasing public awareness of and exposure to USAID would continue to improve public perception of the agency. Figure 1 shows key results regarding

The final report and presentations were of high quality. MSI was responsive to feedback by USAID/WBG in the report, scope of work, and throughout the entire process.

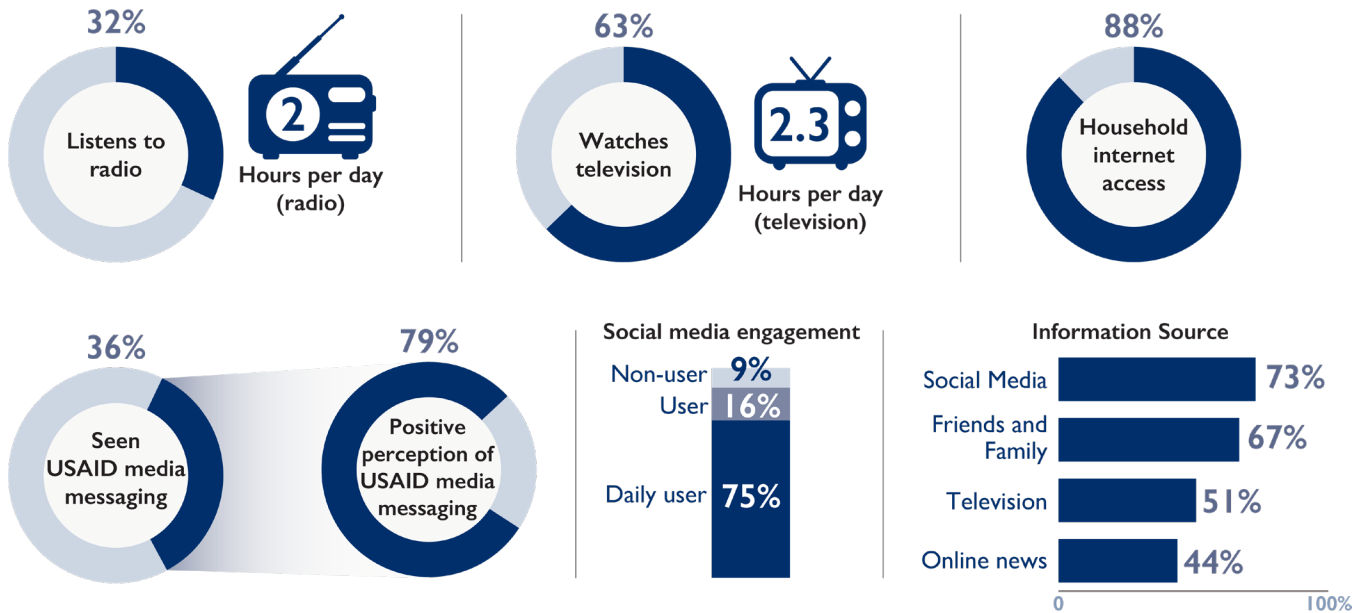
USAID was so impressed with the high quality of the presentations and the speakers that we requested additional presentations. The first presentation to the Program Office team and USAID senior leadership allowed for the team developing the strategy to learn about the preferences and needs of the Palestinian people.

- Compiled comments from comments from Mission, Program office, and DOC leadership

Palestinians' media information sources. The team's recommendations included that USAID segment its communications strategies according to four identified media consumption profiles (online media, print media, traditional media, i.e., mosque/elders, and

personal social networks) and that the Mission build on the survey results by collecting recurring data to track public perception and test the efficacy of its messaging.

FIGURE 1: STUDY FINDINGS REGARDING MEDIA CONSUMPTION AND INFORMATION SOURCES



EXPANDING STRATEGIC PLANNING AND FACILITATION SERVICES TO MEB

MENA MELS support for strategic planning activities started with a request from the MEB's Strategic Planning and Operations (SPO) office to provide facilitation support to a USAID and DOS JRS development process to produce a draft of the 2022–2026 Strategic Framework, including goals and objectives. The timeline for support was September 9–October 15, 2021.

MENA MELS engaged a team of MSI strategic planning and facilitation experts who worked with a coordination team of MEB and DOS NEA staff to (1) develop a process to produce a draft framework based on established parameters and timelines; (2) plan a series of facilitated plenary and goal working group (GWG) sessions composed of USAID and DOS staff charged with developing goal and objective statements; (3) facilitate two plenary and 10 GWG sessions (two sessions for each of the five goals³) and (4) produce a draft framework, session materials, and notes after each session summarizing key decisions.

³ JRS goals: Security and Stabilization; Economic Growth; Democracy and Humans Rights; Middle East Peace; and Climate

USAID regularly uses the data from this study to present evidence based recommendations for communications strategies.

- Compiled comments from comments from Mission, Program office, and DOC leadership

A final “Capstone” session was held with each GWG reporting out its goal and objectives statements for feedback from MEB and NEA leadership. The MSI team submitted a summary of all deliverables (a total of 58 deliverables) including reference materials created for and through the facilitated sessions: PowerPoint slides from each session, discussion notes, chat transcripts and a link and corresponding password to access all the files and deliverables.

The success of the JRS process and the high-quality support delivered by the MSI team drew kudos from MEB and led to three additional requests for strategic planning support during FY 22 Quarter

I, including facilitation support for an interagency workshop on contingency planning for Lebanon and facilitation support for development of the DOS/ USAID Syria Stabilization Assistance Strategy. It also led to additional requests for facilitation support of other activities including the upcoming 2022 USAID Mission Directors Conference, the SPO/ budget team staff retreat and the USAID/Syria team retreat in December 2022 in Frankfurt. Based on the interagency strategic planning experiences, MSI’s Practice Area Leader for Strategy, Evaluation and Analysis identified some key considerations for interagency strategic planning activities that are reproduced below.

KEY CONSIDERATIONS FOR PLANNING INTERAGENCY STRATEGIC PLANNING ACTIVITIES

The development of strategic plans is about more than creating a document. It requires a process that builds shared understanding across disciplines, draws on a range of technical expertise to identify key strategic directions, and builds ownership and consensus as a foundation for implementation. As a result, setting up an effective strategic planning process is critical. The following identifies some of the lessons learned:

- Establish a coordination/planning team (with access to appropriate decision-making authority) that includes representation from participating U.S. Government organizations. This team should develop a process that clearly identifies timelines, deliverables, and roles and responsibilities well in advance, drawing on insights from experienced strategy and facilitation experts. This team should be prepared to check in periodically as the process unfolds so that the process can be adapted as needed.
- For larger, complex strategies or those that work across sectors, it may be useful to subdivide responsibilities by identifying technical team leaders (e.g., to coordinate efforts by goal or objectives). These leaders should be given license to synthesize feedback and move the group forward in the process.
- Senior management priorities and/or parameters should be identified and communicated early to all participants. Parameters include aspects of the strategy that are non-negotiable for a number of reasons. This approach helps strategy development teams focus more productively in the areas that are open to discussion.
- The first team session should clearly identify the overall process and timelines for participants. This can be done by including a “critical path” from start to finish. This can be used at the beginning of each session to orient participants to where the group is, the progress that has been made and the steps that remain.
- The development of high-quality and thoughtful strategic plans is highly dependent on setting up processes that recognize the importance of discussion, debate and gaining group consensus (in contrast to document sharing).
- U.S. Government organizations, including DOS and USAID approach strategic planning in different ways. Particularly for interagency strategies, the planning team must develop a consolidated approach, ensure common understanding of key terms and then communicate this with participants.
- Early on, it can be useful to incorporate the idea of getting objectives and thinking “roughly right,” so that participants focus on gaining consensus on the substantive thinking and logic behind the framework before moving to more specific and detailed wording.
- The process should incorporate a check-in with senior management along the way, to review the strategy as a whole, address cross-cutting issues, elicit feedback and ensure that those key strategic issues are addressed. This should take place once frameworks are developed and prior to initiating an approval process.
- Cross-cutting themes represent critical programming priorities (such as gender, climate change, and diversity, equity, inclusion and accessibility or DEIA). MENA MELS can address this by reviewing cross-cutting issues with participants in advance of framework development, ensuring that experts in these areas are present during framework development, and by circling back to each priority to identify how each is addressed, after draft frameworks are prepared. The narrative also presents an opportunity to address each priority more holistically.

FACILITATION SUPPORT FOR 2022 USAID MISSION DIRECTORS CONFERENCE

These key considerations for interagency strategic planning informed all of MENA MELS strategic planning support activities in 2022, as well as facilitation of the planning process for the 2022 USAID Mission Directors Conference. In July USAID's Counselor Office reached out to MENA MELS to provide facilitation and logistical support for the conference scheduled to take place in Washington, DC from October 24-28, 2022. The last in-person Mission Directors Conference was in 2018, before the COVID 19 pandemic. Support included development and facilitation of a conference planning process with outputs, facilitation and documentation of key takeaways during the conference and post-conference follow-up, including a summary report, with an action framework. MENA MELS engaged MSI's strategic planning and facilitation team to provide facilitation support and staff from MSI's training and learning team to handle conference logistics.

MSI's strategic planning and facilitation team proposed an inclusive planning approach and structure that was approved by the Counselor's Office to finalize the conference themes, objectives, agenda, speakers and development of each session. The planning structure was comprised of a core team with final decision-making authority, headed by the USAID Counselor and including Agency leaders and Counselor Office staff, and an expanded advisory group comprised of Mission Directors and representatives from regional and technical bureaus and offices throughout the Agency. Direct input from Mission Directors through an online survey, guided development and finalization of the conference agenda and sessions. The 3-month planning process included weekly meetings with the core team supplemented by meetings with the advisory group to finalize conference objectives, themes, agenda, sessions and speakers. All meetings included meeting agendas, notes and follow up actions. Starting October 1, 2022, more frequent meetings were scheduled to finalize logistics and provide support

to USAID Mission Directors and staff leading conference sessions. The conference is currently in progress.

STREAMLINING AND DIGITIZING PERFORMANCE MANAGEMENT PROCESSES

Two MENA MELS teams, the DIS support team and the KME+ team, collaborated on a test case with USAID/Libya to streamline the DIS indicator set up processes including using machine learning tools. Below is a description of the test case and lessons learned, along with a description of the PIRS extractor tool developed by the KME+ team.

USING THE DIS FOR FULL PERFORMANCE MANAGEMENT: LESSONS LEARNED FROM THE USAID/LIBYA TEST CASE

Since Spring 2021, MENA MELS through MEB central funding has provided staff support to USAID missions throughout the MENA region as they navigated the transition to using USAID's DIS. Initially, the MENA MELS team supported the migration process of PPR indicators for missions under the direction of the DIS team in May 2021. Despite the migration process, MENA MELS did not observe an uptick in use and support for the DIS by USAID staff.

Through consultation with the DIS team and USAID mission staff, the MENA MELS team concluded that the lack of support was in large part because DIS increased the workload for CORs/AORs and IPs. The team noted that the partial migration of the PPR indicators created a scenario in which IP users used the DIS to do PPR indicator reporting and used a mission-specific reporting process to report on the rest of their indicators (up to 90% of them), which they were contractually bound to report on. MENA MELS posited that DIS adoption would only be possible if the DIS reduced the amount of work for

users. A reduction in work would only be possible if the IPs could report their entire AMELP indicators in one place, the DIS.

The MENA MELS team, with the support of the MENA MELS COR, identified USAID/Libya as a test case for full DIS indicator setup. It is a small mission with five activities, a new MEL Platform, and a new Mission Performance Management Plan (PMP) in development. The goal of the test case was to enable USAID/Libya to use the DIS for full performance management. Full performance management, as outlined in ADS 201, is defined as the intended users using the DIS to report on the required indicators on the frequency outlined in the relevant plan. Since the DIS does not support linking indicators to the Mission's PMP, the MENA MELS team and mission staff were not able to set up the new PMP and link indicators to it. Instead, the team set out to set up each AMELP in its entirety in the DIS.

LIBYA APPROACH

The MENA MELS team devised a four-step process to set up Libya activities in the DIS.

1. **Set up all activities in the DIS and confirm relevant mission staff have user accounts.**
2. **Conduct an inventory of all indicators, standard and context indicators, for each activity.**
3. **Align the indicators with the appropriate activity(s).**
4. **Transition activities to CORs/AORs and IPs for data uploading and reporting.**

During the test case the MENA MELS team refined processes, and in collaboration with the MENA MELS KME+ ⁴ team developed tools to streamline the overall process. To date, steps 1–3 have been completed. Setting up the activities in the DIS was

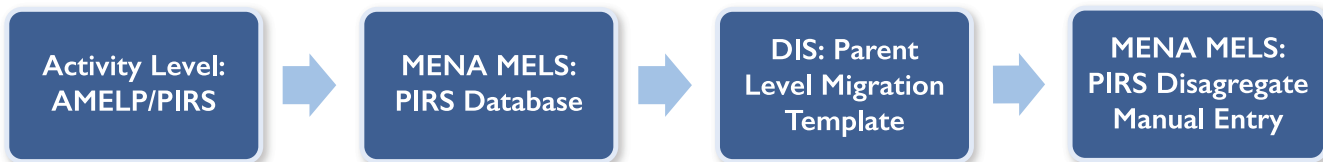
straightforward and involved minimal data entry. The primary focus was communicating with mission staff to ensure they activated their DIS accounts and took the necessary trainings.



Step 2 required extensive process rework and tool development by the KME+ team. The team discovered that there were 126 indicators across Libya's five-activity portfolio and that only 39 of the 126 had been set up in the DIS during the initial PPR indicator setup, leaving 87 indicators to be set up. The process of extracting information from the AMELPs to populate the fields of the DIS data migration template would have been labor intensive and time consuming for mission staff. The DIS MENA MELS team engaged the KME+ team to automate the process. The team developed a PIRS extractor tool that extracts information from PIRS and exports it in Word or Excel formats to a single database that is housed on the KME+ portal and toolbox. Additionally, the KME+ team developed a ML tool to categorize indicators according to the Standardized Program Structure and Definitions (SPSD) to facilitate the indicator categorization structure required by the DIS. It enabled the MENA MELS team to convert Libya's five AMELP PIRSs into a single database in about 15 minutes saving days of manual data entry time.

Step 3 created an additional challenge. The MENA MELS team discovered that the PIRS used to create the Libya indicator dataset did not include a complete list of disaggregates. Through consultation with MEL experts at MSI and across the Middle East

⁴ KME+ is a knowledge management portal developed for MEB by MENA MELS with central funding support. KME+ has recently added a toolbox to the system that includes the PIRS extractor developed for this test case.



region, the team learned that it is common practice not to list the specific disaggregates at the time PIRS are developed. The practice works because reporting is decentralized, and IPs can add their disaggregates later. The practice does not work with a centralized system like the DIS, which requires that indicators be completed by MEL staff prior to reporting.

To address this issue, Libya’s MEL team engaged its MEL platform to work with IPs to review and complete their disaggregates. The final product was a complete dataset for data entry and for PIRS updating.

At the time of the test case, the DIS team was still redeveloping the complete indicator import template, so the MENA MELS team added all the disaggregates to the DIS and aligned them with their respective activities. It took approximately 50 hours of level of effort to complete this part of the migration.

The MENA MELS team is currently working with the DIS team to develop a feature that will allow bulk import and setup, which will save considerable time and make the task of uploading indicators and disaggregates manageable for one MEL Specialist. Additionally, MENA MELS is advocating for decentralizing the PIRS management process to better align the DIS with MEL practices and processes that support AMELP development.

Based on regional metrics, Libya will be the first Mission to attempt to complete the setup of all activity indicators in the DIS. Looking ahead to FY 2023 Libya may be the first mission to have its IPs report on their indicators on the frequency outlined in their AMELPs. Additionally, when the Mission’s PMP is approved and features become available, Libya will be the first Mission to use the DIS to monitor its PMP.

Key lessons from the USAID/Libya test case

- **Indicator inventory and PIRS reviews must be done prior to migration.**
- **PIRS reviews should be conducted in collaboration with the IP so that PIRS can be easily updated.**
- **Tools are needed to enable one person to manage the migration process.**

SPOTLIGHT ON THE KME+ PIRS EXTRACTOR TOOL

The KME+ web-based PIRS extractor tool can do the following:

1. Extract PIRS text from AMELP or a Word document.
2. Transfer text to the USAID ADS 201 template developed by PPL 05/25/2022.
3. Assign SPSP codes to PIRS using artificial intelligence (AI).
4. Edit and update PIRS.
5. Export PIRS as an Excel file for uploading to the DIS or a Word file to update an AMELP or other documents.

Going forward, KME+ will work with the MENA MELs DIS support team to:

1. Create a comparison and merge tool for indicators.
2. Create a dictionary of definitions for indicator, disaggregation, and other fields for PIRS and DIS templates.
3. Create a digital process for DQAs.

The PIRS extractor tool will be easily accessible to USAID MENA MEL staff through the KME+ toolbox.

KME+ PIRS Extractor Tool

The screenshot displays the KME+ PIRS Extractor Tool interface. On the left, there is a sidebar with the USAID logo and navigation options. The main area shows a table of indicators with columns for AMELP ID, Indicator ID, Indicator Title, Unit of Measurement, Data Source, Reporting Frequency, and Indicator Definition. A large blue arrow points from the table to a detailed view of a specific indicator.

| AMELP ID | Indicator ID | Indicator Title | Unit of Measurement | Data Source | Reporting Frequency | Indicator Definition |
|----------|--------------|--|-----------------------|---------------|---------------------|---|
| USAID | 0.0.0.1 | Percent of Governmental organizations with improved performance | Number of individuals | USAID ADS 201 | Quarterly | This indicator measures whether 100% of governmental organizations have improved performance... |
| USAID | 0.0.0.2 | Number of individuals with improved performance through 100% access programs | Number of individuals | USAID ADS 201 | Quarterly | This indicator measures whether 100% of individuals have improved performance through 100% access programs... |
| USAID | 0.0.0.3 | Number of individuals with improved performance through 100% access programs | Number of individuals | USAID ADS 201 | Quarterly | This indicator measures whether 100% of individuals have improved performance through 100% access programs... |
| USAID | 0.0.0.4 | Number of individuals with improved performance through 100% access programs | Number of individuals | USAID ADS 201 | Quarterly | This indicator measures whether 100% of individuals have improved performance through 100% access programs... |
| USAID | 0.0.0.5 | Number of individuals with improved performance through 100% access programs | Number of individuals | USAID ADS 201 | Quarterly | This indicator measures whether 100% of individuals have improved performance through 100% access programs... |
| USAID | 0.0.0.6 | Number of individuals with improved performance through 100% access programs | Number of individuals | USAID ADS 201 | Quarterly | This indicator measures whether 100% of individuals have improved performance through 100% access programs... |
| USAID | 0.0.0.7 | Number of individuals with improved performance through 100% access programs | Number of individuals | USAID ADS 201 | Quarterly | This indicator measures whether 100% of individuals have improved performance through 100% access programs... |

The detailed view of the indicator shows the following information:

- Indicator ID:** 0.0.0.1
- Indicator Title:** Percent of Governmental organizations with improved performance
- Unit of Measurement:** Simple count
- Data Source:** Sign-in sheets and agendas
- Reporting Frequency:** Quarterly
- Indicator Definition:** This indicator is a measure of gender equality or female empowerment...
- Plan for Data Use:** Information generated by this indicator will be used to monitor and report on achievements...
- Change to Indicator:** N/A
- Other Notes:** CEPPSNDI and CEPPSNDI are responsible for this indicator. Baseline was set for P13 Q2 adults.
- Last Updated:** 22 Nov 2021 by Taha Aved (CEPPSNDI)

LEARNING AND MEL CAPACITY BUILDING

PHOTOGRAPHY TRAINING FOR USAID MENA IPS TO IMPROVE USAID REPORTING AND COMMUNICATIONS



All MENA MELS activities are designed and implemented to contribute to learning. The activities referenced in this report and in the MENA MELS FY 2022 Highlights graphic represent a small percentage of the products and services delivered by MENA MELS teams during FY 2022. Photography training for USAID MENA IPs to improve USAID reporting and communications, in cooperation with the MEB's outreach office, is noteworthy because it is the first time MENA MELS has supported communications training for USAID IPs on a regional scale.

In November 2021, MEB's outreach office reached out to MENA MELS to provide photography training for USAID MENA IPs to improve USAID communications through improving IP photographs USAID relies on to tell its story. The MENA MELS team engaged MSI's strategic communications team to design and implement the training. Trainings were delivered as live and recorded virtual workshops supplemented by workshop resource materials. The MSI team developed and delivered two 90-minute workshops, one in English and one in Arabic based on "USAID's Photo Guide for USAID Partners." In addition, MSI developed and is delivering five shorter 30- to 60-minute workshops or drill-down sessions focused on specific photography tips, techniques and



practices delivered in English with Arabic translation. These workshops and sessions included presentations by MSI's photography specialist and professional U.S. and Middle East-based photographers.

The kick-off interactive "Photography Basics for IPs" workshops in English with 125 participants and in Arabic with 143 participants were conducted March 30 and June 22, 2022, respectively. The drilldown sessions are scheduled from August through December 2022, and 3 of 5 have been completed as of October 15, 2022. Drilldown session topics include mobile photography, telling compelling stories with static imagery, writing captions and building shot lists, practical approaches to photography in sensitive environments, do no harm and informed consent, and building rapport and creative networks.

Looking Ahead to FY 2023

MENA MELS is on a trajectory for continued growth having received an increase in obligated funding that will fuel new activities including budget realignments for the USAID/Morocco and West Bank and Gaza buy-ins, a new buy-in from the MERC program, OE funds from MEB to provide facilitation services to MEB OUs, and additional central funding. MENA MELS is ramping up the Lebanon Tolerance Education Assessment and Pilot Activity and starting a West Bank and Gaza Governance Assessment, facilitation support for a USAID/Syria team retreat, and a performance evaluation of USAID/Tunisia's Jobs,

Opportunities and Business Services (JOBS) activity. Planned activities include a gender refresh desk review for USAID/Yemen; facilitation support for the SPO team retreat; and two activities under the new MERC buy-in, monitoring support of MERC activities in WBG starting in May 2023 and development of a data management process for MERC semi-annual reporting. The MENA MELS team will continue to work with the COR to program unprogrammed obligated funding and identify opportunities to expand support to the MEB and its OUs.

Annex I

MENA MELS BUY-INS and ACTIVITIES IN PROGRESS IN FY2021

| Buy-ins in progress (in order of most recently awarded) | Requesting OU | Activity SOW and/or workplan approved | Activity Description | Estimated Timeframe | Status (as of September 30, 2022) |
|--|---------------|--|---|---|---|
| USAID/WBG Monitoring, Evaluation and Learning (MEL) Services | USAID/WBG | SOW received 07/22/21; technical approach approved 09/16/21; buy-in received 09/29/21; Budget Realignment in progress (\$ 4 million in added funding and extension through FY2024) | MEL services, 3 components: performance management (including TPM); evaluations, assessments and surveys; MEL capacity building | October 1, 2021-Sept 2023 ⁵ (proposed extension through FY 2024) | TPM of 6 activities in Gaza in progress; DQAs of FY 22 indicators completed; TVET Gender Assessment completed; Palestinian Perception Study completed; SOW received for DRG rapid assessment. |
| | | Third Party Monitoring (TPM) in Gaza | TPM of six activities based on approved monitoring plans, data collection tools. Site visit, monthly, quarterly reporting | January 2022-Sept 30, 2023 | TPM of 6 activities in Gaza in progress. |

⁵ USAID/WBG Activity Manager advised MENA MELS of the Mission's intention to extend the buy-in through 2023 with additional funding.

| Buy-ins in progress (in order of most recently awarded) | Requesting OU | Activity SOW and/or workplan approved | Activity Description | Estimated Timeframe | Status (as of September 30, 2022) |
|--|-----------------------|---|--|-----------------------|--|
| USAID/WBG Monitoring, Evaluation and Learning (MEL) Services (continued) | USAID/WBG (continued) | Evaluations and assessments: Governance Sector Rapid Assessment Concept note shared 09/01/22. Co-created draft SOW submitted 09/23; revised SOW submitted 10/04. | The mission requested a rapid assessment of key governance institutions at the national & subnational level and donor activities in the sector to provide USAID with recommendations to inform USAID strategy and program interventions. | Oct. – Dec. 2022 | Developing the work plan & budget. Team recruitment in progress. Data collection and analysis completed 06/22. The team conducted 3 findings presentations for USAID and DOS. Final report cleared 09/29. Report and datasets being prepared for the DEC and DDL respectively. |
| | | Palestinian Public Perception Study. SOW shared 01/07/22 Work plan & budget approved 02/28/22; revised work plan approved 03/17/22. | The mission requested a perception study to measure Palestinians' level of perception of the USAID brand to inform the mission's programming and development of the mission-level communication strategy. | Jan – Sept 30, 2022 | |
| | | Technical and vocational education and training (TVET) Rapid Gender Assessment. Revised work plan & budget approved 01/19/22. | Rapid assessment to assess the extent of gender mainstreaming in TVET institutions in WBG; identify gaps, challenges, barriers to female enrollment, employment opportunities; recommendations to achieve mainstreaming. | January-April 2022 | |
| | | Performance Management Data Quality Assessments | DQA training and assessments of 35 indicators involving 12 IPs | May-September 2022 | DQA training, assessments completed in August; final report and slide presentation cleared in Sept; review of IP actions in progress. |
| | | MEL Capacity Building | USAID and IP MEL Plan training (materials and instruction) | Dec. 14-16, 2021 | MEL training completed; post training survey submitted 12/17/21. Activity closed. |
| | | USAID/Morocco MEL Support Task Order (two buy-ins; FY 2021 and FY 2022) | USAID/Morocco | SOW received 12/30/20 | Task order, MEL support to USAID/Morocco 2020-2025 |

| Buy-ins in progress (in order of most recently awarded) | Requesting OU | Activity SOW and/or workplan approved | Activity Description | Estimated Timeframe | Status (as of September 30, 2022) |
|---|---------------|--|--|-------------------------|---|
| | | PMP Development work plan approved 2/26/21 | Support for PMP development completed | January-September 2021 | Mission director approved Adaptive Learning and Management Plan (ALAMP) narrative on/about 6/01/21. ALAMP finalization/ implementation carried over to buy-in #2 |
| | | Support for ALAMP implementation | Year 1 work plan and budget approved 07/12/21; Budget realignment with additional funding approved, funds obligated. | July 2021-June 2022 | ALAMP finalized, socialized with IPs & implementation is in progress. Budget realignment with new obligation is pending. Two evaluations are in progress; Virtual AMELP training for A/CORs was conducted in Sept and MEL Community of Practice was launched. A facilitated Pause and Reflect session was conducted with USAID and IP of ISED-BMK activity. |
| | | Evaluations and Assessments National Reading Program (NPR) Final Evaluation | Pursuant to an approved OCI mitigation plan, MENA MELS procured a vendor to design/implement the evaluation with mission technical oversight & MSI quality assurance/contact management. | February 2022- Feb 2023 | Procurement of a qualified vendor completed; Quality Assurance Specialist hired; NPR evaluation is in progress. |
| | | Moroccan Community Resilience Activity (MCRA) performance evaluation | Design and implementation of the MCRA evaluation. | February – October 2022 | Evaluation design, work plan and budget approved 06/15. Data collection completed. The evaluation team conducted a Most Significant Change stakeholder workshop on 09/26 and a preliminary findings/ recommendations workshop with USAID & IP on 09/27. Final reporting is in progress. |
| | | Facilitation of Pause & Reflect (P&R) workshop, Inclusive Socio- Economic Development - Beni Mellal Kénifra (ISED-BMK) activity. | 2 MSI facilitators supported of 2-day Pause & Reflect workshop with the ISED-BMK IP, sub-partners and USAID to generate an action plan to guide future activities. | August -September 2022 | Preparatory sessions with IP, sub-partners and USAID in Aug to review activities, lessons learned. P&R workshop conducted 09/20-21. Workshop report in progress. |
| | | MEL Capacity Building | A/COR AMELP training (virtual); Launch of MEL Community of Practice (COP) | Sept. 2022 | Training and launch conducted by mission's MEL Specialist with remote support from MSI TD. |

| Buy-ins in progress (in order of most recently awarded) | Requesting OU | Activity SOW and/or workplan approved | Activity Description | Estimated Timeframe | Status (as of September 30, 2022) |
|--|----------------|--|---|--|--|
| Full-time MEL Short-term Technical Assistance (STTA) to Support USAID/ Iraq PRO | USAID/Iraq PRO | SOW approved 5/04/21. Period of performance (POP) July–December 2021; modified 9/30 to extend POP to 6/30/22; extension through 11/30/22 approved. | MEL support to PRO | July 2021–Nov 30, 2022. Buy-in extension approved; modification received. | Advisor received a Certificate of Appreciation from USAID/Iraq on July 5, 2022. She continues to provide a full range of MEL support to PRO. |
| MEB REM unit, Evidence-Based Decision-Making Support (Buy-in #2, September 2020–ongoing) | MEB REM Unit | REM buy-in will support Lebanon Tolerance Education Assessment in cooperation with USAID/Lebanon. Concept note shared 5/31; SOW approved 8/31; Work plan approved 10/04. | Assessment includes Phase 1 desk review and stakeholder consultations of definition and examples of tolerance education activities; Phase 2 – design and implementation of a pilot Tolerance curriculum in grade 6 schools in 6 regions of Lebanon. | July 2022 – December 2023 (estimated timeframe) | Phase 1 desk review and stakeholder consultation begin in mid-October. Findings report will be shared with USAID in Nov/Dec 2022 before start of Phase 2. |
| | | Activity 1 – Revised SOW (5/24/21) and approved work plan (08/26/21) to repurpose Human Rights Information System (HRIS). | Build-out of HRIS to enhance analytics, AI capabilities; create a knowledge management portal to support MEB needs. | June 2021 – January 2022 | REM formally handed over the repurposed HRIS to ME/TS Program unit 02/06/22. Activity closed. The new system is called KME+ and is supported by central funding. |
| | | Activity 2 – Desk review of REM activities in Iraq and MENA. Work plan & budget approved 05/05/21. | Desk review of REM activities in Iraq and MENA and a critical discourse analysis of program documentation (Deliverables included reports and infographic of REM programs and results). | May – Sept 2021; finalization & approval of infographic by MEB Outreach Office 1/27/22. | Desk review and discourse analysis reports approved 09/08/21. Infographic approved 01/27/22. COR closed activity 02/11/22. Activity closed. |
| Middle East Regional Cooperation (MERC) Program Assessment | ME/TS | SOW received 9/28/2019 | Four-phased assessment of program's effectiveness. Phases 1- 3 completed; Phase 4 to be determined (TBD). | Original POP September 2019–Dec. 2020; on hold October 2020–April 2021; resumed for Phase 3 Sept – Nov 2021. | Phases 1, 2 completed; assessment report accepted, uploaded to DEC 9/15/21. Phase 3 facilitated recommendations workshop 11/02/21; deliverables submitted 11/05/21. Phase 4 to be determined. Activity paused. |

| Buy-ins in progress (in order of most recently awarded) | Requesting OU | Activity SOW and/or workplan approved | Activity Description | Estimated Timeframe | Status (as of September 30, 2022) |
|---|--|---|--|--|---|
| Relief and Recovery Fund Buy-In to provide MEL support to governance and stabilization activities in Iraq, Libya and Lebanon | | | | | |
| USAID/Yemen Evaluation Support | USAID/Yemen | Concept note, 11/15; SOW approved 12/08; Design, workplan and budget approved 2/11/22 | Final evaluation of community stabilization activity, Yemen Communities Stronger Together (YCST) | Nov. 2021-Sept. 2022 (Draft report o/a July 31, 2022. | Data collection was completed as of 06/30 and final reporting is in progress. The evaluation team submitted a draft evaluation report on 08/18; conducted a workshop with USAID to share findings, conclusions and co-generated recommendations on 08/23. The team shared findings and conclusions with the IP on 08/29. The IP shared written feedback on 09/13. On 10/06 and the evaluation team submitted an updated report responding to feedback and a comments/responses matrix. USAID is interested in scheduling additional findings presentations for USAID audiences. |
| Libya GFA Country Analysis | USAID/Middle East Regional Program (MERP)/Libya Desk and mission | Approved SOW received 8/24/21. Updated work plan approved, 5/20/22. | Analysis of Political Developments in Libya Jan – June 2022 to inform Libya GFA country baseline analysis | May-June 2022 | Draft report submitted 6/06/22; draft outline of proposed baseline study submitted 6/14/22; summary of draft report submitted 6/24/22. No further work required at this time. |
| Libya Conflict and Scenario Analysis, March-November 2021 | USAID/MERP/ Libya Desk and mission. | Approved SOW 08/24/21 and work plan, 09/09/21. | Libya Conflict and Scenario Analysis March-November 2021 | September 10-December 2021 | Final stand-alone executive summary & final report submitted 12/23/21. Marked SBU. Follow up activity (see above). |
| Iraq MENA Investment Initiative (MENA II) Evaluation | USAID/Iraq desk and mission | SOW finalized 1/12/21. Design approved 04/07/21. | Performance evaluation of Iraq MENA II | January 2021- April 2022 | Final report submitted 4/13, approved by AOR and COR on 4/22. Final report uploaded to DEC 5/05/22. COR closed assignment. Activity closed. |
| Activities Supported by MEB Central Funding | | | | | |
| Facilitation Support for ME Strategic Planning & Operations Budget Team Staff Retreat | ME SPO/B | SOW received 08/19/22. Workplan approved 09/23. | MSI facilitator engaged to conduct an online customer satisfaction survey of SPO/B clients in USAID & DOS and provide facilitation support during the retreat, Oct 5 - 7, 2022. Survey results will be presented during the retreat. | August 30 – October 30, 2022 | SPO/B Customer Satisfaction Survey developed in consultation with SPO/B Team Lead; survey conducted Sept 13 -16; results report approved 09/30. SPO/B staff retreat Oct 5- 7, 2022. Submission of post-retreat draft report 10/13/22. Review pending. |

| Buy-ins in progress (in order of most recently awarded) | Requesting OU | Activity SOW and/or workplan approved | Activity Description | Estimated Timeframe | Status (as of September 30, 2022) |
|--|---|---|---|--|--|
| USAID Mission Directors Conference, October 24- 28, 2022, Arlington, VA | Central Funding pending buy-in approval | SOW shared 06/07/22. Initial planning sessions started in July; work plan & estimated budget submitted 09/15/22. | MSI team is providing facilitation and logistical support for the planning, implementation and follow-up to USAID Mission Directors Conference, 2022 | July-Nov. 2022 Conference dates: October 24 – 28, 2022 | Planning in progress with a Core working group of USAID leaders led by the USAID Counselor's office and a larger advisory group of Mission Directors and representatives from regional and technical bureaus. |
| MEB Knowledge Management Support, KME+ | MEB ME/TS Program Unit | Human Rights Information System transferred to ME/TS and repurposed as a knowledge management portal completed FY22 Q2. Revised work plan approved 2/03/22. Updated work plan in progress Sept 2022 | Work plan calls for outreach activities and development of "use cases" to guide the technical build out of the platform to increase use by MEB OUs. New work plan will add a toolbox and tools to KME+ to support MEL | February – September 2022; New work plan Oct 2022 - | Presentations to MEB staff and program officers. Two use cases completed; 1) information search to support Libya GFA Country Analysis; 2) KME+ collaborated with the MENA MELs DIS support team to develop a PIRS extractor tool to facilitate mission-level indicator set up in the DIS. KME+ is adding a tool box to the knowledge platform. |
| USAID MENA Photography Training for IPs to Improve Communications | MEB Outreach Office | Request received 10/28/22 to provide basic photography training for USAID IP staff on a regional basis; work plan and budget approved 12/10/21. | Two virtual, interactive, photography workshops conducted based on USAID's Photo Guide for USAID Partners, one in English (03/30/22) and one in Arabic (06/22/22) followed by 5, 60-minute virtual drill-down sessions on specific topics, techniques, plus resource materials. | Dec. 2021-Dec. 2022 All trainings will be delivered by Dec. 7, 2022 | 2 "Making it Count - Photography Basics" workshops were delivered, One in English with 125 participants on 03/30/22; one in Arabic with 143 participants on 06/22/22. 3 of 5 drilldown sessions have been completed as of 10/12/22. The remaining drilldown sessions are scheduled for Nov 9 and Dec. 7. Final reporting will be completed in January. |
| Technical and Facilitation Support for Development of Department of State (DOS)-USAID Syria Stabilization Assistance Strategic Framework | MEB Office of Strategic Planning and Operations (SPO) (with DOS Near Eastern Affairs (NEA)) | Request received 11/05/21. Work plan & budget approved 12/08/21 | Development and facilitation of a process for USAID-DOS development of strategic framework | Nov. 2021-Jan. 2022 | Final facilitation sessions to draft objectives and sub objectives in January. Facilitation team submitted PPP slide deck of draft frameworks 1/26/22. No further work required. COR closed assignment 05/09/22. Activity closed. |
| Facilitation support for U.S. interagency workshop for USAID/ Lebanon contingency planning | MEB SPO (with National Security Council, DOS and USAID) | The work plan and budget were submitted and approved on 10/19/21 | Interagency Workshop on Contingency Planning for Lebanon | October 15-November 15, 2021 | Workshop conducted 11/04/21; report submitted 11/15/21. COR closed the assignment 12/14/21. Activity closed. |

| Buy-ins in progress (in order of most recently awarded) | Requesting OU | Activity SOW and/or workplan approved | Activity Description | Estimated Timeframe | Status (as of September 30, 2022) |
|---|---------------------------------|--|---|-----------------------|---|
| Technical and Facilitation Support for Development of USAID/ DOS MENA Joint Regional Strategy (JRS) | MEB SPO | Request received, 9/08/21 Workplan/budget approved 9/14/21 | Facilitation support to USAID and DOS team to develop Joint Regional Strategy (JRS) goals & objectives | Sept.9-Nov. 19, 2021 | Activities completed; deliverables submitted on schedule. Additional support may be requested. Activity paused. |
| Rapid Assessment of LGBTQI+ Access to Formal and Informal Health Services in MENA Region | MEB Technical Services (Health) | SOW approved 08/11/21; Work Plan approved 09/03/21 | First of two-part assessment. Phase I deliverables include a draft report; internal and redacted versions of the final report and a briefer of findings, conclusions and recommendations. | Sept. 2021 – May 2022 | ME/TS team leads cleared revised reports 05/09. The COR cleared the 4-page briefer, both reports & the public version was posted to the DEC 05/31. COR closed assignment 05/31/22. Activity closed. |
| Staff Support to MENA OUs for Set Up and Use of USAID's DIS Performance Management Module | MEB | Request received 12/17/21. Staff recruitment and USAID clearance process to provide access to USAID systems completed April 2021 | Staff support for set up and use of the DIS performance management module to MENA OUs. KME + team is developing tools to streamline and facilitate indicator set up in the DIS. | April 2021- ongoing | Ongoing outreach to MENA OUs and missions to support indicator set up and data migration to the DIS. Pilot activities to streamline indicator set up & data migration to the DIS are in progress with 4 MENA Missions USAID Libya, Lebanon, Jordan, Morocco. |
| Use Staff Support for USAID Unified Travel and Missions Systems (UTRAMS) | MEB | Approved SOW 11/24/20 USAID clearance process completed April 2021. | Technical assistance as needed | May 2021-ongoing | Support provided as needed in consultation with the ME/TS GIS specialist. Support no longer needed and COR closed the assignment 05/20/22. Activity closed. |

Annex 2

Deliverables to date

| Buy-In No. | Buy-In Name | Deliverable Title | DEC Link |
|------------|-----------------|--|---------------------|
| COR | Central Funding | Contract One Pager | N/A |
| COR | Central Funding | Branding and Marking Plan | N/A |
| COR | Central Funding | MEL Plan | N/A |
| COR | Central Funding | FY20 Q1 Financial Report | N/A |
| COR | Central Funding | FY20 Q1 Report | N/A |
| COR | Central Funding | Continuity of Operations Plan | N/A |
| COR | Central Funding | FY20 Q2 Financial Report | N/A |
| COR | Central Funding | FY20 Q2 Report | N/A |
| COR | Central Funding | FY20 Q3 Financial Report | N/A |
| COR | Central Funding | Development Disrupted Webinar | N/A |
| COR | Central Funding | FY20 Q3 Report | N/A |
| COR | Central Funding | FY20 Annual Report | N/A |
| COR | Central Funding | Annual Financial Report FY20 | N/A |
| COR | Central Funding | Annual Progress Report FY20 | N/A |
| COR | Central Funding | FY21 Q1 Financial Report | N/A |
| COR | Central Funding | FY21 Q1 Report | N/A |
| COR | Central Funding | Lebanon Desk Review Workplan | N/A |
| COR | Central Funding | Beirut, Lebanon Port Explosion Desk Review | N/A |
| COR | Central Funding | FY21 Q2 Financial Report | N/A |
| COR | Central Funding | FY21 Q2 Report | N/A |
| COR | Central Funding | FY21 Q3 Financial Report | N/A |
| COR | Central Funding | FY21 Q3 Report | N/A |
| COR | Central Funding | FY22 Q1 Financial Report | N/A |
| COR | Central Funding | Realignment Request | N/A |
| COR | Central Funding | Quarterly Report FY22 Q1 | N/A |
| COR | Central Funding | FY22 Q1 Progress Report | N/A |
| COR | Central Funding | Pipeline Analysis | N/A |
| COR | Central Funding | FY22 Q2 Financial Report | N/A |
| COR | Central Funding | FY22 Q2 Report | N/A |
| COR | Central Funding | FY22 Q3 Financial Report | N/A |
| COR | Central Funding | Quarterly Report FY22 Q2 | N/A |
| 100 | MERC | MERC Survey Instrument | N/A |
| 100 | MERC | MERC Literature Review | N/A |
| 100 | MERC | MERC Desk Review | N/A |
| 100 | MERC | MERC Phase I Findings Presentation | N/A |
| 100 | MERC | MERC Assessment Instruments | N/A |

| Buy-In No. | Buy-In Name | Deliverable Title | DEC Link |
|------------|-------------|--|---|
| 100 | MERC | MERC Findings Workshop Presentation | N/A |
| 100 | MERC | MERC Assessment Report | https://pdf.usaid.gov/pdf_docs/PA00XS6X.pdf |
| 100 | MERC | MERC Assessment Briefer | N/A |
| 101 | REM Health | Ninewa Health Evaluation Final Report | https://pdf.usaid.gov/pdf_docs/PA00X8JH.pdf |
| 101 | REM Health | Ninewa Health Evaluation Summary Report | https://pdf.usaid.gov/pdf_docs/PA00X8JN.pdf |
| 101 | REM Health | REM Health Needs Assessment | https://pdf.usaid.gov/pdf_docs/PA00XG7B.pdf |
| 101 | REM Health | REM Health Assessment Briefing Note: Syria | https://pdf.usaid.gov/pdf_docs/PA00X8KJ.pdf |
| 101 | REM Health | REM Health Assessment Briefing Note: Egypt | https://pdf.usaid.gov/pdf_docs/PA00X8KM.pdf |
| 101 | REM Health | REM Health Assessment Briefing Note: Lebanon | https://pdf.usaid.gov/pdf_docs/PA00X8KP.pdf |
| 101 | REM Health | REM Health Assessment Briefing Note: Jordan | https://pdf.usaid.gov/pdf_docs/PA00X8KN.pdf |
| 101 | REM Health | REM Health Assessment Briefing Note: Iraq | https://pdf.usaid.gov/pdf_docs/PA00X8KK.pdf |
| 101 | REM Health | REM Health Needs Assessment Summary Report | https://pdf.usaid.gov/pdf_docs/PA00X8KH.pdf |
| 101 | REM Health | Additional Deliverables Workplan | N/A |
| 101 | REM Health | REM Organization Matrix | N/A |
| 101 | REM Health | Health Behaviors Report | https://pdf.usaid.gov/pdf_docs/PA00X8KH.pdf |
| 101 | REM Health | REM Health Presentation | N/A |
| 102 | RRF | Cross-Border Influences of Extremism, Conflict, and Illicit Economies in Libya and the Sahel | https://pdf.usaid.gov/pdf_docs/PA00XIKI.pdf |
| 102 | RRF | After Haftar? Libya Political Scenarios | N/A |
| 102 | RRF | RRF Libya-Sahel Briefing Note | N/A |
| 103 | NPI | Training and Technical Assistance Final Report - Internal | N/A |
| 103 | NPI | Training and Technical Assistance Final Report - Public | https://pdf.usaid.gov/pdf_docs/PA00X2V3.pdf |
| 105 | REM HRIS | HRIS Data Catalog | N/A |
| 105 | REM HRIS | HRIS Infographic | N/A |
| 105 | REM HRIS | HRIS Users Guide | N/A |
| 105 | REM HRIS | EWS Desk Review | https://pdf.usaid.gov/pdf_docs/PA00XB66.pdf |
| 105 | REM HRIS | HRIS Socialization One Pager | N/A |
| 105 | REM HRIS | Team Consultations Summary Report | N/A |
| 105 | REM HRIS | HRIS Buildout Workplan | N/A |
| 105 | REM HRIS | REM Program Desk Review Work Plan | N/A |
| 105 | REM HRIS | REM Program Desk Review Presentation | N/A |

| Buy-In No. | Buy-In Name | Deliverable Title | DEC Link |
|------------|--------------------------------|--|------------------|
| 105 | REM HRIS | REM Program Desk Review Report | N/A |
| 105 | REM HRIS | REM Program Desk Review: Overview Infographic | N/A |
| 105 | REM HRIS | REM Program Desk Review: Iraq Infographic | N/A |
| 105.009 | Tolerance Education Assessment | Scope of Work | N/A |
| 105.009 | Tolerance Education Assessment | Workplan and Budget | N/A |
| 105.009 | Tolerance Education Assessment | | N/A |
| 107 | MENA II | MENA II Workplan | N/A |
| 107 | MENA II | MENA II Evaluation Report | Pending Approval |
| 108 | Morocco PMP | Draft IR 4 PMP Indicators | N/A |
| 108 | Morocco PMP | IR 3 Learning Priorities and Questions | N/A |
| 108 | Morocco PMP | IR 4 Learning Priorities and Questions | N/A |
| 108 | Morocco PMP | IR 1 & 2 Draft Indicators | N/A |
| 108 | Morocco PMP | IR 3 Indicators | N/A |
| 108 | Morocco PMP | DO Level Learning Priorities | N/A |
| 108 | Morocco PMP | IR 1 PIRS | N/A |
| 108 | Morocco PMP | IR 3 PIRS | N/A |
| 108 | Morocco PMP | Learning Agenda and Questions | N/A |
| 108 | Morocco PMP | Context Indicators PIRS | N/A |
| 108 | Morocco PMP | ALAMP 2020-2025 Indicator Tracker | N/A |
| 111 | DIS | Migration Tool Workplan | N/A |
| 110 | MEB COMMS | MEB Challenges Desk Review Work Plan | N/A |
| 110 | MEB COMMS | MEB Challenges: US Strategic Interests Report | N/A |
| 110 | MEB COMMS | MEB Challenges: Challenges Facing MENA and Responses | N/A |
| 113 | Morocco MEL Support | Morocco PMP Support Work Plan | N/A |
| 113 | Morocco MEL Support | YI Workplan | N/A |
| 114 | LGBTIQ+ Health | LGBTIQ+ Health Needs Assessment Workplan | N/A |
| 114 | LGBTIQ+ Health | LGBTIQ+ Health Needs Assessment Internal Report | N/A |
| 115 | Rapid Libya 2 | Rapid Libya Study 2 Workplan | N/A |
| 116 | JRS FAC | JRS Facilitation Workplan | N/A |
| 116 | JRS FAC | JRS Facilitation Deliverables | N/A |
| 117 | WBG MEL Support | WBG MEL Technical Approach | N/A |
| 117 | WBG MEL Support | Monthly Financial Report- March 2022 | N/A |
| 117 | WBG MEL Support | Monthly Financial Report- May 2022 | N/A |
| 117 | WBG MEL Support | Quarterly Accruals Report | N/A |
| 117 | WBG MEL Support | Q4 Accruals Report | N/A |
| 117 | WBG MEL Support | August 2022 Financial Report | N/A |
| 117 | WBG MEL Support | Revised Unified Technical Approach | N/A |
| 117.001 | WBG TPM | PCID TPM Plan | N/A |

| Buy-In No. | Buy-In Name | Deliverable Title | DEC Link |
|------------|-------------|--|----------|
| 117.001 | WBG TPM | PCID Site Visit Schedule | N/A |
| 117.001 | WBG TPM | Envision TPM Plan | N/A |
| 117.001 | WBG TPM | TPM Action Tracker | N/A |
| 117.001 | WBG TPM | Unlimited Friends Site Visit Report | N/A |
| 117.001 | WBG TPM | Rosary Sisters School Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 Site Visit Tracker | N/A |
| 117.001 | WBG TPM | EG2020 Site Visit Report | N/A |
| 117.001 | WBG TPM | January Monthly Report | N/A |
| 117.001 | WBG TPM | SMART TPM Plan | N/A |
| 117.001 | WBG TPM | SMART Monitoring Plan | N/A |
| 117.001 | WBG TPM | Rosary Sisters School Site Visit Report | N/A |
| 117.001 | WBG TPM | Unlimited Friends Site Visit Report | N/A |
| 117.001 | WBG TPM | Gaza Sport Club Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 Site Visit Report | N/A |
| 117.001 | WBG TPM | TPM Memo | N/A |
| 117.001 | WBG TPM | February Monthly Report | N/A |
| 117.001 | WBG TPM | WFP Monitoring Plan | N/A |
| 117.001 | WBG TPM | Gaza Sport Club Site Visit Report | N/A |
| 117.001 | WBG TPM | Gender Assessment Presentation | N/A |
| 117.001 | WBG TPM | Unlimited Friends Site Visit Report | N/A |
| 117.001 | WBG TPM | Perception Study Workplan | N/A |
| 117.001 | WBG TPM | Gaza Sport Club Site Visit Report | N/A |
| 117.001 | WBG TPM | PCID Monitoring Plan | N/A |
| 117.001 | WBG TPM | Beit Hanoun Site Visit | N/A |
| 117.001 | WBG TPM | SMART Monitoring Plan | N/A |
| 117.001 | WBG TPM | EG2020 Monitoring Plan | N/A |
| 117.001 | WBG TPM | March Monthly Report | N/A |
| 117.001 | WBG TPM | Unlimited Friends Site Visit Report | N/A |
| 117.001 | WBG TPM | Rosary Sisters School Site Visit Report | N/A |
| 117.001 | WBG TPM | SMART Site Visit Report | N/A |
| 117.001 | WBG TPM | WBG Monthly Financial Report - March | N/A |
| 117.001 | WBG TPM | PCID Site Visit Report | N/A |
| 117.001 | WBG TPM | KME+ Presentation | N/A |
| 117.001 | WBG TPM | PCID Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 CfW Site Visit Report | N/A |
| 117.001 | WBG TPM | Envision Gaza Monitoring Plan | N/A |
| 117.001 | WBG TPM | Envision Gaza Site Visit Report | N/A |
| 117.001 | WBG TPM | PCID Unlimited Friends Site Visit Report | N/A |
| 117.001 | WBG TPM | PCID Site Visit Report | N/A |
| 117.001 | WBG | April 2022 Monthly Report | N/A |
| 117.001 | WBG TPM | IMC CBO Rehabilitation Site Visit Report | N/A |

| Buy-In No. | Buy-In Name | Deliverable Title | DEC Link |
|------------|-------------|--|----------|
| 117.001 | WBG TPM | EG2020 Mixed Wallet Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 Mixed Wallet Site Visit Report | N/A |
| 117.001 | WBG TPM | June 2022 Monthly Report | N/A |
| 117.001 | WBG TPM | PCID Site Visit Report | N/A |
| 117.001 | WBG TPM | IMC CBO SYFS Site Visit Report | N/A |
| 117.001 | WBG TPM | IMC Health Center: St. John Eye Hospital Site Visit Report | N/A |
| 117.001 | WBG TPM | IMC CBO: Bayader Environment and Development Association | N/A |
| 117.001 | WBG TPM | PCID Site Visit Report | N/A |
| 117.001 | WBG TPM | IMC CBO: Life and Hope Association Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 CfW Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 Internship and Apprenticeship Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 Mixed Wallet Beneficiary Site Visit Report | N/A |
| 117.001 | WBG TPM | WFP Site Visit Report | N/A |
| 117.001 | WBG TPM | PCID Water Network Site Visit Report | N/A |
| 117.001 | WBG TPM | PCID Water Network Site Visit Report | N/A |
| 117.001 | WBG TPM | May Monthly Report | N/A |
| 117.001 | WBG TPM | EG2020 CfW Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 Internship Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 Mixed Wallet Beneficiary Site Visit Report | N/A |
| 117.001 | WBG TPM | PCID Beit Hanoun Site Visit Report | N/A |
| 117.001 | WBG TPM | PCID Deir Al Balah Site Visit Report | N/A |
| 117.001 | WBG TPM | PCID Rafah Site Visit Report | N/A |
| 117.001 | WBG TPM | PYE Al Burrij Site Visit Report | N/A |
| 117.001 | WBG TPM | PYE Charitable Future Site Visit Report | N/A |
| 117.001 | WBG TPM | PYE Women Program Center | N/A |
| 117.001 | WBG TPM | PCID (Gaza Culture and Development) Site Visit Report | N/A |
| 117.001 | WBG TPM | WFP Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 Monitoring Plan | N/A |
| 117.001 | WBG TPM | Health Matters Monitoring Plan | N/A |
| 117.001 | WBG TPM | PCID Monitoring Plan | N/A |
| 117.001 | WBG TPM | PYE Monitoring Plan | N/A |
| 117.001 | WBG TPM | SMART Monitoring Plan | N/A |
| 117.001 | WBG TPM | WFP Monitoring Plan | N/A |
| 117.001 | WBG TPM | EG2020 Beneficiary Addendum Site Visit | N/A |
| 117.001 | WBG TPM | IMC Health Matters Site Visit | N/A |
| 117.001 | WBG TPM | IMC Health Matter Caritas Jerusalem Site Visit Report | N/A |
| 117.001 | WBG TPM | WFP Site Visit Report | N/A |
| 117.001 | WBG TPM | PCID Khan Younis Site Visit Report | N/A |

| Buy-In No. | Buy-In Name | Deliverable Title | DEC Link |
|------------|-------------|--|----------|
| 117.001 | WBG TPM | PCID Deir Al Balah Site Visit Report | N/A |
| 117.001 | WBG TPM | IMC Aid and Hope CBO | N/A |
| 117.001 | WBG TPM | WFP Beneficiary Addendum report | N/A |
| 117.001 | WBG TPM | July 2022 monthly report | N/A |
| 117.001 | WBG TPM | EG2020 Mixed Wallet Beneficiary Addendum Site Visit Report | N/A |
| 117.001 | WBG TPM | CFW Site Visit Report and Branding Update | N/A |
| 117.001 | WBG TPM | IMC El Amal Rehabilitation Society- Rafah | N/A |
| 117.001 | WBG TPM | PYE Site Visit Report- Al Burrij | N/A |
| 117.001 | WBG TPM | IMC Health Matters (Beit Lahia Development Association) | N/A |
| 117.001 | WBG TPM | PCID Gaza Culture and Development | N/A |
| 117.001 | WBG TPM | IMC Site Visit Report- Zakhar Association | N/A |
| 117.001 | WBG TPM | PCID Rafah Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 Intern Site Visit Report | N/A |
| 117.001 | WBG TPM | PYE Al Ataa Society Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 Mixed Wallet Site Visit Report | N/A |
| 117.001 | WBG TPM | PYE Women Program Center | N/A |
| 117.001 | WBG TPM | PCID Khan Younis Site Visit Report | N/A |
| 117.001 | WBG TPM | WFP e-voucher home visits | N/A |
| 117.001 | WBG TPM | PCID_Rosary Sisters School | N/A |
| 117.001 | WBG TPM | PCID_Unlimited Friends Association | N/A |
| 117.001 | WBG TPM | EG2020 CfW Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 Mixed Wallet Site Visit Report | N/A |
| 117.001 | WBG TPM | August 2022 Monthly Report | N/A |
| 117.001 | WBG TPM | PCID- Deir Al Balah | N/A |
| 117.001 | WBG TPM | WFP Vendor and Beneficiary Visits | N/A |
| 117.001 | WBG TPM | WFP vendor visits | N/A |
| 117.001 | WBG TPM | EG2020 CfW Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 Internship Report | N/A |
| 117.001 | WBG TPM | PCID- Gaza Culture and Development | N/A |
| 117.001 | WBG TPM | PCID- Rafah | N/A |
| 117.001 | WBG TPM | PYE TVET Dier Al Balah | N/A |
| 117.001 | WBG TPM | SMART SME Baby Center Company | N/A |
| 117.001 | WBG TPM | WFP e-voucher home visits | N/A |
| 117.001 | WBG TPM | SMART Hotel Recovery Program | N/A |
| 117.001 | WBG TPM | PCID Khan Younis Site Visit Report | N/A |
| 117.001 | WBG TPM | PCID Deir Al Balah Site Visit Report | N/A |
| 117.001 | WBG TPM | EG2020 Internship Visits | N/A |
| 117.001 | WBG TPM | EG2020 CfW Site Visit Report | N/A |
| 117.001 | WBG TPM | PYE Site Visit Report- Resubmission | N/A |
| 117.001 | WBG TPM | PCID Gaza Culture and Development | N/A |
| 117.001 | WBG TPM | EG2020 Site Visit Report | N/A |

| Buy-In No. | Buy-In Name | Deliverable Title | DEC Link |
|------------|----------------------------------|--|----------|
| 117.001 | WBG TPM | SMART SME | N/A |
| 117.001 | WBG TPM | EG2020 Small Grants Training | N/A |
| 117.001 | WBG TPM | QI QMPs_EG2020 and PCID | N/A |
| 117.005 | TVET Assessment | TVET Gender Assessment Work Plan | N/A |
| 117.005 | TVET Assessment | Workplan | N/A |
| 117.005 | TVET Assessment | Interview Guides | N/A |
| 117.005 | TVET Assessment | KII Schedule & Status | N/A |
| 117.005 | WBG TVET | Gender Assessment Final Report | N/A |
| 117.006 | Perception Study | Workplan | N/A |
| 117.006 | WBG Perception Study | Deployment Plan | N/A |
| 117.006 | WBG Perception Study | Revised Perception Study Slide Deck and Comment's Matrix | N/A |
| 117.006 | WBG Perception Study | Final Report | N/A |
| 117.007 | WBG DQA | DQA Work Plan | N/A |
| 117.007 | WBG DQA | Workplan | N/A |
| 117.007 | WBG DQA | IP Reports- Part 1 | N/A |
| 117.007 | WBG DQA | IP Reports- Part 2 | N/A |
| 117.007 | WBG DQA | Draft DQA Report | N/A |
| 117.007 | WBG DQA | Final Summary Report | N/A |
| 117.007 | WBG DQA | Draft DQA Presentation | N/A |
| 117.007 | WBG DQA | PCID DQA Report | N/A |
| 117.007 | WBG TPM | PYE Site Visit Report | N/A |
| 117.007 | WBG TPM | September 2022 Monthly Report | N/A |
| 117.009 | WBG | Governance Assessment Workplan | N/A |
| 117.01 | WBG MEPPA PMP | MEPPA PMP Workplan | N/A |
| 118 | Lebanon Scenarios | Lebanon Scenarios Analysis Workplan | N/A |
| 119 | Syria Stabilization Facilitation | Syria Strategy Framework PPT | N/A |
| 120 | Photography Training | Presenter's Guide | N/A |
| 120 | Photography Training | Main Presentation - English | N/A |
| 120 | Photography Training | Presenter's Guide | N/A |
| 120 | Photography Training | Main Presentation - Arabic | N/A |
| 120 | Photography Training | Session 1 | N/A |
| 120 | Photography Training | Session 2 | N/A |
| 120 | Photography Training | Session 3 | N/A |
| 121 | YCST Evaluation | YCST Evaluation Design Report, Work Plan, and Budget | N/A |
| 121 | YCST Evaluation | Workplan | N/A |
| 121 | YCST Evaluation | Data Collection Instruments | N/A |
| 121 | YCST Evaluation | Draft Evaluation Report | N/A |
| 121 | YCST Evaluation | Final Evaluation Report | N/A |
| 122 | KME+ | Workplan and Budget | N/A |
| 123 | Morocco NPR | Scope of Work | N/A |
| 123 | Morocco NPR | Workplan and Budget | N/A |

| Buy-In No. | Buy-In Name | Deliverable Title | DEC Link |
|------------|-----------------------------------|---|----------|
| 124 | MCRA Evaluation | Scope of Work | N/A |
| 124 | MCRA Evaluation | Workplan and Budget | N/A |
| 124 | MCRA Evaluation | Design | N/A |
| 124 | MCRA Evaluation | Data Collection Instruments | N/A |
| 124 | MCRA Evaluation | Desk Review | N/A |
| 124 | MCRA Evaluation | MCRA Most Significant Change Workshop | N/A |
| 124 | MCRA Evaluation | MCRA FCR Workshop | N/A |
| 125 | Morocco ISED | Workplan and Budget | N/A |
| 125 | Morocco ISED | Pause and Reflect Workshop | N/A |
| 127 | GFA Libya | Scope of Work | N/A |
| 127 | GFA Libya | Workplan and Budget | N/A |
| 127 | GFA Libya | Libya Political Analysis Final Report | N/A |
| 128 | MD Conference | MD Conference Work Plan and Budget | N/A |
| 129 | Morocco MEL Community of Practice | AMELP Trainings | N/A |
| 129 | Morocco MEL Community of Practice | MELCOP Survey | N/A |
| 132 | SPO Budget Retreat | SPO Budget Retreat Work Plan and Budget | N/A |
| 132 | SPO Budget Retreat | SPO Revised Budget Retreat Work Plan and Budget | N/A |
| 132 | SPO Retreat | Poll Results Report | N/A |
| 132 | SPO/B | SPO/B Post Retreat Report | N/A |

