JORDAN MONITORING AND EVALUATION SUPPORT PROGRAM
FINAL REPORT

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Final Report

Contracted under AID-278-C-13-00009

Jordan Monitoring and Evaluation Support Program (JMESP)

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CONTENTS

ACRONYMS

AMELP	Activity Monitoring, Evaluation and Learning Plan
AMEP	Activity Monitoring and Evaluation Plan
AOR	Agreement Officer's Representative
AP	Apprenticeship Program
AR	Annual Report
BEST	Building Economic Sustainability through Tourism
CATI	Computer Assisted Telephone Interviewing
CBO	Community Based Organization
CDCS	Country Development Cooperation Strategy
CEP	Community Engagement Program
CEPPS	Consortium for Election and Political Process Strengthening
CET	Community Enhancement Team
CIS	Civic Initiatives Support Program
CITIES	Cities Implementing Transparent, Innovative, and Effective Solutions
CLA	Collaborating, Learning, and Adapting
CoP	Community of Practice
COP	Chief of Party
COR	Contracting Officer's Representative
CPE	Certificate Program in Evaluation
CPF	Crown Prince Foundation
DEC	USAID's Development Experience Clearinghouse
DG	Democracy and Governance
DO	Development Objective
DOC	Development Outreach and Communications
DOS	Department of State
DQA	Data Quality Assessment
DRG	Democracy, Human Rights, and Governance

EDE	Economic Development and Energy
EDY	Education and Youth
EGMA	Early-Grade Mathematics Assessment
EGRA	Early-Grade Reading Assessment
EMIS	Education Management Information System
EOP	End of Project
ESCB	Energy Sector Capacity Building
ESMP	Enhancing School Management and Planning Project
FRP II	Fiscal Reform Project II
FRPFM	Fiscal Reform and Public Financial Management
FY	Fiscal Year
GIS	Geographical Information System
GOJ	Government of Jordan
G2G	Government to Government
HCAC	Health Care Accreditation Council
HFG	Health, Finance and Governance
HO	Home Office
HRH 2030	Human Resources for Health 2030 Activity
HSD	Health Services Delivery
ICT	Information and Communications Technology
IDIQ	Indefinite Delivery/Indefinite Quantity
IE	Impact Evaluation
IEC	Independent Election Commission
IFES	International Foundation for Electoral Systems
IP	Implementing Partner
IRI	International Republican Institute
J2SR	Journey to Self-Reliance
JCAP	Jordan Communication, Advocacy and Policy Activity

JCP	Jordan Competitiveness Program
JLGF	Jordan Loan Guarantee Facility
JSEP	Jordan School Expansion Project
JSP	Jordan School Construction and Rehabilitation Project
KaMP	Knowledge Management Portal
KG	Kindergarten
KPI	Key Performance Indicator
LENS	Local Enterprise Support Activity
LETS	Learning Environment Technical Support Activity
LOP	Life of Project
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MENA	Middle East and North Africa
MESC	Management Engineering Services Contract Activity
MESP	Monitoring and Evaluation Support Project
MICA	Municipal Institutional Capacity Assessments
MIS	Management Information System
MPWH	Ministry of Public Works and Housing
MoE	Ministry of Education
MOH	Ministry of Health
MoPIC	Ministry of Planning and International Cooperation
MSC	Most Significant Change
MSE	Micro and Small Enterprise
MSI	Management Systems International
NFE	Non-Formal Education
NGO	Non-Governmental Organization
OCI	Organizational Conflict of Interest
PAP	Public Action for Water, Energy, and Environment Project

PDT	Performance Data Table
PIRS	Performance Indicator Reference Sheet
PM	Project Manager
PMP	Performance Management Plan
PPL	Bureau for Policy, Planning and Learning
PPR	Performance Plan and Report
PRESTIJ	Pre-Service Education Training in Jordan
PRO	Program Office
PSS	Private Sector Survey
QGIS	Quantum Geographic Information Systems
QR	Quarterly Report
R	Result
RAMP	Early Grade Reading and Mathematics Project
RCT	Randomized Controlled Trial
RF	Results Framework
SCHEP	Sustainable Cultural Heritage through Engagement of Local Communities Project
SDO	Special Development Objective
SHOPS	Strengthening Health Outcomes through the Private Sector
SME	Small and Medium Enterprise
SOW	Scope of Work
SPM	Senior Project Manager
STTA	Short Term Technical Assistance
TOC	Theory of Change
TPM	Team Planning Meeting
TVET	Technical and Vocational Education and Training
UN	United Nations
USG	United States Government
VTC	Vocational Training Center

WIT	Water Innovations Technologies
WMI	Water Management Initiative
WRE	Water Resources and Environment
Y4F	Youth for the Future
UNICEF	United Nations Children's Fund
UNHCR	United Nations High Commissioner for Refugees
USAID	United States Agency for International Development

INTRODUCTION

Management Systems International (MSI) commenced the United States Agency for International Development (USAID) Jordan Monitoring and Evaluation Support Project (MESP) on December 1, 2013, under contract number AID-278-C-13-00009 and completed implementation on October 31, 2019. The principal purpose of the work was to provide technical and advisory services to the USAID/Jordan Program Office (PRO), USAID/Jordan Development Objective (DO) teams, and Implementing Partners (IPs) in the areas of activity monitoring, evaluation, research, organizational learning, and knowledge management to enable USAID/Jordan to fulfill its performance and evaluation requirements. An additional purpose, which took on increased significance as MESP matured, was to strengthen the capacity of local organizations in program monitoring, evaluation and learning (MEL).

This report summarizes MESP activities, accomplishments, challenges, and lessons learned. Prominent achievements include the following, in alignment with results identified in the MESP Logic Model:

MESP GOAL: ENHANCED UTILIZATION OF QUALITY DATA TO EFFECTIVELY ASSESS PROGRESS TOWARDS THE ACHIEVEMENT OF THE COUNTRY DEVELOPMENT COOPERATION STRATEGY (CDCS) (BY MISSION STAFF)

- Facilitation of Mission CDCS retreat, FY 2014; and

- Two Analytical studies (Journey to Self-Reliance (J2SR) Indicators Analysis and Strategic Synthesis of Development Literature) supporting the CDCS process in FY 2019.

R1: STRENGTHENED PERFORMANCE MANAGEMENT PLAN (PMP) IMPLEMENTATION AND UTILITY

- Thirty-one USAID activities registered in DevResults, with 64% of quarterly Mission PMP indicators reported;

- Twenty-nine activities, ongoing as of October 2019, reporting Geographical Information System (GIS) data on DevResults, with a total of 62,606 GIS records. In addition, 15 activities now closed have reported their GIS data during their activities' life time.

- MEL tools and templates developed and applied, including two rounds of update to the Mission's Activity Monitoring, Evaluation and Learning Plan (AMELP) Template;

- Support to the Mission Results Framework and PMP revisions (FY 2014);

- Multiple channels of assistance to strengthening of Mission and IP capacity in data quality assessment (DQA), including continued offerings of focused training on this topic for five years;

- Over 14,000 person-hours of workshop-style training to Mission, IP and Jordanian local organization staff;

- Completion of a MEL Apprenticeship Program in 3 rounds, graduating 40 apprentices currently working in MEL positions;

- Completion of a Certificate Program in Evaluation (CPE), resulting in more advanced MEL training for 33 mid-level MEL specialists from the Government of Jordan (GOJ), other local organizations and USAID IPs; and

- Delivery of tailored technical assistance and training to three local GOJ and not-for-profit organizations.

R2: AVAILABILITY OF MISSION-REQUESTED EVALUATION DATA ENSURED

- Seventeen performance and impact evaluations across USAID sectors delivered, at times with utilization follow-up reviews;

- Ten sectoral, thematic and activity-focused assessments completed; and

- Two major surveys and one analytical study delivered, with cross-over MESP utilization of data from the surveys in subsequent evaluations and assessments.

R3: EFFECTIVE COMMUNICATION OF SELECTED MISSIONS RESULTS IMPLEMENTED

- Established and administered the Mission's Knowledge Management Portal (KaMP), which now holds more than 3,800 resources and is viewed as "easy" or "very easy" to use by a large majority of users;

- Designed and implemented, with notable assistance from USAID, three rounds of very successful USAID/Jordan MEL Conferences, engaging 508 individuals across the 3 conferences; and

- Submitted MESP-related content in multiple formats and to USAID IP newsletters.

The report presents highlights of MESP activities under these three result areas, emphasizing achievements as of life-of-project (LOP). Annex I is a full list of major MESP deliverables, with e-links to documents where applicable.[1] For year-by-year and LOP data on MESP performance, please refer to Annex II. As the Final Report incorporates MESP annual performance reporting for FY 2019, Annex III presents MESP performance data for 2019 (and October of FY 2020) by quarter. Annex IV is an extended list of GIS-supported maps MESP produced for USAID.

Note that while e-links are included in the text for many documentary resources, the list of deliverables in Annex I provides more complete coverage of electronic sourcing.

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[1] A full e-folder of all MESP major deliverables will be delivered to USAID during October 2019.

KEY ACCOMPLISHMENTS

MESP GOAL: ENHANCED UTILIZATION OF AVAILABLE DATA TO EFFECTIVELY ASSESS PROGRESS TOWARD THE ACHIEVEMENT OF THE CDCS (BY MISSION STAFF)

TABLE 1. INDICATOR GL-01

Percent of surveyed Mission technical management staff reporting agreement that their utilization of Monitoring and Evaluation (M&E) data to effectively assess progress towards achievement of the CDCS has improved since the last survey

Baseline	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Oct only)	LOP Target	LOP Actual
88.2%	N/A	88.2%	75	66.7	88.9	N/A	N/A	80%	79.7%

Accounting for rounding of figures, MESP has met the LOP target.
Note: Mission staff surveys were conducted only in FY 2015-2017.

CDCS FACILITATION

In October 2014, one of the first activities conducted by MESP was the design and delivery, in collaboration with PRO, of a facilitated retreat in support of the Mission's revision to its CDCS. One of the facilitators, Michelle Adams-Matson, was later to facilitate similar Mission strategy discussions during the next round of CDCS revision in late FY 2019.

STRATEGIC SYNTHESIS OF DEVELOPMENT LITERATURE

In FY 2019, PRO requested MESP carry out an analytical synthesis of applicable development literature on Jordan to inform the CDCS updating process. With instrumental assistance from the MSI HO (Home Office), MESP produced an overview of major country issues, structured by major sectoral and thematic interests of the Mission and identifying leading strategic issues based on the content of current literature. This product complemented the J2SR Indicator Analysis as a pair of analytical resources, applying quite different approaches, for the CDCS process.

JOURNEY TO SELF-RELIANCE (J2SR) INDICATOR ANALYSIS

The purpose of this analysis, also in FY 2019, was to provide a deeper understanding of the 17 USAID J2SR Roadmap Indicators in the Jordanian context. Where technically appropriate, the analysis suggested complementary data that can be used to better understand and interpret the indicators in light of current conditions and trends in Jordan as well as USAID/Jordan's evolving strategic environment.

In response to USAID's interest in a "deep dive" of more extensive data triangulation and source-comparison for six indicators, MESP supplied a revised version of the report with further analyses of these indicators. The J2SR analysis served as a knowledge source for the Mission as it proceeded in FY 2019 to update its CDCS.

R1. STRENGTHENED PMP IMPLEMENTATION AND UTILITY

SUB-RESULT 1.1. IMPROVED QUALITY OF PMP DATA SYSTEMS SUPPORTED

TABLE 2. INDICATOR R1.1

Average rating of the availability of performance monitoring data that surveyed mission staff need to do their job (on a scale from 1 to 10, one being no available data and ten being data is readily available)

Baseline	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Oct only)	LOP Target	LOP Actual
5.2	N/A	6.2	6.8	7.5	8.6	N/A	N/A	8	7.3

MESP did not reach the LOP target. Without more data from Mission staff, the reason for this is not readily known. Expectations for availability of performance data may have increased over the years.
Note: Mission staff surveys were conducted only in FY 2015-2017.

TABLE 3. INDICATOR R1.2

Percent of required PMP indicators being reported in DevResults on schedule

Baseline	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Oct only)	LOP Target	LOP Actual
0	N/A	16.70%	27%	33%	72.51%	63.61%	58.5%	85%	45.22%

MESP did not achieve this performance target. The explanation for this is not completely clear. Reporting data on time peaked in FY2018. Reduction since then has no immediate explanation; MESP administration of DevResults has consistently made IPs aware of the need to report data. Incentives for IPs to report on DevResults are not in the control of MESP.

TABLE 4. INDICATOR G1-03

Percent of surveyed Mission technical management staff responding agree/strongly agree (on a five-point Likert scale) to "My ability to use indicator data in decision-making has improved as a result of DevResults."

Baseline	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Oct only)	LOP Target	LOP Actual
31.60%	N/A	N/	30%	40%	55%	N/A	N/A	80%	41.9%

MESP did not reach this target. The percentage increased for 3 years, however, before surveys discontinued with the MESP contract extension period after FY 2018.
Note: Mission staff surveys were conducted only in FY 2015-2017

TABLE 5. INDICATOR R1.3

Percent of surveyed Mission technical management staff who agree that IP indicator data is more available as a result of DevResults.

Baseline	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Oct only)	LOP Target	LOP Actual
52.6%	N/A	N/A	52.6%	60%	77.8%	N/A	N/A	80%	77.8%

MESP did not reach the LOP target, although performance came close to doing so.
Note: Mission staff surveys were conducted only in FY 2015-2017

DEVRESULTS

The main objective of implementing DevResults was to provide the Mission with a standardized storage and reporting tool for PMP indicator data, moving from an Excel-based tracking sheet for PMP indicators to a web-based Management Information System (MIS)/GIS system.

One of MESP's earliest and most effective uses of HO STTA was the mobilization of MSI's Head of Knowledge Management & Information Systems to assist the Mission in assessing the suitability and potential costs of available MIS/GIS options for deployment in Jordan. Building upon this input, in mid-April 2014, the MESP Contracting Officer's Representative (COR) notified MESP that USAID had exercised Option 1 of the contract, adding responsibility for development and deployment of DevResults to the MESP portfolio.

Launch Phase

In the rollout phase of DevResults, MESP converted available information for *17 ongoing* USAID activities in the DevResults Setup Template format. Training for the core team (which included representatives from PRO, MESP and the MSI HO) in "DevResults Power User/Admin" took place during November 2014. Later, MESP decided in consultation with USAID that only activities that were large, new, or having at least 18 months of activity duration remaining would participate in the rollout phase. Accordingly, these activities started populating their *FY 2015 second quarter* results data into DevResults.

MESP populated DevResults with Mission and IP frameworks and indicators. The launch of DevResults was successful: *13 of the 17* core activities reported their Q2 FY 2015 results, and data for *51 of the 61* Mission indicators relevant to activities were reported on the system.

In support of IPs, MESP and DevResults conducted two *introductory sessions for IPs* and delivered two training sessions for *USAID/Jordan Agreement Officer's Representative (AOR) and CORs* managing the DevResults activities and for other technical staff, familiarizing them with the (a) the overall architecture of DevResults, (b) reporting functionality, and (c) the IP indicator submission/approval process. Kate Mueller, DevResults Senior Data Scientist, assisted with planning and conducting the trainings.

Follow-up meetings with IPs also were conducted, with MESP and PRO, to collect the DevResults indicators templates and finish defining the indicators. This included indicator types, geographic disaggregation, and disaggregation/attribute values, where needed.

Throughout the life of the project, MESP supported USAID/Jordan in the overall management of DevResults by providing first-line assistance for both PRO and IP staff in using DevResults to collect, manage and utilize performance monitoring data.

MESP assistance was conducted in several ways, including IP support, support to Mission Portfolio Reviews and the Performance Plan and Report (PPR), through the Indicator Tracker Summary Sheet, and in preparation for handover to administration by USAID. Details on each of these are described below.

IP Support

With USAID, it was established as MESP's standard practice for MESP and PRO to train an activity's M&E staff on DevResults after MESP received their AMELP, entering their indicators and targets into the system. In addition to this standard practice, MESP offered several group training sessions for IPs. The first session was *"An Introduction to DevResults,"* which provided IPs with an in-depth DevResults overview and an orientation on how to report indicators results (data entry) and generate reports. This session targeted new IPs who had recently joined DevResults and new staff members from existing IPs who were already registered on DevResults.

Another session, offered to experienced users, was an **"Advanced DevResults"** session to review, reinforce, and upgrade users' existing skills in using the system. Users were also trained on new functionalities in DevResults as they were implemented, such as the application of dashboards.

In addition to the trainings, MESP created user manuals to facilitate the use of DevResults by COR/AORs and IPs. This included a **User Guide for COR/AORs** on how to prepare for upcoming data quality assessments (DQAs).

MESP provided support to IPs during quarterly input of required indicators via phone, email, and one-on-one meetings as needed. DevResults positively and substantially contributed to increasing the availability of performance indicator data in a standardized, timely, and centrally accessible way.

MESP reviewed data reported by IPs in their Quarterly Reports against data submitted in DevResults. When discrepancies in the numbers were found, MESP contacted IPs, and worked with them to resolve the differences and to make sure that the data reported in DevResults matched what have been submitted in the PPR reports to USAID.

MESP also updated IPs' indicators to be consonant with **newly approved AMELPs** upon receiving the new Plans from the Mission.

As of September 2019, 31 out of 47 active USAID/Jordan activities were registered on DevResults and report their indicators' results on a quarterly basis.[2] Figure 1 shows the increase in the number of IPs who joined DevResults over the years (2015-2019). Some types of activities, notably infrastructure activities, have tended not to report data on DevResults.

FIGURE 1. NUMBER OF ACTIVITIES REGISTERED ON DEVRESULTS (2015-2019)
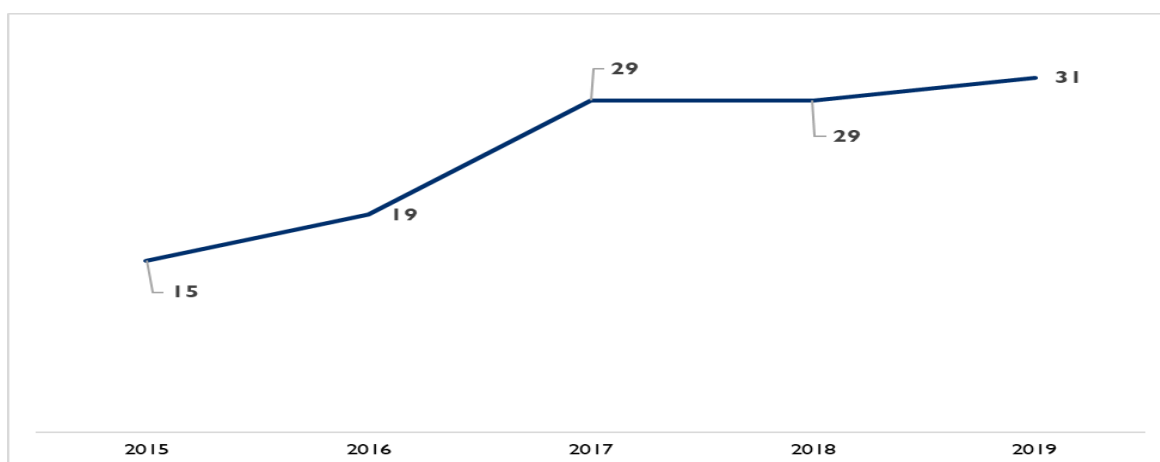
In October 2019, MESP conducted two final DevResults trainings. The first was a "**DevResults Refresher for IPs"**. The objective of the session was to: (a) recall and reinforce the previously acquired knowledge and skills of using DevResults; and (b) discuss common user challenges and best practices. The DevResults training session was 2 hours of participatory and interactive training, and 14 participants attended from 10 activities.

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[2] The number of activities for each year may include some closed activities, as it includes activities that have reported at least one quarter per year.

The second training was **"DevResults Refresher for AOR/CORs."** The objective of the session was to train AOR/CORs on how to (a) approve and review IPs data submitted on DevResults, (b) create reports of indicators results and (c) add and edit the home page dashboards. Eight AOR/CORs attended the session.

Populate Portfolio Reviews and Provide PPR Support

MESP has utilized the data available in DevResults to assist PRO in preparing performance data reporting for the Portfolio Review since April/May 2016 (Year 3 of MESP). Acquiring the ability to use DevResults to easily generate data required to inform this critical Mission learning and management process is a key milestone for the MIS. MESP delivered indicator data and results visualizations using the data available on DevResults and the Mission Performance Indicator Reference Sheet (PIRS) using the portfolio review Excel templates developed by PRO.

Once the activities submitted their data on DevResults and separately on their PPR reports, MESP verified that the data submitted on DevResults and the data submitted in the PPR reports were consistent. If not, MESP contacted to the activity in order to adjust the data and confirm the correct numbers.

Over the years, generating the PPR and Portfolio Review reports became easier and more effective, with fewer errors compared to previous seasons; this was due to positive changes in the DevResults system, making it faster and more responsive to users' requests. These changes included the way the results framework (RF) was displayed in PITO[3]. Generating reports in PITO therefore was improved, resulting in fewer human errors. Moreover, the DevResults system organized activities' indicators under their RF, making it easier to review indicators within this context. A substantial number of these DevResults changes were a result of feedback and recommendations from the MESP team.

FIGURE 2. PERCENT OF QUARTERLY PMP INDICATORS REPORTED IN DEVRESULTS ON SCHEDULE
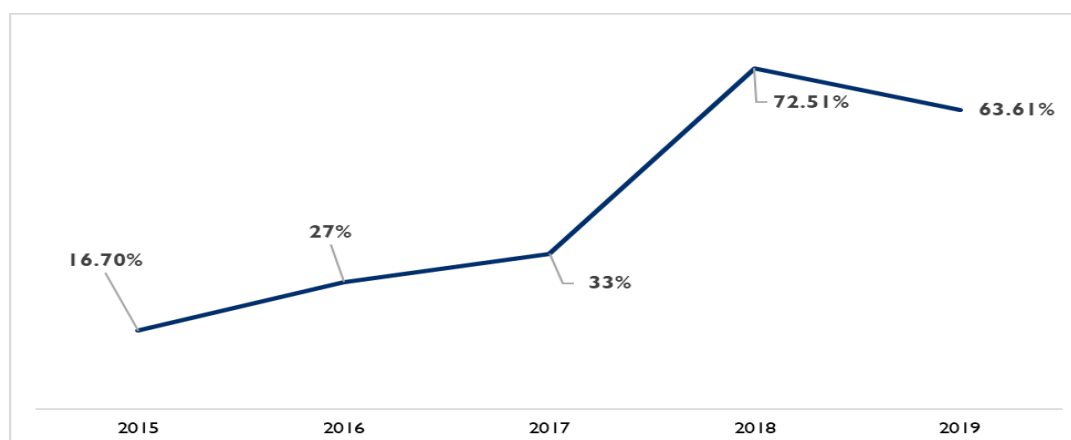
This graph shows the percent of quarterly PMP indicators reported in DevResults on schedule over the years of MESP DevResults implementation (2015-2019).[4] The substantial increase between 2017 and 2018 is due to a change in the method of calculation of this indicator. Before 2018, the denominator was "total # of PMP indicators (annual, quarterly, and semi-annual)," and in 2018 it was changed to "total # of PMP

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[3] PITO is the reporting tool in DevResults. Users can review all data collected and create spreadsheet reports with a wide range of layout options and filter criteria. This tool works like pivot tables in Excel, allowing the user to aggregate, organize, and display indicator results.

[4] The decline in percentage between 2018 and 2019 is likely due to incomplete data in 2019. As of this writing, IPs are still in the process of submitting FY 2019 data.

indicators reported quarterly." DevResults had rolled out an update that identified the reporting cycle of an indicator, whether is it an annual, quarterly or semi-annual indicator. This change resulted in a more accurate method for calculating this indicator.

Indicator Tracker Summary Sheet

MESP developed an **Indicator Tracker Summary Sheet** for Mission indicators. This tracker captures key information about the indicator including: activities linked to the indicator, indicator type, targets, baselines, and actuals. It also shows DQA details (status, approval date, next DQA and DQA comments), PPR details (whether it is a PPR indicator or not under each fiscal year) and other details specific to the Mission's needs. The summary sheet tracks progress on the indicators, combining data from different sources, making it easy to share the information required to assess the current status of an indicator in key areas.

This tracker serves as the main source of information about Mission indicator status. For example, the tracker can provide answers to questions such as, for example:

- Which activities are assigned to report on a specific indicator;
- What are the PPR indicators for a specific year; or
- Details about DQA status for a specific indicator or activity.

Handover

In late FY 2019, MESP submitted a **DevResults Administrative Manual** to the Mission, which not only includes a transfer of the system, but also a description of all the knowledge, experience and responsibilities that are required to manage the system and an identification of the trainings and user manuals that are necessary for institutional memory and the transition process.

GIS

MESP assisted the Mission with GIS development, roll-out, and population, clarifying and conveying GIS requirements. A total of 44 activities reported their GIS data using the required GIS template; as of October 2019, 26 out of these 44 activities are currently active.

GIS is being utilized as a tool to increase collaboration for better shared understanding of the breadth of USAID work, through effective mapping of USAID project interventions and contextual conditions throughout Jordan. The system is intended to benefit USAID and its partners in terms of understanding the answers to a series of key questions related to the Mission's portfolio: Which activities are working in a given governorate? What sectors are being covered? Where may there be opportunities to further collaborate or reduce conflict in terms of working with local officials, including ensuring a unified message or combining requests for support of a governor? IPs are required to report geospatial data in their Quarterly Reports submitted to USAID.

Launch Phase

As part of the Mission's mapping efforts, IPs have been requested to complete a data collection template with geographic coordinates and corresponding activity-level details for each of the categories: i) Grants, ii) Infrastructure, and iii) Training and Capacity Building.

In Q3 of FY 2016, the GIS template was finalized and integrated into DevResults and IPs were asked to update their GIS data through the system instead of filling out an Excel sheet. This step was essential for making sure data was being accurately reported and to avoid human errors by enabling restricted fields in DevResults. In addition, this offered the benefit of having one centralized database for IPs' GIS data that could be viewed and controlled by the Mission. It also streamlined data entry so that IPs had only one system and data entry schedule to deal with.

After the first submission of the GIS data, meetings with IPs were conducted with MESP and PRO to train IPs on the requirements for GIS reporting to the Mission (required quarterly) and to develop a common understanding with IPs about the purpose of the GIS effort.

IP Training

In February 2017, PRO and MESP conducted three GIS training workshops for IPs. Sessions were based on sector, and a total of 23 participants attended the trainings. The purpose of the sessions was to reemphasize the importance of GIS data collection and structure by IPs to make the data useful for visualization and analysis, and to effectively map USAID project interventions in Jordan. In addition, the sessions served to increase collaboration and enhance understanding of the breadth of USAID's work. The training focused on the need for up-to-date and accurate data on intervention locations and other intervention information in order to produce quality maps. IPs learned more about how best to report GIS coordinates and corresponding activity-level details to ensure standardized, comprehensive and timely geospatial data.

In Quarter 1 of 2018, GIS was the topic that was selected for the M&E Community of Practice (CoP) session. The session was planned in two segments. The purpose of the first segment was to share experiences about how to make mapping useful and how to improve data utilization using different GIS software, and to learn more about the benefits of using GIS in the implementation of different projects. The purpose of the second segment was to train IPs on using a free and open-source GIS tool which could improve IPs' knowledge and utilization of the mapping technology, specifically by using Quantum Geographic Information Systems (QGIS) software. Two of these multi-purpose sessions were held to accommodate the various USAID Development Objective (DO) sectors.

MESP held another group of GIS training sessions for IPs in 2019. The purpose of this training was to re-emphasize the importance of GIS data collection and structure to IPs. The training focused on IPs sharing and generating ideas for how best to utilize their GIS data to produce maps that can tell a story about their activities' interventions.

Seven GIS training sessions were held in total, as shown in Table 7.

TABLE 6. NUMBER OF GIS TRAINING SESSIONS, FY 2017-2019

Type of Training	2017	2018	2019
GIS Training	5	0	2

Data Cleaning

MESP worked closely with PRO to review and clean the data, by highlighting the outstanding issues which were found in the data and sending them back to the IPs for their revision and resubmission. The MESP GIS specialist reviewed and verified the data IPs have submitted to the Mission by checking the accuracy and precision of the locations provided and identifying gaps.

MESP started the quarterly GIS data cleaning process in FY 2016. In this process, MESP checked the availability and the accuracy of GPS coordinates that have been submitted by IPs, in addition to the main attributes related to interventions' locations. MESP shared data errors with IPs and worked with them to fix the errors according to GIS submission guidelines.

Map Creation

MESP supported PRO by producing maps with existing IPs' GIS data, showing distribution of USAID interventions based on the main three categories: grants, infrastructure and trainings.

Maps supported a variety of purposes, at the request of PRO. MESP created approximately 70 maps in all. Key maps included:

- A map showing USAID assistance in support of Jordan's response to the Syrian crisis, which has been shared by USAID/Jordan during the annual Mission Directors meeting in Frankfurt and the Fourth Annual GIS Specialists' Workshop in Washington, D.C.;

- Distribution of USAID/Jordan activities across the Kingdom. The wall map illustrates interventions by sector and type of support (grants, infrastructure or trainings);

- Twelve maps were produced, one for each governorate, showing the distribution of USAID activities. The Mission used the maps in developing a calendar for 2018 with a map on each month page. The maps display USAID interventions by sector with the percentage of activities under each intervention type (grants, infrastructure and trainings) in the governorate; and

- An Infrastructure Education School Donor Map, showing the distribution of USAID and other donors' support to school infrastructure activities across the Kingdom.

Portfolio Review Support

The Mission and MESP reached a key milestone in the use of GIS data in 2017: GIS data was easily used to generate maps required for the Mission's Portfolio Review. GIS data was used to generate maps requested by the various Mission technical offices, such as the Health Office map representing the distribution of the health sector technical areas and the level of intervention throughout the Kingdom, among other maps. A map was also developed for the Water portfolio, *"Accomplishment of Water Projects for 60 years in Jordan"*. This map includes all water sector USAID/Jordan activities between the period from 1951-2017.

GIS Support to MESP Evaluations

MESP expanded the use of GIS data in order to enhance the effectiveness of its work where appropriate, including building an inventory of available GIS data in advance for use by evaluation and assessment teams for all such activities going forward.

MESP successfully leveraged the new GIS capabilities in support of evaluations. This includes, for example:

- *The Jordan Loan Guarantee Fund (JLGF) Activity Performance Evaluation* to show the geographic distribution of the businesses that the JLGF activity served in the different governorates in Jordan, which was used in the presentation of evaluation results.

- As part of the data visualizations used in the Early Grade Reading and Math Project (*RAMP) Impact Evaluation* conducted by MESP, a map of schools included in the evaluation field work has been produced showing the intervention and control schools.

- A map for the Economic Development and Energy (*EDE) Assessment* showing the distribution of USAID interventions in the EDE sector across Jordan for the *BEST Evaluation* depicting the distribution of BEST tourism support and promotion interventions across Jordan.

Handover

In anticipation of the MESP close-out, archiving all project documents is essential for learning and making sure tacit and explicit knowledge are transferred to the right people in the most effective method. Therefore, a GIS Handover Plan was initiated. MESP archived all the maps generated since 2015 by creating

folders and sorting files according to their year, sector, and source of request in order to have a clear, easily accessible set of GIS deliverables. Additionally, a GIS Handover Manual was submitted and approved by PRO in September 2019. The manual provides a quick overview about the GIS support to the Mission, including the IP data submission process, data cleaning and maps creation. The last section explains the structure of the electronic handover folder and how the files are organized.

SUB-RESULT 1.2. STRENGTHENED CAPACITY OF MISSION AND IP STAFF TO IMPLEMENT THE MISSION PMP AND AMELPS

REVIEW OF MISSION SITE VISIT REPORTS AND IP QUARTERLY AND ANNUAL REPORTS

In FY 2016, MESP completed a set of reviews of IP Quarterly Reports and Mission site visit reports, to identify gaps in effective use of these tools. Informed by this review, MESP and PRO collaboratively prepared a "How-To Guide" for Mission staff on planning and conducting site visits, and a template for Quarterly Reports. Further reviews of site visit reports and periodic reports were not requested by USAID.

TOOLS AND TEMPLATES

In addition to the guide and the template described above, MESP produced two rounds of templates for AMELPs, once early in the life of the project and again near its end. MESP supplied Mission and IP staff with an extensive array of tools and templates through its trainings and other modes of dissemination, but the AMELP Template has been perhaps the most central to MEL effectiveness at the Mission. The template (particularly the more recent version) is a technical guide and reference tool in addition to a template for the AMELP document. Implementing organizations are not required to use the Template, but typically IPs find it very useful to apply its structure and learn of its advice for MEL practices within the USAID/Jordan environment.

The Template also served a more "selfish" purpose for MESP and PRO, in that it helps to educate and inform IP and Mission staff of key issues and requirements for theories of change, logic models, indicator specifications, and management approaches supporting good MEL practice. This awareness-building helped to facilitate communication associated with AMELP reviews (described below) as well as DevResults use (described above).

SUPPORT IMPLEMENTATION OF THE MISSION PMP

Assistance to the Mission to support implementation of the PMP has taken many forms, including the broad spectrum of MEL provided to Mission and IP staff, through direct trainings and more informal settings, but also through the delivery of analytical products such as evaluations and survey analyses. The most direct assistance of this kind has been primarily in the first two years of MESP (FY 2014-15), when the project supported USAID in defining and refining RFs in Special Objective 4 (Gender Equality and Female Empowerment), supplied presentation slides using PMP data as input to the June 2014 Portfolio Review, and conducted multiple reviews of Mission RFs and performance indicators in FY 2015. Direct assistance for the PMP was less needed after FY 2015. For example, in FY 2019 the assistance included only the MESP DevResults team providing updates to the Mission's PMP Indicator Tracker.

MISSION PORTFOLIO REVIEW AND PROGRAM PERFORMANCE REPORT SUPPORT

The key mode through which MESP delivered assistance to the Mission for its semi-annual Portfolio Reviews and annual Program Performance Reports (PPRs) was through delivery of most-current program

performance data to the Mission, organized by program sector to facilitate use by Mission technical teams. These deliveries began in FY 2016 and continued to the close of the project in 2019.

DATA QUALITY ASSESSMENT

The story of DQA support from MESP is one of close collaboration with PRO and Mission technical teams, with substantial input from MESP during the project's first two to three years, and a decline to the point of minimal need for MESP technical assistance in the latter years. Overall, it is a picture of how capacity strengthening should work in MEL at USAID.

In FY 2014, MESP conducted DQA workshops for both Mission and IP staff; prepared a revised DQA Checklist for use in Jordan, accompanied by a detailed set of guidelines for its use; accompanied USAID staff, and sometimes led, in conducting DQAs; and, provided detailed written comments on several completed checklists. In FY 2015, demand for DQA support expanded considerably, as the Mission began using new indicators for the newly approved CDCS.

A key part of the DQA capacity equation was MESP training workshops for Mission staff, and especially to IP M&E staff, on how best to prepare for DQAs. This made DQAs easier for both IPs and Mission staff to successfully carry out. The DQA workshops were initiated in FY 2015 and they were continually offered through FY 2019.

By FY 2016, progress was evident at the Mission. In MESP's annual satisfaction survey to Mission staff, respondents selected DQA as the M&E task where they observed the most improvement over the last year. One respondent in the MESP assessment on DQA assistance said, *"MESP paved the way for the DQAs for the Mission and IPs."*

By FY 2017, MESP was working closely with PRO on DQA visits to activity sites, and MESP DQA training was being delivered, but the transformation had begun to Mission self-reliance for DQAs. By FY 2018, the Mission required no direct support on data quality assessment.

MEL SUPPORT FOR IPS

TABLE 8. INDICATOR 1.2.5

Number of person hours of training in Monitoring and/or Evaluation conducted by MESP								
FY2014	*FY2015*	*FY2016*	*FY2017*	*FY2018*	*FY2019*	*FY2020 (Oct only)*	*LOP Target*	*LOP Actual*
391	1,241	413	1,549	5,555	5,001	122	**No target**	**14,272**
As the volume of training was demand-driven, no target for this indicator was established.								

TABLE 9. INDICATOR R1.2.6

Average rating by IP staff of their intent to implement relevant sections of the training workshops in their jobs (1-5 scale; 5 indicates "strongly agree")								
FY2014	*FY2015*	*FY2016*	*FY2017*	*FY2018*	*FY2019*	*FY2020 (Oct only)*	*LOP Target*	*LOP Actual*
N/A	4.65	4.2	4.37	4.15	4.33	4.4	**4**	**4.4**
MESP exceeded the LOP target for this indicator.								

MEL WORKSHOPS FOR IPS

MESP conducted a total of *125 training sessions* during the life of the project, engaging *564 participants* (with substantial number of double-counts since many individuals joined more than one workshop). The workshops delivered a total of *14,272 person-hours* of classroom learning exposure, in offerings that ranged from 4 hours to 3 full days. M&E staff, the primary target group, accounted for 48% of all person-hours, program staff 24%, senior management 7%, while individuals with "other" roles accounted for 21% of total person-hours. Those in the "other" category may hold any of a variety of possible roles in their organizations. After 4 years of implementation of MESP, it became clear that interest in the training extended beyond the traditional expected group of M&E and program staff. By FY 2018 IP subcontractors and subgrantees became interested in the workshops, and USAID supported their involvement. In addition, by FY 2018 MESP also welcomed operational staff from IPs who expressed interest in MEL learning in the workshops.

The total number of MEL professionals working in Jordan is not known, but since MESP trained many of those affiliated with USAID IPs, plus some from additional organizations (almost a third of total person-hours), the proportion of MEL professionals in Jordan who have received training through MESP likely is substantial.

Workshops were attended by a higher percentage of women (68% of person-hours) than men (32%). This appears reflective of the proportion of women and men in the MEL sector overall in Jordan.

Of total person-hours trained, IP staff represented 62%; USAID staff 9%; and other organizations 29%. The pace of delivery of the workshops clearly intensified during the last years of MESP: 75% of the total LOP person-hours were delivered after FY 2017. For data by fiscal year, please see Table 7.

TABLE 10. MESP WORKSHOP PARTICIPANT PERSON-HOURS, FY 2014-2020

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 (October Only)	Total	Percent of Total
Sex									
Female	284	985	256	1125	3509	3406	70	**9634**	**68%**
Male	107	256	158	424	2046	1596	52	**4638**	**32%**
Organizational Affiliation									
IP	279	629	406	1343	3275	2864	77	**8872**	**62%**
USAID	91	612	4	196	279	37	18	**1235**	**9%**
Other	21	0	4	11	2001	2101	28	**4165**	**29%**
Sector Affiliation									
Democracy and Governance	60	185	46	267	274	293	14	**1138**	**8%**
Economic Development	69	183	151	336	483	565	4	**1788**	**13%**
Education and Youth	57	282	151	224	467	475	0	**1655**	**12%**
Energy	12	30	4	67	24	0	0	**136**	**1%**
Gender	12	103	14	78	113	25	0	**348**	**2%**
Health	51	101	28	136	1156	1180	56	**2707**	**19%**
Water and Environment	39	121	14	64	296	294	21	**848**	**6%**

Other	77	237	7	378	2279	2169	28	**5174**	**36%**
Sector Unspecified	14	0	0	0	466	0	0	**480**	**3%**
Total	**391**	**1241**	**413**	**1549**	**5555**	**5001**	**122**	**14272**	**100%**

POST-TRAINING EVALUATION

MESP's post-training evaluation is a questionnaire that contains five positive statements, each accompanied by a five-point Likert scale. The evaluation seeks to assess to what extent participants agree with each statement. The statements gather participant feedback on the suitability of the workshop to their role, the learning process during the workshop, the organization, and the participant's intention to put what they have learned into practice. The more participants who agree or strongly agree with the statements, the greater the overall satisfaction with the training and intention to implement such practices into their work.

Analysis of data from the post-training evaluation forms shows that participants were overall very satisfied with all the parameters assessed. During the life of MESP, *93% of surveyed participants agreed that MESP training workshops were helpful for them in doing their job.* In addition:

- Participants stated their intent to (a) implement relevant aspects of the training in their jobs and (b) share their learning with colleagues. In MESP's post-training evaluations, both items were rated 4.4 out of 5.
- On average across all MESP years, participants stated that the courses:
  - Were well organized (Average rating: 4.7 out of 5); and
  - Added to their knowledge of the subject matter (4.6 out of 5).

APPRENTICESHIP PROGRAM

The acute shortage in Jordan of qualified professionals in MEL led MESP and USAID to create the Apprenticeship Program (AP), built from Option 2 of the MESP contract, which offered the opportunity for MESP to strengthen the MEL capacity of local Jordanian organizations.[5] The AP was an intensive six-month program of training and practice-based learning, followed by on-the-job training, job placement, and mentorship by senior MEL professionals.

> *"Back in 2014 you had about two handfuls of people in Jordan who had USAID-level qualifications [in MEL] …. With the AP, now 40 apprentices are out there. One person is now a MEL manager, within two years of completing the program. I think this is really a testament to the demand for and focus on MEL. MESP has raised the profile of MEL in Jordan, but also the level of opportunity for people who want to become MEL specialists from the get-go."*
> — A manager from IP Integrated

MSI worked hand-in-hand with local partner Integrated in the design and implementation of the program. At the end, successful apprentices have the

> *"Moving to another sector was scary until I realized that the Apprenticeship Program was opening the doors to a better future."*
> — Apprentice, Cohort 1

equivalent of at least two years of USAID MEL experience. Further, the AP learning content was adapted to better reflect the multiple approaches to MEL being used by the United Nations (UN) and other donors.

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[5] Option 2 (Contract Section C.7[B]) was titled "Local Capacity Development of Jordanian Think Tanks/Research Organizations" but with USAID guidance MESP applied Option 2 to support development research organizations and Government of Jordan entities with MEL capacity enhancement needs.

Three cohorts of apprentices have completed the program. Forty now serve in 27 development organizations in the development sector of Jordan, including several USAID activities.[6]

The AP is not only about employment. It is also about collaborating and learning among practitioners. For one thing, the AP was not a "we train you and then say goodbye" endeavor. Both MESP and Integrated have added apprentices to their M&E staff. An ongoing Community of Practice gives apprentices, fresh graduates, and established MEL professionals a channel of support and opportunity to network and learn from their colleagues in the sector. Apprentices now constitute an alumni network of junior MEL professionals who are actively engaged in the sector. In the wider MEL community, apprentices have been incorporated as speakers and participants in regular MESP trainings and events and have taken on the role of advocates for the program.

> *"There is now a culture of information accessibility that is readily available to serve, develop and encourage not only USAID staff, but also those who wish to learn and collaborate."*
>
> — Apprentice, Cohort 2

In each phase of the program, this highly collaborative and responsive approach has strengthened relationships within the sector among USAID, IPs, and local organizations.

FIGURE 3. APPRENTICESHIP PARTICIPANTS (2018)

MEL TECHNICAL ASSISTANCE FOR IPS

ACTIVITY MEL PLAN REVIEWS AND RELATED TECHNICAL ASSISTANCE

TABLE 11. INDICATOR R1.1.1

Number of AMELP revisions supported by MESP									
Baseline	*FY2014*	*FY2015*	*FY2016*	*FY2017*	*FY2018*	*FY2019*	*FY2020 (Oct only)*	*LOP Target*	*LOP Actual*

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[6] A list of AP graduates and their current organizational affiliations is provided in Annex VII.

| 0 | 13 | 19 | 21 | 16 | 7 | 13 | 0 | No Target | 89 |

Results measured by this indicator are demand-driven; therefore, there is no LOP target.

TABLE 12. INDICATOR R1.1.2

Number of AMELPs submitted to or approved by the Mission improved by MESP support

Baseline	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Oct only)	LOP Target	LOP Actual
0	0	7	2	1	3	8	0	No Target	21

Results measured by this indicator are demand-driven; therefore, there is no LOP target.

TABLE 13. INDICATOR R1.1.3

Percent of Mission technical management staff who report that MESP technical review of AMELPs helped produce a better product

Baseline	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Oct only)	LOP Target	LOP Actual
0	N/A	N/A	90.90%	80%	55.6%	N/A	N/A	80%	75.5%

MESP did not reach the LOP target for this indicator. While the percentage declined over the years of administration of the MESP survey of Mission staff (FY 2016-2018), it is not clear as to whether it would have declined again if data had been collected in FY 2019. There may be a perception of reduced need for technical assistance on AMELPs as training and generalized learning on MEL among Mission staff increases, but this proposition would require validation with more recent survey data.
Note: Mission staff surveys were conducted only in FY 2015-2017

Technical Assistance for IP AMELPs

Reviews and comments on draft or newly revised AMELPs have been a mainstay of MESP work from its early years. PRO and MESP agreed early that the preferred approach is "triangular" in that the reviews would need to include participation by the Activity (preferably an M&E Specialist and at least one program officer), USAID (the AOR/COR and a representative of PRO, as available), and MESP (one or more M&E Specialists, depending on the need and availability of MESP staff). As a MEL platform for the Mission, MESP took a lead role in facilitating review consultations and providing written input on Theories of Change, Logic Models, PIRS or other sections of AMELPs. Such input was always on a collaborative basis, recognizing USAID's oversight and guidance role and Activity final responsibility for the Plan itself. MESP learning opportunities, especially the continually offered workshops, played a strong role in ensuring that all parties had a knowledge base and vocabulary to share. Finally, attitude was important: MESP M&E Specialists varied in their personal and professional qualities, but in general they were guided by the principle of advisory, not didactic, consultation and the value of professional and cross-cultural mutual respect.

Counting the number of AMELPs reviewed by MESP is not particularly easy, since an AMELP may undergo major or minor changes and subsequently be reviewed by MESP, and it was not unusual for an activity (or AOR/COR) to seek MESP assistance on an AMELP multiple times during the life of MESP. This being recognized, MESP records show that *38 respective activities received AMELP technical assistance.* On any given week or month during the life of MESP, at least one AMELP review was under way, and usually more than one.

R2. AVAILABILITY OF MISSION REQUESTED EVALUATION DATA ENSURED

EVALUATION ASSISTANCE

TABLE 14. INDICATOR GL-02

Percent of MESP-conducted evaluations/special studies that Mission staff reported they used to inform future programming.

Baseline	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Oct only)	LOP Target	LOP Actual
0	N/A	N/A	100%	100%	N/A	N/A	N/A	**100%**	**100%**

Note: Mission staff surveys were conducted only in FY 2015-2017.

TABLE 15. INDICATOR R2.2

Percent of evaluations/special studies implemented by MESP that Mission staff reported as delivered at the right time for them to meet the evaluation management purpose

Baseline	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Oct only)	LOP Target	LOP Actual
0	N/A	100%	100%	100%	N/A	N/A	N/A	**100%**	**100%**

Note: Mission staff surveys were conducted only in FY 2015-2017.

TABLE 16. INDICATOR R2.3

Number of evaluations/special studies completed by MESP

Baseline	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Oct only)	LOP Target	LOP Actual
0	2	3	4	2	1	11	0	**No Target**	23

Results measured by this indicator are demand-driven; therefore, there is no LOP target.

PERFORMANCE EVALUATIONS AND ASSESSMENTS

In FY 2014, as MESP began, Mission evaluations were conducted with limited USAID or IP awareness of the Agency's Evaluation Policy; evaluation or assessment Scopes of Work (SOWs) were often incomplete or semi-informed, leading to inefficient evaluations that sometimes did not meet the information needs of USAID or other stakeholders.

Building upon a core philosophy of responsiveness and "one team" with PRO, MESP proceeded to systematically gather information from Mission and IP staff about their needs in the wide range of MEL interventions/topics that take place within Activities, including evaluations and assessments. Informed by this assessment, MESP consulted with PRO regarding the preferred approach to these deliverables.

It became evident early that the "landscape of needs" had particular qualities in Jordan. Upon further consultation and investigation, for example, it became evident that impact evaluations would be likely to fit needs in the education sector, and perhaps in local governance but probably not beyond these, given current conditions in programs and in the field. Performance evaluations would be needed across the sectors of USAID interventions, and assessments would likely be of interest to address special, often

sector-wide or thematic questions or to deliver, in the form of rapid assessments, answers to questions requiring rapid turnaround.

MESP delivered a total of 17 evaluations, 15 performance evaluation and 2 impact evaluations. They are summarized, each in brief form, below.

PERFORMANCE EVALUATIONS

The evaluation of the Learning Environment Technical Support (LETS) activity was to assess the performance of its learning environment activities and results-based benchmark monitoring systems, while involving stakeholders both locally through schools and parents, and nationally through the Ministry of Education (MoE) to inform future programing.

The Midterm Performance Evaluation of the Fiscal Reform Project II (FRP II) assessed the process, methodologies, and outcomes of FRP II and measured the sustainability of the achievements. This evaluation is notable for including a USAID staff member on the evaluation team.

"End-of-project (EOP) evaluations tend to contain less "news" for the Mission than midterm studies," according to a USAID staff member close to the Mission's overall evaluation efforts. *"EOP evaluations have a way of reinforcing existing Mission thinking about an activity's performance and challenges. Midterm evaluations tend to be used more than the EOP studies. Also, on a general level, the process of conducting the evaluations helped the Mission to pause and re-think program design, implementation, and associated assumptions."*

The Final Performance Evaluation of the Public Action for Water, Energy and Environment Project (PAP) reviewed the process and outcomes of PAP, lessons learned, and sustainability of the achievements related to project beneficiaries. PAP was a complex activity that engaged a wide range of stakeholders including government, NGOs, the private sector, media, and households on multiple levels ranging from awareness to behavior change, policy, and building construction.

The Youth for the Future (Y4F) Final Performance Evaluation sought to capture important lessons to inform new youth-focused activities that the Mission was actively engaged in designing. The evaluation featured substantial primary data collection supported by local subcontractors Integrated and Mindset. This included observation visits to 17 youth spaces, interviews with almost 90 youth service providers, group discussions with almost 100 parents, and a survey of over 435 youth. The Y4F identified several successful approaches—the synergy of life skills training and vocational training, the benefit of vocational training centers (VTCs) in linking graduates to jobs, certifying VTC staff in life skills training, and VTCs adding life skills training into hospitality curricula. Community-based organizations (CBOs) were most effective in reaching youth due to community trust and location within the community, which encouraged particularly female attendance.

The Civic Initiatives Support (CIS) Program Midterm Performance Evaluation to inform CIS' Year 3 work plan incorporated input from almost 200 stakeholders in all regions, including various types of grantees and representatives of organizations whose grantee applications were unsuccessful. Subcontractor Integrated conducted fieldwork and analysis.

A team of three Jordanians and one international consultant conducted a final performance evaluation of Strengthening Health Outcomes through the Private Sector (SHOPS) to guide design and implementation decisions in future programming relative to expanding the access, quality, and utilization of family planning services to address unsustainable population growth. The evaluation included quantitative and qualitative data from 685 survey responses; 35 interviews; and seven focus groups including clients, partners, and key

stakeholders; and four presentations of findings to stakeholders: SHOPS, USAID Health Team, USAID Mission staff, and SHOPS partners. The evaluation was supported by Integrated, which provided the team's Senior Evaluation Specialist and Data Quality Manager, and Mindset, which administered the survey data collection.

The Special Development Objective #4 (SDO4: Gender Equality and Female Empowerment) Evaluation provided USAID with an analysis and strategic recommendations on the effectiveness of the program strategy and the administrative approach that supports SDO4 to mainstream gender across USAID programming. The evaluation results helped inform USAID programmatic decisions for the future of the SDO and the Gender Team. The evaluation team, which included a USAID staff member, utilized qualitative key informant interviews as their primary data collection approach to capture the opinions and perspectives of the different stakeholders, ranging from various offices within USAID/Jordan to IPs of current activities.

The JLGF evaluation was completed by MESP in September 2016. USAID utilized the findings and recommendations to develop the scope of a contract extension for JLGF. The IP subsequently followed through in responding to the USAID requirements to improve its targeting and increase loan access for women.

In 2016, MESP evaluated the Jordan Loan Guarantee Facility (JLGF), an activity designed to strengthen bank underwriting of loan applications from small and medium enterprises (SME) and to improve SME capacity to present appropriate financial information to banks, thereby improving SME access to finance. MESP conducted 60 in-depth interviews with JLGF partners, stakeholders, and beneficiaries and, along with Mindset, implemented a phone survey of 148 enterprise training participants. The survey data yielded valuable descriptive data relating to how various types of SMEs chose to access the facility or pursue financing schemes elsewhere.

The management purpose of the Community Engagement Project (CEP) Mid-term Evaluation was to guide shifts in project implementation during CEP's last twelve to eighteen months to enable a strategic exit from communities, particularly those that received support from the Cities Implementing Transparent, Innovative, and Effective Solutions (CITIES) Activity. The evaluation was a clear example of the mixed methods typically applied in MESP evaluations. This included a phone survey with 232 current and former members of the Community Enhancement Team (CETs), and a household survey of 1,589 households in a representative sample of the population in the 20 CEP target communities in Ma'an City, and Irbid, Mafraq, and Tafileh Governorates. Qualitative data collection included 47 interviews and 13 focus groups, 9 with CETs in selected communities and 4 with beneficiaries of selected CEP grants activities.

In 2017, MESP conducted a Mid-Term Performance Evaluation of Takamol, USAID's flagship activity under SDO4: "Gender Equality and Female Empowerment Enhanced." Takamol sought to promote changes in discriminatory social norms and practices and enhance advocacy and policy reforms. The evaluation engaged a wide range of stakeholders through secondary data, a quantitative survey, and qualitative interviews, and examined implementation across effectiveness, sustainability, credibility, synergy, and learning.

The MESP midterm performance evaluation of BEST was timed well by coincidence: The USAID technical team and the COR were newly in place and just picking up the project; they were receptive of suggestions for improvement and accepting of the recommendations in the report.

MESP's Mid-Term Performance Evaluation of the USAID/BEST Activity was to provide USAID with findings and strategic recommendations related to the effectiveness of the Activity's interventions, mainly the access to finance and marketing components. The evaluation results helped

inform implementation decisions in Year 4 and 5 of BEST's programming. The team conducted two rounds of results presentations, one with the USAID economic development team, where the meeting aimed to discuss the findings and another to co-develop recommendations in a collaborative fashion with Mission stakeholders. The facilitated workshop was organized around an early version of the evaluation report. This was followed by another round with the IP key staff, where the evaluation team presented the evaluation findings and recommendations, to ensure that the final set of recommendations were actionable. The stakeholders in the room discussed responses to the actual gaps and needs for improvement in BEST implementation. Upon IP and COR request, the team conducted a few more KIIs with some of the IP key staff because the IP team felt there was a need to provide extra and in-depth information to clarify some pending issues and guarantee a full understanding of the program. Overall, BEST appears to have set an example, along with USAID, in taking evaluation recommendations seriously and translating them into adaptive action.

In 2019, MESP concluded two rapid assessments, one of the Jordan Competitiveness Program (JCP) and the second for the USAID Local Enterprise Support (LENS) Activity. Both reviews included a mix of qualitative and quantitative methods and drew close attention from stakeholders.

Also, in 2019, MESP conducted a performance evaluation of the Consortium for Elections and Political Processes Strengthening (CEPPS) program in Jordan. This was by necessity a broad-ranging, multifaceted review, since the Consortium includes civil society, political party and election administration assistance implemented by the International Foundation for Election Systems, the National Democratic Institute and the International Republican Institute (IRI). In addition to a desk review, site visits to observe CEPPS activities, 94 key informant interviews, and 8 small group interviews, the evaluation team conducted a phone survey of a sample of 475 beneficiaries of key CEPPS partner activities.

The scope of the Water Management Initiative (WMI) Activity is "to increase accountable, sustainable, water sector management and governance by supporting and strengthening the Government of Jordan's policy development and implementation, and capacity building efforts." The purpose of the mid-term Evaluation of WMI was to guide prioritization of programming initiatives and resources for the remainder of the project, to make mid-course corrections, and to support achievement of WMI objectives. This evaluation was successfully carried out by partner Integrated, without involvement by MSI, due to an organizational conflict of interest (OCI) by MSI's parent firm, TetraTech since Tetra Tech implemented WMI.

> **RAMP Outcomes:** The RAMP evaluation "opened eyes" at the Mission, prompting a series of questions subsequently pursued with the Mission technical team and IP (RTI). It included the Mission's decision to bring in additional assessment of the findings by an external group, and rather extensive engagement of experts at E3 in Washington. The local RTI team in Jordan saw the evaluation as a useful platform for calling attention to RAMP's challenges. The Mission and Ministry of Education are now designing a two-year extension to RAMP; USAID plans to incorporate lessons from the evaluation, particularly from the evaluation report's data-filled Qualitative Annex into future program adjustments.

MESP conducted two impact evaluation studies (IEs) for USAID. The RAMP IE was a rigorous assessment of the impact of RAMP interventions on improving student learning outcomes and teacher instructional practices. It was designed to support the Jordan Ministry of Education's efforts to institute improved teaching and learning practices, facilitate community engagement, and help improve early grade (KG to Grade 3) learning outcomes among Jordan's public school students. The IE was implemented in three cohorts of public schools throughout Jordan, with corresponding waves of data collection and analysis at baseline, midline and endline. Data collection began in Cohort 1 schools in early 2016, Cohort 2 schools in mid-2016, and Cohort 3 schools in 2017.

The study selected a sample of 240 schools across Jordan (120 intervention schools receiving RAMP support and 120 comparison schools that were to receive RAMP one year later). The quantitative analytical strategy of the evaluation used a longitudinal quasi-experimental design incorporating analytical strategies to adjust for preexisting differences between intervention and comparison schools and students.[7] The study created equivalent groups for comparison at baseline allowing measurement of RAMP impacts on students' reading and math scores as well as teachers' instructional practices. The design permits the study to test whether the intervention is the cause of any changes observed in students and teachers. The quantitative analytic strategy was complemented with a qualitative study using in-depth interviews and discussions with teachers and principals to gauge their general perceptions on early grade education in Jordan and the strengths and limitations of RAMP.

As RAMP is the MoE's flagship initiative for improving the quality of teaching and learning throughout Jordan, the knowledge gained from this evaluation has proven valuable to USAID and other stakeholders engaged in long-term strategy designed to increase literacy, numeracy, school completion rates, and access to schooling, and decrease gender-based disparities in education. [8]

The second impact evaluation exercise was addressed to the CITIES initiative. This activity supports Jordan's decentralization and municipalities laws, which facilitate stronger grassroots participation in local level planning and decision making. CITIES' primary interventions focus on making municipal governance more effective in Jordan through the development of innovative and sustainable solutions to service delivery, capacity constraints, and community cohesion in the governance structures that are closest to citizens.

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[7] The analytic strategies included propensity score matching to select a sample of similar intervention and comparison schools and propensity score weights at the student level to improve baseline equivalence between the groups.

[8] The RAMP Impact Evaluation Endline report has not been posted on DEC or KaMP as of this writing because the IP is finalizing responses to the draft report.

The findings from these consultations and document review were presented to USAID and the CITIES team in June 2017. One of the key findings was that an impact evaluation at the institutional (municipal) level seemed possible.

Upon review of existing information and results of the evaluation team's desk review, USAID and MESP decided to proceed with an impact evaluation covering institutional-level indicators, and data collection with municipal officials and users of municipal services. To include public perception data, a larger, population-based household survey was also recommended, which ultimately grew into the stand-alone General Population Survey (described below) to support learning agendas across the Mission DO teams.

As part of the design, the evaluation team identified 15 comparison municipalities that matched on several characteristics to current municipalities supported by CITIES. Following approval of the design, the evaluation team completed 15 municipal institutional capacity assessments (MICAs) for the comparison municipalities as part of the IE baseline. CITIES conducted parallel assessments of the intervention municipalities. As part of this process, the evaluation team offered suggestions regarding improvements to the technical content of CITIES MICA instrument.

Given the multiple prongs of data collection and analysis conducted, the CITIES IE Baseline has served as a complex analytical resource for USAID and the CITIES IP. By the time of MESP's closing in October of 2019, this impact evaluation had featured baseline data collection but no subsequent waves of data collection, for reasons attached to the timelines of both MESP and CITIES. Nevertheless, the baseline produced data and analyses valuable to USAID and CITIES. An endline wave of data collection is planned by the Mission under the follow-on MEL platform.
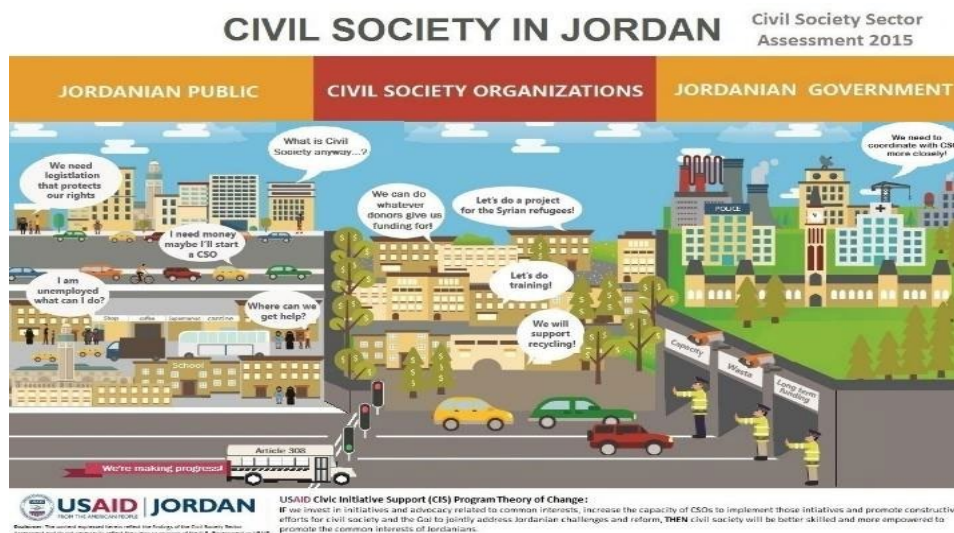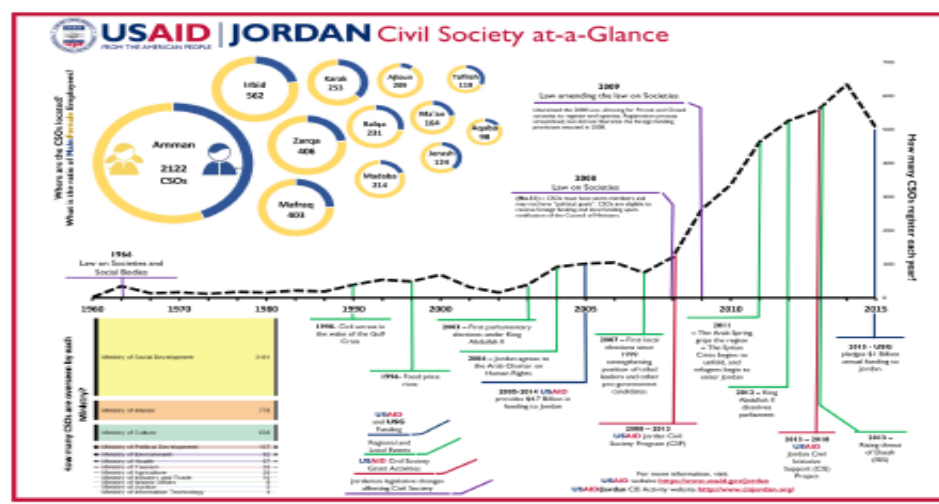
ASSESSMENTS

Over the course of six years, MESP provided a series of 13 assessments, special studies, and surveys to the Jordan Mission.

In FY 2015, MESP conducted a Youth Assessment that reached over 700 at-risk youth and 175 parents and teachers throughout the country through focus group discussions. Because USAID's Youth Policy recognizes the vital role of youth themselves participating in the program design process, the assessment engaged 13 youth assessors to observe focus groups, validate focus group findings and conclusions, and produce a video in which they conducted interviews with other youth to tell the story they wanted to be told of youth in Jordan.

The following year, MESP produced a Civil Society Assessment – given the geopolitical dynamics in the region and USAID's significant funding to civil society – to provide an in-depth overview of the sector. The assessment team conducted 17 focus groups with civil society organizations (CSOs), local government, and citizens; as well as over 75 interviews with civil society activists, government officials, parliamentarians, donors, and IPs. As part of a wider dissemination plan for this report, MESP developed two infographics to provide a quick snapshot of the complex landscape depicted in the report. These include *Civil Society at a Glance* and *Civil Society in Jordan* (See Figure 4). These were uploaded to the KaMP and the final report translated into Arabic for wider circulation. This assessment served as a source of foundational information for the subsequent midterm performance evaluation of CIS, described above.

FIGURE 4. INFOGRAPHICS FROM THE CIVIL SOCIETY ASSESSMENT

The School Construction Stakeholder Assessment was carried out in FY 2015 by a team composed completely of MESP local staff, assisted by local subcontractor Integrated. The purpose of the assessment was to obtain stakeholder input to help the Mission support capacity building among partners involved in school construction with the ultimate objective of improving the efficiency of implementation, utilization, and the quality of Jordanian public school construction activities. The Mission provided the basic methodology, which consisted of stakeholder workshops in Amman and Aqaba with 88 participants, as well as six interviews with key staff from both the MoE and the Ministry of Public Works and Housing (MPWH). This assessment provided an overview of the capacity of GOJ partners in school construction.

A second analysis of school construction and expansion, the [Education and Youth (EDY) School Construction and School Expansion Assessment](#), was completed in FY 2019. This assessment examined effects, opportunities, challenges and lessons learned in school construction and school expansion activities on three levels:

1. Effects of construction activities on learning outcomes and school performance;

2. Sustainability of different construction approaches in terms of learning outcomes and school performance; and

3. Effects of construction activities on social inclusion and cohesion outcomes for both students and communities.

This assessment capitalized upon existing data representative of relevant activities within the USAID/Jordan EDY portfolio, as well as in-depth primary data collection in a sample of schools. The MESP team approached the assessment by observing and documenting the effects of school construction on learning and social outcomes by examining student performance and attitudes of relevant stakeholders. Based on discussions with USAID/Jordan, the team selected schools that were supported through the Jordan School Construction and Rehabilitation Project (JSP) and the Jordan School Expansion Project (JSEP).

While the primary data collected proved useful for the assessment, quantitative data expected from the MoE's Education Management Information System (EMIS) proved not to be available in usable form, so a major data triangulation contemplated in the assessment design proved not to be feasible.

Discussions around the EDE team's learning needs in FY 2016 led to a Mission request that MESP conduct three [Job Creation Assessments](#) to investigate the potential for job creation and employment in USAID-targeted sectors. The Assessments were part of a strategy to assess appropriate targets for job creation and workforce development and to potentially reallocate resources to activities and interventions to maximize employment in the near term. The first assessment on job creation focused on USAID target sectors of tourism, information and communications technology (ICT), clean technology, medical tourism, pharmaceuticals, transportation, and manufacturing. Its purpose was to assist USAID in establishing realistic expectations for job creation and job placement in the target sectors. It employed previously unused data sources and applied an empirically rigorous methodology to estimate ranges for direct job creation, job creation due to exports, and incorporating indicators of foreign direct investment in JCP's target sectors. The assessment identified the types of interventions that are most effective in increasing employment and the types of interventions that lead to more rapid increases in employment.

The purpose of the Cost-Per Jobs and Indirect Jobs Assessments was to assess the quality of the cost-per-job methodology presented in the JCP Assessment Report and provide complementary methodology on how to measure cost-per-jobs and provide a summary of the methodologies that should be applied in order to measure overall job creation due to new interventions. These assessments also provide complementary methodologies that could help better estimate any job impacts of the desired interventions. In terms of indirect employment, the study provides several alternative methodologies that have been employed by researchers in recent years.

The assessment on the Technical and Vocational Education and Training (TVET) reviewed available data on TVET in order to ascertain which areas of TVET investments yields the most productive employment outcomes over the short to medium term. This assessment also offers analysis of the available data from TVET institutions such as tracking of graduates, employment rates, duration of employment, sectors of employment, and patterns of graduation and employment. The assessment also contains statistics on employment of TVET graduates by sector, institution, and gender and estimation of cost per graduate trained and cost per graduate employed.

In FY 2017, MESP conducted a [Jordan Customs Department Assessment](#) to support the Customs Department in their efforts to implement a single national window of information.[9] For this assessment, Mission staff were engaged in the interviews of prospective evaluation team members, allowing more extensive and direct USAID input to team selection.

In 2017, the USAID/Jordan EDE team requested MESP to undertake a broad-spectrum [Economic Growth and Competitiveness Assessment](#). The Assessment focused on identifying the various challenges and opportunities related to key macroeconomic conditions for growth (including export and investment facilitation, job creation and unemployment, and the business enabling environment), growth trends across 12 Jordanian economic sectors, and the effects of interventions and approaches on competitiveness and economic growth in Jordan, whether implemented as part of the USAID EDE portfolio or implemented by other actors, such as other donors and/or the Government of Jordan. The assessment also included a nationally representative survey of 1,864 registered Jordanian businesses to ensure the inclusion of the perspectives and insights of the private sector. This assessment was a follow-up to the 2012 Jordan Economic Growth Assessment.

In FY 2019, MESP completed a Rapid Assessment of CITIES.[10] USAID/Jordan requested the rapid assessment to assess the structural foundations of the CITIES activity to identify strategic and management risks and responses to mitigate those risks, to inform USAID decision making. The assessment focused on specific questions related to CITIES goals, indicators, beneficiaries and management structure and organization.

The assessment was carried out in two phases. Phase One comprised a desk review based on available data and activity documentation. Phase Two comprised key informant interviews (KIIs) with 52 informants from USAID, CITIES, beneficiary municipalities and counterpart ministries. The tight timeframe for the rapid assessment limited the extensiveness and depth of data collection. The scope of analysis was targeted to produce programmatic and management insights and highlight areas for further exploration by USAID and CITIES. The assessment offered options for forward action by both USAID/Jordan and CITIES; findings and conclusions were presented in separate presentations to the Mission and to CITIES leadership. Among the assessment's conclusions was recognition of the need for CITIES to substantially revise its logic model and key indicators. At USAID direction and CITIES's invitation, MESP joined USAID in providing technical assistance to CITIES for this revision.

Utilization and Impacts

The MESP portfolio of evaluations and assessments is sizeable and diverse, and MESP performance data and experience with some evaluations and assessments suggest a mixed picture of utilization and impact:

- According to MESP utilization surveys, all or nearly all evaluations, assessments or special studies were used in some way by Mission stakeholders to inform future programming and were delivered at the right time for them to meet their intended management purpose. As noted in the summaries given above, some MESP evaluations, assessments and special studies were well received and reported as useful for management adjustments, programming learning or both.

- At the same time, usefulness was not always at a preferred level. According to PRO, some products, such as the FRP II Evaluation and the USAID LENS and JCP Assessments, were finalized too late to provide useful input to design of a follow-on activity. The Mission's EDY team may not

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[9] The link provided to the Jordan Customs Department Assessment is to a version of the report with sensitive information removed. A complete version of the report is provided with the full MESP deliverables package.

[10] Due to sensitive content this report has not been distributed to the public.

have found the FY 2019 School Construction Assessment very useful. The water and health teams had some concerns with the usefulness of the WMI and SHOPS evaluations.

MESP experienced "high points" as well as some "low points" in achieving intended utilization and impact of its evaluations, assessments and studies. Some lessons learned from this experience are shared later in this report.

SURVEYS AND SPECIAL STUDIES

PRIVATE SECTOR SURVEY

In partnership with Mindset, MESP implemented a survey of 1,864 registered businesses throughout Jordan between November 2017 and January 2018. The Private Sector Survey expanded upon the World Bank Enterprise Survey and other existing measures of private sector well-being to provide a comprehensive view into the perspectives of members of the Jordanian private sector. The Survey addressed themes of key interest to USAID and other stakeholders, including company performance, employment, access to finance, the business enabling environment, connectedness, and attitudes toward women and youth.

The Private Sector Survey Analysis Booklet, dissemination event videos, data set, findings, and presentation slides can be found on KaMP here. Data and findings from the PSS served as resources for subsequent MESP analytical products, including the Economic Growth and Competitiveness Assessment and the USAID LENS Rapid Assessment.

GENERAL POPULATION SURVEY AND LEARNING AGENDA DATA ANALYSIS

In 2018, MESP conducted a nationally representative survey of adults in Jordan (N=11,963). The survey was designed to support USAID/Jordan learning and decision making by providing a better understanding of the broader context in which projects and activities are implemented, explore determinants of indicator performance, and to provide IPs data critical to their activity planning and implementation. The survey provides critical data on key international economic and social development indicators, and data relevant to USAID performance indicators and learning agenda questions. Sectors and cross-cutting themes include:

- Democracy, Human Rights and Governance (DRG);
- Economic Development and Energy;
- Education;
- Population and Family Health;
- Water Resources and Environment;
- Youth; and
- Gender.

The survey data set, final report and an overview presentation may be found on KaMP here. Survey data and findings have subsequently supported design and implementation of the CITIES IE Baseline as well as a Learning Agenda Data Analysis, as noted in sections above.

MESP collected notes on Mission and Embassy staff questions and comments in response to the eight topical presentations of survey findings delivered in February 2019; these notes are part of the Survey Handover package delivered to USAID at the close of MESP. These notes are a beginning point for Mission discussion in future for design improvements to the survey for subsequent waves of data collection. Preliminary plans are for a follow-on administration of the General Population Survey to take place in approximately FY 2021.

The [Learning Agenda Data Analysis](#) features answers to several substantive questions of key interest to the Mission, with analyses derived from the General Population Survey data.

UTILIZATION OF EVALUATIONS AND OTHER ANALYTICAL PRODUCTS

MESP began conducting evaluation utilization reviews early on, in FY 2015. Recommendations for improving the evaluation design, implementation, and reporting process emerged from these reviews:

- Evaluation SOWs should contain very specific management purposes with dates of intended utilization opportunities.

- Evaluation questions for final evaluations may be better worded as learning objectives in order to help broaden the focus from Activity performance with recommendations that are potentially too specific and difficult to directly employ to recommendations that more readily inform future initiatives.

- Evaluation in-briefs and similar meetings with Mission clients should focus on the envisioned wording of recommendations to ensure that final deliverables are presented in language that facilitates intended usage.

- To broaden awareness to prospective stakeholders, the MEL platform contractor and USAID should consider facilitating the circulation of evaluation/assessment SOWs to a broader audience outside of the specific technical or DO team that is commissioning the study.

Applying the lessons learned from the first two utilization assessment, MESP proceeded to conduct additional utilization assessments. Assessments were conducted for a handful of evaluations, but MESP became too busy to carry out more of them. MESP aspired to circulate a recommendation utilization matrix immediately after completion of an evaluation or assessment, but this also was not taken up in the midst of what for many MESP technical staff became a rapid flurry of technical tasks in FY 2017 and 2018.

Subsequent utilization reviews conducted in 2016 and 2017 reinforced the usefulness of specifically worded recommendations and of engaging multiple stakeholders early in formulation of evaluation/assessment SOWs.

In response to these reviews MESP proceeded in partnership with PRO to systematize development and review of SOWs, engaging stakeholders at early stages; and taking advantage of opportunities to hold recommendations workshops.

For further information on the use of MESP analytical products, please see sections of this report below addressing MESP Result 3, the use of KaMP, the MEL Conferences and other dissemination products and events.

A UTILIZATION EXAMPLE: BEST, USAID AND MESP

As noted above, the BEST Midterm Performance Evaluation used a mixed-method approach to answer its evaluation questions. This methodology included use of secondary data and literature as well as focus groups and a phone survey of tourism enterprises. This broad-based foundation for analysis gave the evaluation a basis for authority in its recommendations. The human element was important as well. As noted by a USAID staff member familiar with the evaluation, the evaluation team, made up of a mixture of short-term MSI consultants, MSI HO staff, and MESP staff, was "well-qualified, high-energy and trustworthy."

The evaluation report featured 14 recommendations (and 20 sub-recommendations), addressing issues ranging from preferred priorities within and among the Activity's components, to program learning and sustainability of results, to suggestions for revision to the AMELP.

Upon completing the draft presentation of findings, the evaluation team carried out evaluation recommendations workshops with USAID and with the BEST team, seeking out any concerns with the draft recommendations and preliminarily discussing methods for follow-through. These workshops were productive, in that they informed the new COR on the USAID side and the BEST team at project midterm.

The most explicit outcome of the utilization effort, intertwined with the overall quality of the evaluation itself, is a section of the BEST revised Work Plan dedicated to tracking and follow-through to the evaluation. This "Action Plan Matrix" includes sections that identify each recommendation, with associated BEST actions in response, the team responsible for the action, current status of the action, and a learning section called "How was this achieved?"

BEST actions have included, for example, revisions to contract deliverables (with USAID), updating of the AMELP, restructuring of BEST reporting templates to include challenges and proposed solutions, focus on gender and women's empowerment, review of grants administration, and longer-term deployment of technical specialist staff. The USAID COR applies this matrix as a key tool in collaboration with BEST in forward planning for the project.

The approach taken by the BEST team to support utilization of the evaluation's recommendations is an example of taking an evaluation and systematically addressing recommendations to integrate them into an activity work plan.

GENERAL POPULATION SURVEY DISSEMINATION AND USE

The General Population Survey presentations were delivered to the Mission in February 2019, and arguably it is still too early to adequately assess its impact. The Mission's CDCS discussions, which will continue into autumn, may well utilize analytical pieces from General Population Survey. At the time of the February dissemination, sections at the US Embassy (e.g., DOS) asked for some of the sectorally and thematically focused analytical booklets, which meant that the initial interest extended beyond USAID.

ACHIEVEMENTS AND LESSONS LEARNED

Looking retrospectively at MESP's experience with evaluations, assessments and special studies, the following *achievements* become apparent:

1. One USAID/Jordan staff member familiar with MESP identified (without using these labels) both what evaluation specialists call "instrumental use" of MESP evaluations and studies (that is, use that informs program decision making) and "process use," or utilization that affects how a group manages or approaches MEL information. This source said, *"What comes to mind… is how our assessments, analyses and evaluations have for the most part confirmed our thinking and impressions of the progress of our activities or the context in Jordan. They provided us with solid data to inform our discussions and programming."* Also: *"From an M&E perspective, the learning and development our M&E staff gained over the years in developing scopes of work and determining best approaches has been phenomenal. If you review evaluation scopes from a few years ago compared to those completed more recently, you'll see this evolution."*

   This Mission staff member also observed that *"the process for conducting analyses and evaluations has provided a platform for pausing and reflecting and for opening up candid dialogue with our IPs and stakeholders about what is working and what is not. For example, even though the findings of the RAMP*

IE were controversial, just the mere process of conducting the evaluation and having candid discussions about the learning and issues identified was significant in its own right. It prompted the Mission to dig deeper and, in some senses, admit that we need to better design our efforts, monitor more closely, acknowledge our successes and admit our failures, and better message our story."

2. One factor contributing to the improvement of the quality of the evaluation reports was the involvement of MSI home office staff on evaluation teams. USAID staff have noted that the involvement of MSI staff in evaluations was a "best practice." They noted that MSI staff understand USAID and the background of the work and understand portfolios of similar projects around the world.

3. MESP also actively leveraged local expertise, especially of its subcontracting partners Integrated (for evaluations, assessments, and surveys) and Mindset (for field data collection). This proved to be a key resource for quick, knowledgeable response to USAID's information and analysis needs.

4. As MESP experience in these activities grew, the MESP team came to focus more attention on constructing mixed-method designs in evaluations and assessments. Systematic inclusion of quantitative data from field surveys or other sources was found to add considerable value and authority to evaluations and assessments.

5. An additional new evaluation procedure, developed over time and based on a USAID recommendation, was the co-generation of evaluation recommendations. Through the lens of Collaborating, Learning and Adapting (CLA), PRO and MESP identified a need for enhancing collaboration between evaluation team members and USAID activity managers in order to ensure that evaluation recommendations were developed and worded in ways that would increase the likelihood of their utilization for improving programs. Despite initial concerns that increased involvement of USAID staff in the recommendations development and revision process could undermine the independence of the evaluation team, this co-generation of recommendations session was added to the overall evaluation process where evaluation stakeholders would discuss findings and conclusions made by the evaluation team, and collaboratively co-generate the final actionable recommendations. Throughout this process, it is made clear that the evaluators have freedom to decide to use any of the Mission team's feedback and suggestions in their final reports. Such assurances are critical to ensuring the independence and integrity of the evaluation process. As a result of all stakeholders' openness to continuous learning and improvement, these sessions, attended by USAID technical managers of the Activity being evaluated, the evaluation team members, PRO, and MESP staff, have resulted in perceived improvements to the utility of the final recommendations without undermining the integrity of the evaluation process. More useful recommendations are expected to facilitate a more efficient and effective utilization of evaluation results for adaptive management by Mission and IP staff, resulting in improved development outcomes for the people of Jordan.

   The mid-term evaluation of the JLGF was the first to experiment with this process, which produced more immediately relevant and implementable recommendations than those often developed and submitted without the benefit of prior discussion with Mission stakeholders. MESP continued the practice of facilitating a "co-generation of recommendations" session with PRO and the Takamol AOR, which allowed USAID and MESP to discuss findings and conclusions in more depth and ensure recommendations were as useful as possible for both Takamol and USAID before finalizing the evaluation report. While there are multiple factors affecting the utilization of evaluation recommendations, this process has been perceived as useful by MESP and PRO, and preliminary analysis of evaluation utilization for the JLGF evaluation is positive.

> This process was also used as a case study, and was a top-ten finalist, developed by MESP on behalf of PRO for the global CLA Case Competition conducted by USAID/PPL.

Lessons learned include the following key items for evaluations, assessments and special studies:

1. It is important to take the time to educate the IP(s) on the purpose and expectations of the evaluation. This was recognized by MESP and USAID in the early years of the activity, but perhaps not consistently applied.

2. Understand stakeholder evaluation needs and utilize an appropriate mix of quantitative and qualitative methods to meet those needs. This builds upon the communication advice in item 1 above but calls upon the evaluation/assessment team to encourage open discussion about data collection requirements for authoritatively answering evaluation/assessment questions, as well as tradeoffs of depth or breadth of analysis with time and other resources.

3. Relatedly, develop evaluation questions in collaboration with the IP(s), and be ready to refine them once the evaluation team is on board.

4. Be sure to include local experts on the team, taking special effort to optimally leverage the varied skills of local team members. MESP evaluations and assessments tended to include local experts often but their added value at times may not have been used as well as they might have.

5. Allow enough time for evaluations to be properly conducted. In early planning discussions, prepare stakeholders for the possibility that the platform project may recommend against conducting an evaluation, or suggest right-sizing to a true rapid assessment, due to time constraints.

6. Confirm with stakeholders the implications of major data collection exercises, such as population-based social surveys. Even with application of new technologies for data collection, these surveys take time and may require obtaining special permission from local authorities.

7. Come to agreement with stakeholders about just what a rapid assessment is, the conditions under which this mode may be preferred, and the time and resource limits associated with such assessments. For example, if a review is expected to take more than two months from approval of the team to draft report, it perhaps should not be considered a rapid assessment.

8. Understand with more depth the implications of conducting studies that engage special populations. Collecting data concerning the status of young or lower-income people, for example, needs to include plans to "meet them where they are," recognizing that geographical mobility or access to some meeting places may constrain their ability or readiness to participate in data collection.

9. Conduct validation and recommendations co-creation workshops, as a matter of routine practice.

A summary set of MESP lessons and recommendations may be found beginning at page 62.

R3. EFFECTIVE COMMUNICATION OF SELECTED MISSION RESULTS IMPLEMENTED

STRATEGIC COMMUNICATION AND STRENGTHENED COLLABORATION

TABLE 17. INDICATOR 3.1

Percent of evaluations/special studies implemented by MESP that Mission staff reported that the final reports/communication products were effective in conveying intended messages

Baseline	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Oct only)	LOP Target	LOP Actual

Baseline	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Oct only)	LOP Target	LOP Actual
0	N/A	100%	100%	100%	N/A	N/A	N/A	**100%**	**100%**

Mission staff surveys were conducted only in FY 2015-2017.

TABLE 18. INDICATOR 3.2

Number of communications products produced and disseminated

Baseline	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Oct only)	LOP Target	LOP Actual
0	0	12	11	19	10	19	0	**No Target**	71

Results measured by this indicator are demand-driven; therefore, there is no LOP target.

TABLE 19. INDICATOR 3.3

Percent of surveyed users responding Agree/Strongly Agree (on a five-point Likert scale) to "My access to USAID M&E information including templates and tools is improved by access to KaMP."

Baseline	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Oct only)	LOP Target	LOP Actual
0	0	0	N/A	88.50%	72.7%	N/A	N/A	**No Target**	80.6%

Results measured by this indicator are demand-driven; therefore, there is no LOP target.
Note: Mission staff surveys were conducted only in FY 2015-2017

TABLE 20. INDICATOR 3.4

Percent of surveyed users responding Agree/Strongly Agree (on a five-point Likert scale) to "My access to information related to the development sector in Jordan is improved by access to KaMP."

Baseline	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 (Oct only)	LOP Target	LOP Actual
0	0	0	N/A	84.60%	50%	N/A	N/A	**No Target**	67.3%

Results measured by this indicator are demand-driven; therefore, there is no LOP target.
Note: Mission staff surveys were conducted only in FY 2015-2017

EVALUATION/ASSESSMENT INFOGRAPHICS AND OTHER COMMUNICATION PRODUCTS

In total, the count of communications items produced and disseminated by MESP is 71 across the life of the product. The count gives only a hint, however, of the volume and quality associated with the overall effort.

Outreach and communications expanded considerably after MESP's first two years, once activities became especially numerous and diverse. Communication and outreach activities expanded notably by the end of FY 2016, and these efforts continued to be active well into FY 2019. Highlights include:

- A presentation of Youth Assessment findings to over 40 USG staff (FY 2014);
- Production, in English and Arabic, of five evaluation/assessment summaries and one fact sheet on the Youth Assessment's methodology and a sample selection (FY 2015);
- Production and upload of an Arabic translation of the Civil Society Assessment report (FY 2017);
- Development and dissemination of the "MEL Matters" newsletter for Mission and IP staff (FY 2014 – 2018);
- Development and facilitation of three USAID/Jordan MEL Conferences (FY 2016 – 2018);
- Production and upload of a short video on KaMP (FY 2017);

- Administering KaMP competitions for KaMP users (FY 2017-18);
- Dissemination of videos on MEL Conferences (FY 2017-18);
- Delivery of a day-long training, in partnership with EvalJordan, to 23 participants at the EvalMENA Conference (FY 2018); and
- Dissemination of products and events based on findings from the Private Sector Survey and the General Population Survey (FY 2019); and
- Contributions to the USAID/Jordan IPs newsletter (FY 2015 – 2019).

An example of a MESP infographic is provided in Figure 3.

FIGURE 3. INFOGRAPHIC FROM MESP'S 2016 MEL CONFERENCE POST-REPORT

When asked to describe M&E in one word this is what the conference participants had to say. The size of the word is proportional to the number of times it was mentioned

For major analytical products, MESP utilized a multi-pronged approach to outreach. Communication of the findings of the Private Sector Survey (FY 2018) is a good example. Dissemination efforts included sharing of the Survey data set on KaMP, publication of a booklet of Survey findings, presentations to stakeholder groups including USAID and the private sector, IPs and others. The primary dissemination event in October 2018 brought together over 75 stakeholders from USAID, the Government of Jordan, the donor community, IPs, and the private sector to discuss major findings and real-world implications of the survey data. The event was a first step in fostering collaboration between development actors to create data-driven, synergized strategies to engage the private sector and tackle Jordan's most pressing economic growth and development priorities. MESP produced a one-pager summary of findings, and infographics to support these products. The 2018 MEL Conference was also used as a dissemination channel.

KaMP PORTAL

In April 2014, MESP completed an assessment of needs for a platform for managing and sharing knowledge resources generated within both USAID and the broader development community in Jordan. Based on discussion of this assessment, development and implementation of KaMP was approved; development of the portal was initiated in May 2014. A test deployment was conducted in July, but a USAID information security review of KaMP took longer than expected. USAID/Jordan and MESP were granted approval to fully launch KaMP in FY 2016.

Through collaboration with the Mission, MESP promoted the portal among its primary target audience: IP and USAID staff. MESP took several opportunities during Mission or MESP training sessions, Community of Practice (CoP) sessions, communication groups meetings and discussions with IPs to promote KaMP by providing short introductory sessions to acquaint participants with registration, uploading, and searching for resources on KaMP, in addition to providing participants an opportunity to explore the portal on several computer stations and promoting orientation sessions for IPs and Mission staff wishing to learn more about KaMP. Promotional materials inclusive of an introduction for IP staff and a 'Quick Guide' to getting started with the portal were also shared. These sessions provided opportunities for M&E staff to ask questions and share their suggestions on how to further improve KaMP.

The public launch was in March 2017, aimed to reach the secondary target audience: Jordanian Government agencies, USG staff working in Jordan and working in the United States on Jordan or Middle East activities, USAID partners, Non-USAID partners, donors and other professionals from the development sector in Jordan.

To be useful, KaMP needed to host a significant number of resources, and so to begin, the MESP team populated the KaMP with key sets of Jordan development-related resources in thematic collections, including USAID/Jordan M&E templates and tools, essential documents for understanding key issues impacting development in Jordan, GOJ reports, statistics, GIS files, and other resources that can sometimes be difficult to find.
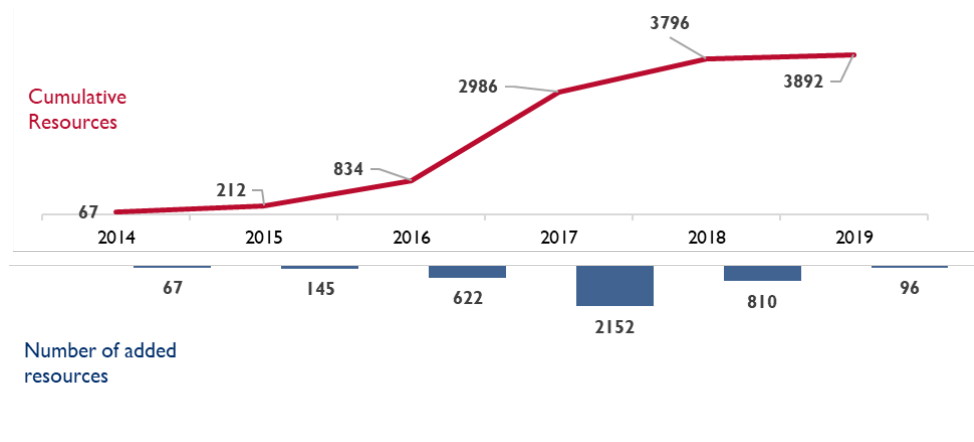
As a way of monitoring progress on KaMP, each month MESP prepared a status report to be shared with PRO. The status report provided a review of the portal during the month as well as a cumulative history to provide the bigger picture. The report monitored the ongoing progress of KaMP's development and promotion. Upon review, it was intended to inform decision-making at every level.

The dashboard below displays statistics about KaMP usage over the life of the project (FY 2014- 2019).
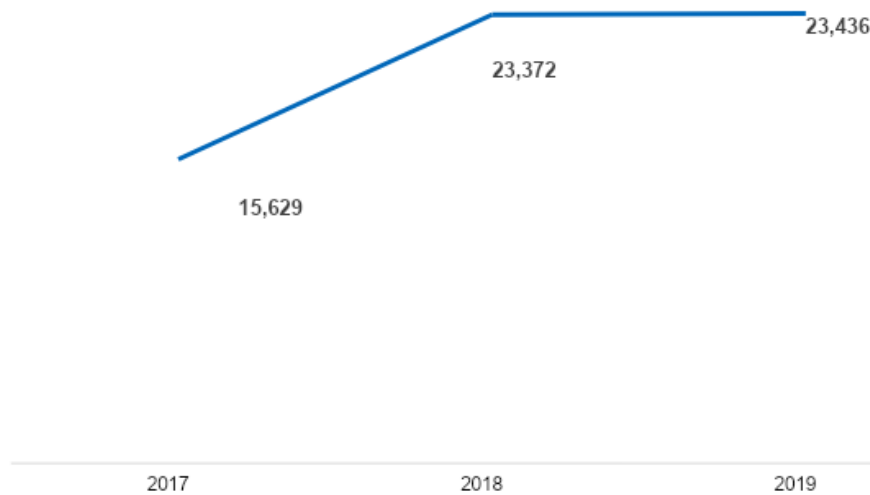
FIGURE 4. NUMBER OF ACTIVE USAID ACTIVITIES REGISTERED

21

29

Total no. of activities = 50

■ Registered   ■ Non- Registered
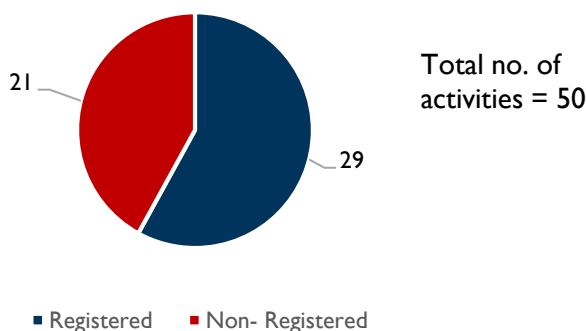
FIGURE 5. CUMULATIVE AND NEW RESOURCES

Cumulative Resources

3796

2986

3892

834

212

67

2014   2015   2016   2017   2018   2019

67   145   2152   96
                    622   810

Number of added resources

FIGURE 6. NUMBER OF SESSIONS

23,436

23,372

15,629

2017   2018   2019

*Total number of Sessions within the date range. A session is the period time a user is actively engaged with the website, app, etc. All usage data (Screen Views, Events, Ecommerce, etc.) is associated with a session.

FIGURE 7. NUMBER OF VISITORS

44,125

16,748

10,612

2017   2018   2019
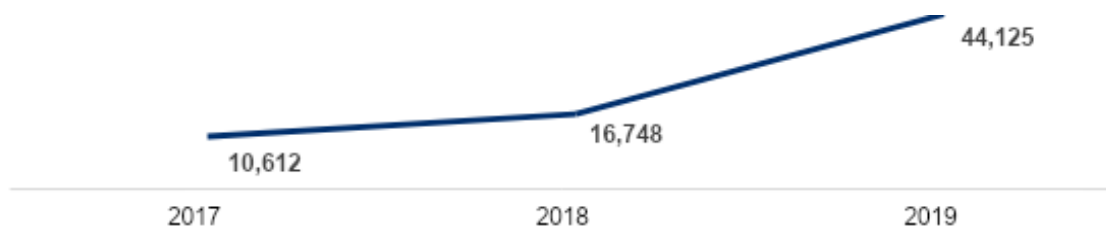
Figure 4 shows registered and non-registered users. It is important to note that there are a substantial number of ongoing USAID activities that are not registered users. These are mainly infrastructure projects that do not have materials to share or no major deliverables that meet KaMP resource criteria. Upon guidance from USAID, MESP does not contact these activities about KaMP.

Figure 5 shows cumulative and new resources. It is interesting to note that new resources have declined in the past year. MESP believes that this is because most of the current activities have already shared the bulk of their materials, either during the KaMP competitions or just before their closure. Activities now are uploading resources one-by-one as soon that they are available, so the rate of cumulative increase in resources uploaded has slowed.

Figure 6 shows the number of sessions. The traffic usually increases during KaMP competitions or special events during which MESP announces availability of specific materials on KaMP. Otherwise the number of sessions remains quite stable.

Figure 7 shows that the number of visitors has continued to increase even as the number of new resources has tapered off. This indicates that the resources on the portal continue to be valuable to users.

Finally, the KaMP data indicate a continued high level of interest in KAMP: New visitors to the site have constituted 86% of all visitors, in both 2018 and 2019. The number of non-USAID partners registered for the site has increased considerably in the more recent years of MESP.

KAMP COMPETITIONS

In FY 2017, MESP's primary goal was to increase awareness and utilization of KaMP. To this end, between October 1, 2016 and February 5, 2017, MESP and PRO conducted a KaMP competition among IPs to increase the number of resources on KaMP. The competition was a great success, with IPs collectively uploading 1400 resources to KaMP. For the competition, IPs were divided into three groups based on project size and duration. The winners included: JLGF, BEST, and CEPPS-IFES (International Foundation for Electoral Systems), and their success was celebrated through announcements on KaMP, in the MEL Newsletter, at the MEL conference, as well as through a breakfast at each IP's office.

KaMP competitions proved an effective strategy to engage people on KaMP, both in terms of visits and uploads, and continued strategies to promote KaMP, either through future competitions or other activities, are needed.

The second KaMP competition was launched in FY 2018 Q2. Like the first competition in FY2017, three groups of IPs competed in terms of uploading the largest total number of resources that are of interest to other partners and/or external audience. The second competition was three months in duration (rather than four), but it still rendered 515 new resources added to the platform and 49 new users.

All in all, the first competition exceeded the total number of entries of the second competition. This could be due in part to the longer duration of the first event, and that KaMP was a newly introduced platform that year. Interestingly, the number of non-USAID partners engaged on KaMP during the period of the second KaMP competition exceeded the number of USAID IPs in both competitions, and non-USAID IPs during the first competition. While not officially part of the KaMP competition, the increased engagement of non-USAID organizations on KaMP may be an avenue for further exploration for future KaMP competitions.

KAMP LEARNING

In Q4 of 2017, MESP adopted a new KaMP user survey methodology, resulting in a higher number of respondents. The upgraded survey displays as a pop up (called a modal) on the home page of KaMP that appears on the first download of any resource and then every third download, as well as on every 15th search. After completing the survey, in addition to a thank you page, a page appears that links back to the most recent search (if the user came from the search page) or to the resource which the user was viewing (if they received the survey prompt when downloading a resource).

As a result of the KaMP survey, MESP established that users are broadly satisfied with KaMP, which means that KaMP is meeting one of its main objectives. Most KaMP survey respondents stated that they are recommending KaMP to other stakeholders due to its ease of use and rich library of Jordan-related development resources.

As of September 2019, 82.9% of survey respondents fully completed the KaMP survey.

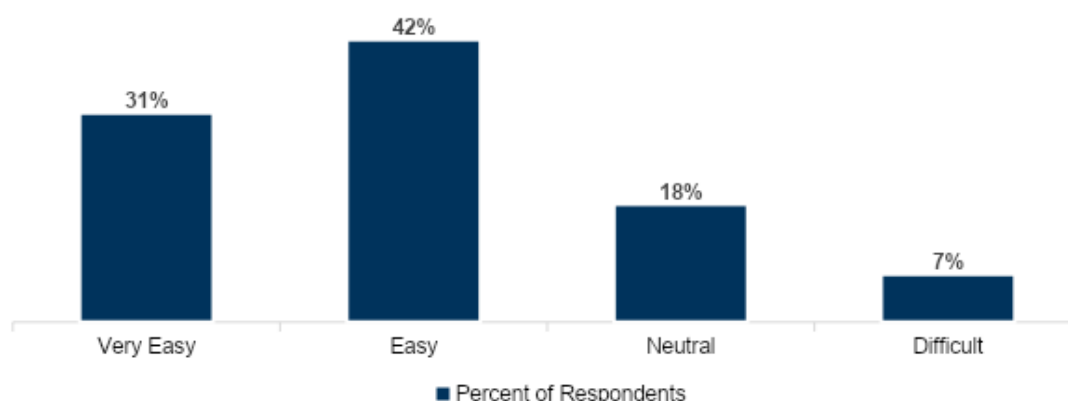**FIGURE 8. SURVEY RESPONSES: OVERALL, HOW EASY TO USE DO YOU FIND KAMP?**

Figure 8 shows that 73% of respondents agreed that KaMP is easy or very easy to use.

Another question in the survey was: "On a scale from 0 to 10, how likely would you be to recommend KaMP to a friend or colleague?" Seventy percent of the respondents said "7" or above.

KaMP SUSTAINABILITY PLAN

The KaMP Sustainability Plan was developed by MESP in FY 2018 as a handover guide supporting sustainable administration of KaMP. It includes sections that explain how KaMP is managed, and most importantly, how the portal handover will take place. In addition, it describes how to transfer management, ownership, billing and infrastructure of the portal from MESP to the Mission.

MEL CONFERENCES

The three USAID/Jordan MEL conferences conceptualized and organized by MESP in close collaboration with PRO are major achievements by both parties, conveying substantial technical knowledge, facilitating professional networking, and challenging local MEL professionals to higher levels of achievement in their fields.

The first conference, in 2016, had no formally identified theme, but was focused on information sharing, best practices, capacity building and networking. Subsequent rounds did feature formal themes, as shown in Table 17.

TABLE 21. SUMMARY DATA ON USAID/JORDAN MEL CONFERENCES

Fiscal Year	Conference Theme	Number of Participants
2016	[No formally identified theme]	114
2017	Advancing and Showcasing USAID/Jordan IPs' MEL Practice Through Sharing Knowledge, Best Practices and Lessons Learned	120
2018	Self-Reliance and Sustainability	250

Across the three years, the conferences display a clear evolution from a relatively narrow target group of participants (USAID/Jordan and IP staff) to a broader group (MEL professionals and development staff in Jordan), and from no formal theme to identified themes with relevance for all individuals interested in global development. Planning and conducting the conference required specific enhanced capacity, at organizational and individual levels, for MESP and partners as well as those giving presentations and facilitating the conference's many moving parts. The evolution year by year also represents collaborative adaptation in response to expressed needs from participants, which were collected in multiple ways at the conference itself and in after-action discussions with participants.

Throughout the conferences in 2017 and 2018, for example, MESP utilized an instant polling software available online (PollEverywhere) to improve interaction with the audience. Polls were pushed to the audience through their smartphones allowing them to respond and view the data collected in real time. The tool was used for voting during the Expo for the three best booths supporting learning, allowing those in attendance to anonymously submit their votes. The polls were used to evaluate the whole conference as well.

MESP and USAID adaptation to evolving needs of conference participants was exemplified by the decision in 2017, based on feedback from the first conference, to include a dedicated, collaborative learning space ("MEL Expo") within the larger conference hall. The MEL Expo was a location where IPs hosted exhibition booths to showcase their activities' results and MEL efforts. From 2017 to 2018, the MEL Expo grew in popularity, with 15 IPs participating in 2017 and 25 in 2018.

Each of the conferences served as a substantial professional learning opportunity, especially for young Jordanians relatively new to the MEL field (such as participants in, and graduates of, the MESP Apprenticeship Program). It also was a well-received occasion for professional networking and sharing of lessons learned for MEL-related communities of practice.

Following each of the conferences, a survey was developed in collaboration with PRO, to capture participants' opinions and feedback on the organization, content and session topics of the conference and Expo, including any recommendations and improvements that can be made for next year's conference.

Among the lessons learned from the MEL Conference experience over these three years are:

1. Be sure to allow adequate time, months in advance, to plan the conference, including its themes, key speakers/presenters, venue, etc.

2. Invite representatives from all groups of stakeholders for input to conference planning. Build upon the exemplary practice thus far in soliciting evaluative input about the conference during and after the event.

3. In addition to inviting USAID staff as speakers and presenters, find additional ways to bring Mission staff in for increased participation.

4. Consider inclusion of more opportunities for learning of "soft skills" in leadership and professional communication, to help MEL staff, who tend to be relatively junior in their organizations, to be better heard in their organizational environments.

For more information on the MEL Conferences, see the materials on KaMP here.

FIGURE 9. 2017 MEL CONFERENCE PARTICIPANTS AT THE EXPO

COLLABORATING, LEARNING AND ADAPTING

CLA activities were not built into MESP at design, but they evolved over time, and stakeholders became more engaged as CLA opportunities became available.

In FY 2017, MESP and PRO staff were trained as co-facilitators for the CLA self-assessment process and facilitated CLA self-assessments for the USAID Youth Task Force which included seven representatives from EDE, EDY, Water, Health, DG, and PRO. Also, in the same year, MESP submitted three cases to the USAID worldwide CLA case competition; one case (on co-development of evaluation recommendations workshops, submitted on behalf of PRO) was selected as a finalist.

In 2018, MESP conducted four drop-in sessions (two on focus group discussions and two on M&E use for adaptive management); these sessions introduced participants to data placemats, a participatory data analysis tool. Later in the year, MESP conducted a CLA Maturity Matrix and Self-Assessment Workshop, reaching 35 individuals and 19 IPs.

In FY 2019, a second CLA Workshop was delivered, tailored for government entities and local organizations, engaging 33 individuals from 13 ministries and 7 local organizations.

Human resource and time constraints did not allow for continued CLA activities in FY 2019 but based on the experience from previous years there is likely to remain continued interest in this work in the future.

FIGURE 10. USAID/JORDAN MESP CLA WORKSHOP (2018)

M&E CAPACITY DEVELOPMENT OF LOCAL JORDANIAN ORGANIZATIONS

In FY 2018 MESP commenced its assistance to local Jordanian organizations as they strive to build internal MEL capacity. This work was conducted through "Option 2" of the MESP contract, which calls for support to M&E capacity of local organizations. The lines are becoming blurred, however, between this and more traditional collaboration with USAID IPs. USAID/Jordan has stepped forward in locally driven development assistance. In this case, the significance of this approach is that USAID has entered into government-to-government (G2G) program implementation agreements with select institutions within the GOJ. Under such arrangements, articulated through signed Program Implementation Letters, select GOJ institutions, such as the Ministry of Health and the Independent Elections Commission, have taken on the role of USAID IPs.

ASSISTANCE TO GOVERNMENT AND NON-GOVERNMENTAL ORGANIZATIONS

In FY 2018 and 2019, MESP focused this capacity building activity on entities that were not at the time USAID IPs such as collaboration with the Independent Election Commission (IEC), with a "lighter" version of assistance to the Crown Prince Foundation (CPF), which at the time was in initial stages of developing a logic model and clarifying its own strategic approach to MEL. The assistance included not only needs assessments and consultations on MEL capacity building but also training to officials in these organizations on evaluation management and CLA.

Support of local organizations began during FY 2018 and continued during the contract extensions in FY 2019. In the second extension (May-October 2019), support focused on the new IPs of the IEC and the

Ministry of Health (MOH). MESP worked closely with USAID to provide a combination of technical assistance and training customized to the needs of the GOJ institutions MESP was working with.

Support to the IEC and MOH at a later stage (in FY 2019) was in some ways a continuation of USAID and MESP support to local organizations, but it was also support to IPs in the more traditional sense. For the MOH, the needs had been identified on a preliminary basis through recent work by the Jordan Communication, Advocacy and Policy Project (JCAP), with whom MESP worked closely throughout the MOH capacity strengthening effort. For our assistance to the IEC and the MOH, which in FY 2019 entered into government-to-government (G2G) implementation agreements with USAID, MESP emphasized the importance for program and M&E staff to achieve a working level of understanding of both (a) fundamental M&E concepts and tools and (b) the essentials of USAID's expectations, practices, procedures and vocabulary associated with MEL.

Next steps, in future iterations of MEL assistance to these organizations, may include provision of additional technical assistance, as needed, to support the development of modern MEL systems in these organizations, including support to develop clear and useful AMELPs. Staff from all three organizations participated in MESP's ongoing MEL workshops for IPs; some joined multiple workshops. For more information, please see the section above (p. 26) on trainings delivered to IPs.

CAPACITY BUILDING WITH LOCAL SUBCONTRACTOR PARTNERS

As we have noted above, as MESP's training experience (and patterns of demand for MEL learning) evolved, MESP began inviting IPs' subcontractor and subgrantee staff to its workshops. To an unknown extent, this participation has strengthened MEL capacity in these organizations. On a different scale, however, is the capacity building that took place with MESP local subcontractors, Mindset and Integrated. MESP considers both cases to be success stories in professional teamwork.

LEARNING AND GROWTH: MINDSET

A senior Mindset manager with extensive experience with the firm notes that back in 2014 when Mindset started with MESP, they were *"a struggling firm."* They had four full-time staff and 150 part-time/seasonal field workers. Today, Mindset has 25 full-time personnel and 600 part-time employees. *"Around 200 Mindset people are at work on any given day on long-term projects [with UNICEF and UNHCR]."* The firm has also expanded into five overseas markets beyond Jordan, in the Middle East and Africa. Overall, Mindset revenue in 2019 was approximately ten times that of 2014.

Over its 5-year partnership with MESP, Mindset was busy, engaging in 19 MESP Tasks — including (among others) the CEPPS phone survey, the General Population Survey, the RAMP Impact Evaluation (the teacher observation component), the Youth Assessment, the Private Sector Survey, and data collection in various modes to support the PAP, CEP, JLGF, SHOPS, Takamol and Y4F evaluations. The Mindset partnership was put to immediate use just days after the contract was finalized, with three substantial data collection exercises commencing in support of the Y4F and PAP evaluations and the Youth Assessment.

According to Mindset, MESP helped build their entrepreneurial attitude. *"The first few activities we worked on were entirely different from each other. With the Youth Assessment, we did 120 FGDs in 30 days. It was an experience we'd never had before. Then the PAP evaluation: It was set up to be qualitative, but then turned into quantitative, so it required coding of qualitative data. Again, something new for us. The third task, the Youth for the Future evaluation, was more conventional. All in all, we had to change our approach rapidly."*

"MESP, from early on, encouraged our entrepreneurial and creative spirit. For example, just before the [MESP] local data collection partner was selected in 2013, Rich Mason [MESP's first Chief of Party (COP)] and another

MSI person came to Mindset on an inspection visit. We were nervous about it (we needed the MESP work), but they asked us challenging hypotheticals, about how we would handle various problematic situations in data collection or data management. Rich later told me that our innovative answers made a difference in MSI ultimately selecting us."

Initially, Mindset was much less focused on specific sectors, but this has changed in recent years. *"We had technical expertise [in data collection methods], but our program experience back then was very limited. MESP helped us focus more on the development sector, to identify our niche. Local Jordanian consulting companies tend not to have much focus. To be a social research firm in Jordan meant we would be focusing on development issues. It's now the development M&E capacity that is the selling point for us."*

MESP also influenced Mindset's technical methods. *"I think we may have done our first data collection for MESP (for the PAP evaluation in 2014) with pen and paper data collection. Everything after that was automated in some way and, today, we use very advanced systems…We typically use tablets for data collection. Our system allows for data cleaning to happen in the field, in real time with the original data collection. We now use a lot of technology in our quality assurance. Interviews are recorded (with respondent consent), and we may even take a picture to support the data, along with GPS, which usually is there right along with our standard systems for data collection."* From the early days of the project, *MESP* invited Mindset input on data collection design and implementation.

Mindset is now at a level of capacity in which they are able themselves to hire two former participants in the Apprenticeship Program. *"This is due to the level of learning they got from that program. In order to be in the AP, you need to be almost mid-level; these are the people in demand."*

In addition, the sheer volume of work with MESP allowed the firm's internal functions (HR, recruitment, sales, financial management) to grow. *"All our processes are more advanced now. Divisions have been introduced over the last few years. Now we have a separate operations team that includes groups that focus on qualitative data collection, CATI [computer-assisted telephone interviewing], BKP data quality monitoring for handhelds, and a quality assurance group. All are under Operations. Separately, we have a Project Management Division."*

This manager says she has seen first-hand the difference MESP has made, not just with individual trainees but beyond: *"I was in the MESP Certificate Program in Evaluation. I remember that there and in other MESP training courses IPs recognized the importance of M&E and started applying tools. A broad diversity of organizations attended the workshops, including government and NGOs. There came to be more awareness of the importance of program learning based on evidence."*

MESP's assistance in the administrative area (e.g., accounting, invoicing) was not conducted in a structured, formal manner. The Mindset manager notes: *"I had a lot of one-on-one sessions with Rich, and later Ali [MESP's second COP]. They provided a terrific amount of informal learning. This was along with close oversight and guidance from the MSI HO. This coaching and capacity building from MESP definitely made a difference for us."*

"After each activity we worked on with MESP, we had a very open and frank discussion (one-to-one with the COP) on how things went – the good, the bad, and the ugly. This was very helpful. I think this was done out of a genuine interest in increasing our capacity. We were very privileged to have that kind of interaction and to have a true partner in MESP. This is what I appreciated the most."

COLLABORATION AND A TEAM APPROACH: INTEGRATED

Integrated was a key subcontracting partner on MESP from the very beginning. Among many examples is Integrated's willingness to open the doors of its own Amman office to house MESP and provide critical administrative support shortly after award of the MESP contract, before MESP had settled in to its own venue.

Integrated participated in 16 MESP evaluations, assessments, and special studies; provided full-time technical staff as M&E Specialists on MESP; took a leading role in M&E capacity building assessments and assistance for two major Jordanian institutions; engaged in CoPs and all three offerings of the MEL Conference; and, worked closely with MESP in design and implementation of the Apprenticeship Program (AP), which the firm ultimately administered and delivered with minimal MSI oversight in 2018. The contributions of all these efforts to MESP's achievements, and impact of this work on Integrated as a MEL firm, have been significant.

In 2014, as MESP got started, Integrated was a small, Jordanian firm of five full-time staff, doing 3-4 evaluations and 2-3 MEL trainings every year. As of 2019, Integrated conducts 18-20 evaluations a year for numerous other, non-USAID clients and is increasingly delivering MEL capacity building services. The firm has a regional "footprint" through collaboration with various donor organizations. For example, under the British Council's Evaluation Framework Agreement, Integrated is CLA and evaluation partner, with projects in the Council's MENA portfolio. Integrated is also an evaluation partner for the MENA region for evaluation of UNICEF's child protection programs.

In the words of a member of Integrated's corporate leadership: "*Work on MESP evaluations helped to raise the local profile of this company, enhance visibility, and expand technical experience. We are now able to directly provide evaluations to national organizations; we would not have even been considered without our experience from MESP. Now, for example, we are working on the Women's National Strategy of Jordan, and an evaluation of the 10-year experience of the Queen Rania Teacher's Award. We have major MEL work with local organizations that build upon the repertoire that was enhanced with MESP.*"

Two key areas through which Integrated expanded its capacity by its contributions to MESP were (a) the Apprenticeship Program and (b) participation on evaluations. Integrated contributed to the design of the Apprenticeship Program, was actively engaged in its delivery, and ultimately took responsibility for managing the third cohort. Notably, they also "walked the walk," expanding their own staff numbers by hosting and hiring apprentices.

In the evaluation sphere, Integrated strengthened their capacity under MESP primarily by contributing team members to evaluations (most notably for the RAMP impact evaluation and the WMI performance evaluation[11]). By contributing staff to evaluation teams, Integrated was able to practice and strengthen their skills in USAID evaluations, which has enabled them to carry out other evaluations for USAID and other donors on their own, including carrying out randomized control trial impact evaluations. Integrated played an especially valuable role in collaboration with the MSI-led evaluation team on the Early-Grade Reading Assessment (EGRA)/Early-Grade Mathematics Assessment (EGMA) data collection for the RAMP evaluation. Integrated possessed knowledge of data collection of this kind before, but this evaluation elevated their organizational capacity in this area to a new level.

Integrated also carried out the WMI performance evaluation completely without MESP involvement or assistance, and USAID has considered its management and final products to be of high quality. This, along with other work Integrated has done in MEL, has raised Integrated's profile as a MEL provider in Jordan.

A lot of Integrated's learning was on the job, [which] "*may have been more effective than if we had tried the more formalized approach.*" The experience with MESP and USAID boosted Integrated's branding to prospective clients. "*There are differences in the industry among those who do data collection, those who do monitoring, those who do evaluations, and those who do MEL support programs. Thus far we have worked on*

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[11] Because MSI had an organizational conflict of interest in conducting the evaluation of WMI (WMI is implemented by TetraTech, MSI's parent firm), Integrated was tasked to independently conduct the evaluation through the MESP contract.

three MEL support programs, which I think is a leading claim in Jordan. Also, I think we are the only firm in Jordan doing USAID evaluations."

"While there was not a formal capacity building activity for Integrated with MESP, there was a concerted effort to present a 'united front' to USAID, which I think they picked up on. For almost all the time for MESP, we were in the same building; this contributed to the one-team-ness[12]. Communication could be informal and easy; we could respond together quickly to late-breaking opportunities that came to MESP."

A member of Integrated's leadership team summarized by telling us: *"Without MESP we would not be able to claim our position within the MEL sector in Jordan."* In addition to expanding the company's technical scope, standards and quality expectations from MSI and USAID helped develop Integrated's internal systems, such as invoicing and systematically tracking time on a project basis.

The experience with MESP expanded Integrated's reach and abilities. Prior to working with MESP, MEL platform support was not on Integrated's agenda; now it is a business offering. MESP expanded the firm's vision and understanding of what MEL services were, as well as its breadth of coverage. *"We worked on evaluations addressing all the Development Objectives at the Mission. We now have internal staff expertise in each one of these DOs. For example, this summer we've been working on two evaluation assignments [for USAID and the Ministry of Education]. In both these cases, the Mission recommended Integrated as the local partner to the prime IDIQ holders. This is clearly attributable to our MESP experience. We have become a trusted partner of USAID."*

MESP LEARNING AND ADAPTING

MESP began in FY 2014 with high ambitions as a learning activity and an adaptive team, and it continued with such efforts through the life of the project. A few illustrations include:

- Evidence-based planning and program performance assessment, through interest assessments and periodic surveys of stakeholders, with the surveys serving as data sources for a substantial portion of MESP's formal performance indicators;

- Readiness to try new approaches based on new learning and suggestions from others; this is exemplified by utilization reviews and the MESP-PRO "learning session" held near the end of FY 2018;

- A readiness to adapt to evolving recognized needs. This is illustrated by a series of adjustments to the MESP training portfolio in FY 2016 and forward, based on a discussion session with IP M&E staff at the 2016 inaugural MEL Conference. A need was identified for more in-depth training opportunities. In coordination with PRO, MESP immediately began responding to this expressed need, especially through design of the Theory of Change (TOC) workshop, which has been a mainstay of the MESP training portfolio since FY 2017. Participants at the 2016 MEL Conference discussion also suggested trainings on several other topics, including data visualization, adaptive management, and DevResults refreshers, all of which MESP designed and delivered in subsequent years.

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[12] While the partner learning with Integrated was predominantly on a learn-as-you-go, informal basis, MSI did send HO staff to Jordan to provide focused support to Integrated in financial management during Year 1.

RECOMMENDATIONS FOR FUTURE MEL SUPPORT

MESP's experience in providing MEL support to USAID, IPs and local organizations brings forward some action items for consideration in future similar programs:

1. Do not hesitate to bring in skilled, appropriate talent, even from expat personnel, when it fits. MESP's ability to rally expertise was one of its clear strong points.

2. At the same time, over time recruitment of expertise, perhaps especially for evaluations and assessments, can feature its ups and downs. Take care to use filters in recruitment for team members, favoring individuals who understand the USAID context and how evaluations and assessments are intended to work.

3. MESP can be proud of developing some key products in both English and Arabic. This is important, especially as support may be extended increasingly in the future to partners who may not have extensive capacity in English. Build more local language into all products, trainings and processes. Consider investing in an infrastructure for simultaneous translation of workshops and other learning events.

4. Data analysis generally in MESP products has been fit-for-purpose, but data analysis that supports adaptive management and systems thinking are pathbreaking challenges. Enlist staff and arrange appropriate training so that forthcoming MEL platforms can meet these challenges.

5. Trainings in later years of MESP featured a few more tailored or advanced topics. While a great success of MESP was delivery of a large volume of basic training to many people, future platforms may need to be capable of delivering extensive trainings at both intermediate and advanced levels.

6. Levels of need among prospective users and stakeholders are likely to become more diverse, as a broader spectrum of local organizations join the network of partners. Needs assessments will become more important, as will flexibility in approach. "Learning tracks" for individuals at different levels of learning may be a way to address the diversity of need.

7. Never underestimate the value of the "one team" approach with USAID. Credibility and trust are the currencies of success for MEL platforms.

8. It is important to support M&E staff (for example, in USAID activities) in their professional development. But focus will be needed; other sources may best provide these individuals with more general business and professional training.

9. Apprentices may at times not be in organizational environments that allow them to professionally flourish. This is a complex challenge, touching upon organizational readiness of hosted organizations. The Apprenticeship program may need more support through more intensive learning sessions by managers from the host organizations.

10. A more "whole of Jordan" approach to capacity building lies in the future for MEL platforms. This will add to diversity in the demand for capacity building; this reinforces points made above.

11. Build in resources and time to ensure adequate capacity of evaluation teams. This may include, for example, attention to local team members' capacity in analytical rigor, or expat team members' knowledge of local context.

12. In future offerings, focus more on the "L" of MEL and be more intentional about it by, for example, being more assertive in developing learning agendas, aggregating learning from a variety of exercises, and conducting focused learning sessions.

13. Be more systematic and consistent in following up on utilization of deliverables, especially evaluations and assessments. Regarding surveys (such as the General Population Survey), make

sure analyses and data are made broadly available on a timely basis, and invest resources into collecting and analyzing information on extent and types of use of survey results.

14. Be more strategic and intentional about utilizing visualizations for deliverables, especially evaluations and assessments. This will call for thinking through the needs of intended users from the beginning and planning with these needs in mind.

15. Maintain collaboration with USAID and activities in developing evaluation/assessment/study SOWs.

16. Make sure recruited evaluation/assessment/survey teams have adequate technical strength in both qualitative and quantitative approaches.

17. Support increased shared discipline in applying a quality checklist to evaluation/assessment designs and products. The quality checklist needs to include the opportunity for a reviewer to comment on timeliness of delivery of the final product.

18. Maintain (and consider expanding) the critical mass of evaluation and survey expertise on the platform long-term team. It will help the project ride through unexpected rough spots.

19. Ensure that all members of evaluation/assessment/survey teams are fully aware of ethical issues, including privacy and obtrusive data collection.

ANNEX I. CUMULATIVE LIST OF MAJOR PROJECT DELIVERABLES

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
Periodic Contractual Reporting				
MESP Year One (FY2014) Annual Work Plan	Description of activities planned for the next fiscal year.	2014	Not uploaded	Not on DEC
Quarterly Report Q1 Jan-Mar 2014	Narrative description of activities conducted during the first quarter of FY2014.	2014	Not uploaded	Not on DEC
Quarterly Report Q2 Apr-Jun 2014	Narrative description of activities conducted during the first quarter of FY2014.	2014	Not uploaded	Not on DEC
Quarterly Report Q3 Jul-Sept 2014	Narrative description of activities conducted during the third quarter of FY2014.	2014	Not uploaded	Not on DEC
MESP Project Profile	Brief overview of MESP Purpose, activities, and Results in Mission's Project Profile template prepared and submitted for comments.	2014	https://jordankmportal.com/resources/mesp-proj-profile	Not on DEC
MESP Year Two (FY2015) Annual Work Plan	Description of activities planned for the next fiscal year.	2015	Not uploaded	Not on DEC
MESP Annual Report 2014	Narrative description of activities conducted during the first year of implementation.	2015	Not uploaded	https://pdf.usaid.gov/pdf_docs/PA00T293.pdf
Quarterly Report: Q1 Oct-Dec 2014	Narrative description of activities conducted during the first quarter of FY2015.	2015	Not uploaded	Not on DEC
Quarterly Report: Q2 Jan-Mar 2015	Narrative description of activities conducted during the second quarter of FY2015.	2015	Not uploaded	Not on DEC

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
Quarterly Report: Q3 Apr-Jun 2015	Narrative description of activities conducted during the third quarter of FY2015.	2015	Not uploaded	Not on DEC
MESP Year Three (FY2016) Annual Work Plan	Description of activities planned for the next fiscal year.	2015	Not uploaded	Not on DEC
MESP Annual Report 2015	Narrative description of activities conducted during the second year of implementation.	2016	Not uploaded	https://pdf.usaid.gov/pdf_docs/PA00T295.pdf
Quarterly Report: Q1 Oct-Dec 2015	Narrative description of activities conducted during the first quarter of FY2016.	2016	Not uploaded	Not on DEC
Quarterly Report: Q2 Jan-Mar 2016	Narrative description of activities conducted during the second quarter of FY2016.	2016	Not uploaded	Not on DEC
Quarterly Report: Q3 Apr- Jun 2016	Narrative description of activities conducted during the third quarter of FY2016.	2016	Not uploaded	Not on DEC
MESP Annual Report 2016	Narrative description of activities conducted during FY2016.	2016	Not uploaded	https://pdf.usaid.gov/pdf_docs/PA00T299.pdf
MESP Year Four (FY2017) Annual Work Plan	Description of activities planned for the next fiscal year.	2017	Not uploaded	Not on DEC
Quarterly Report: Q1 Oct-Dec 2016	Narrative description of activities conducted during the first quarter of FY2017.	2017	Not uploaded	Not on DEC
Quarterly Report: Q2 Oct-Dec 2017	Narrative description of activities conducted during the second quarter of FY2017.	2017	Not uploaded	Not on DEC

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
Quarterly Report: Q3 Oct-Dec 2017	Narrative description of activities conducted during the third quarter of FY2017.	2017	Not uploaded	Not on DEC
MESP Annual Report 2017	Narrative description of activities conducted during FY2017.	2017	Not uploaded	https://pdf.usaid.gov/pdf_docs/PA00T29B.pdf
MESP Year Five (FY2018) Annual Work Plan	Description of activities planned for the next fiscal year.	2018	Not uploaded	Not on DEC
Quarterly Report: Q1 Oct-Dec 2017	Narrative description of activities conducted during the Q1 FY2018.	2018	Not uploaded	Not on DEC
Quarterly Report: Q2 Jan-Mar 2018	Narrative description of activities conducted during the second quarter of FY2018.	2018	Not uploaded	Not on DEC
MESP Year Six (FY2019) Annual Work Plan	Description of activities planned for the next fiscal year.	2019	Not Uploaded	Not on DEC
Quarterly Report, Q1 Oct-Dec 2018	Narrative description of activities conducted during Q1 FY2019.	2019	Not uploaded	Not on DEC
Quarterly Report, Q2 Jan-Mar 2019	Narrative description of activities conducted during Q2 FY2019.	2019	Not uploaded	Not on DEC
Quarterly Report, Q3 Apr-Jun 2019	Narrative description of activities conducted during Q3 FY2019.	2019	Not uploaded	Not on DEC
Final Report	Description of activities and deliverables, summarized for life of the project	2019	To be loaded upon USAID approval, with sensitive information removed.	To be loaded upon USAID approval, with sensitive information removed.

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
MESP AMELP	Description of M&E-related processes, including metrics and targets.	Completed	Not uploaded	Not on DEC
Goal: Enhanced utilization of available data to effectively manage progress towards the achievement of the CDCS				
Strategic Synthesis	Report	2019	https://jordankmportal.com/resources/download?id=james-fremming-1	https://pdf.usaid.gov/pdf_docs/f3684707f1554461b282c04629599ad6.pdf
J2SR Indicators Analysis	Report	2019	https://jordankmportal.com/resources/download?id=james-fremming	https://pdf.usaid.gov/pdf_docs/2bad3816c2db455c9d48123bf5711c00.pdf
R1. Strengthened Availability of Mission-Required Performance Data				
DQA Checklist	Checklist and guidance to support the DQA process.	2015	https://jordankmportal.com/resources/jordan-dqa-checklist	Not on DEC
IP Quarterly Report Template	Template and guidance approved by the Mission and disseminated to IPs.	2016	https://jordankmportal.com/resources/usaid-slash-jordan-quarterly-report-template-for-implementing-partners	Not on DEC
PIRS	Template and guidance approved by the Mission and disseminated to IPs.	2016	http://jordankmportal.com/resources/activity-pirs-template-v2-guidance-1	Not on DEC
GIS Template	Disseminated and uploaded to KaMP.	2017	https://jordankmportal.com/resources/usaid-slash-jordan-guidance-for-the-gis-reporting-template	Not on DEC
Review of Revised DO PMP – EDY	Reviewed 13 PRS and provided recommendations on how to improve them.	2018	Not uploaded	Not on DEC

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
Review of Revised DO PMP – WRE	Reviewed 15 PRS and provided recommendations on how to improve them.	2018	Not uploaded	Not on DEC
Review of Revised DO PMP – Gender	Reviewed 12 PRS and provided recommendations on how to improve them.	2018	Not uploaded	Not on DEC
Recommendations for Mission PMP based on CDCS revision – Health	Review RF and provided recommendations.	2018	Not uploaded	Not on DEC
Review of Revised DO PMP – EDE	Reviewed RF and 17 PRS and provided recommendations on how to improve them.	2019	Not uploaded	Not on DEC
AMEP/ MEL Plan Template	Template and guidance submitted to the Mission for review.	2019	https://jordankmportal.com/resources/usaid-slash-jordan-activity-monitoring-evaluation-and-learning-mel-plan-template-amelp	Not on DEC
RF Review – CEP	Developed new RF and Indicators.	Completed	Not uploaded	Not on DEC
DevResults	Implementation has proceeded according to the DevResults work plan.	Completed	No documents uploaded	Not on DEC
GIS Development and Support	Support provided to building the Mission GIS system, planning the collection of missing GIS data, creating maps, and developing training for IP staff on GIS requirements.	Completed	For MESP GIS products, see: https://jordankmportal.com/searches/2032570	Not on DEC
IP M&E Training Needs Assessment	Needs assessment survey conducted; data analyzed, and training plan developed (in Year 3 Work plan).	Completed	Not uploaded	Not on DEC

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
DQA Workshop for Mission Staff	Introductory workshop to discuss why DQAs are completed and how to conduct them with best practice.	Completed	Not uploaded	Not on DEC
Introduction to AMEPs Workshop	Introductory workshop for IP staff to improve quality and standardize approach to producing AMEPs.	Completed	Replaced with AMELP/PIRS workshop (see below)	Not on DEC
Documenting PIRS and Preparation for DQA Workshop	Introductory workshop for IP staff to improve quality and standardize approach to producing PIRS.	Completed	https://jordankmportal.com/resources/documenting-pirs-and-introduction-into-dqa-for-ip-staff	Not on DEC
Introduction to Activity M&E Plans and Documenting PIRS (AMELP/PIRS)	Introductory workshop for IP staff to improve quality and standardize approach to producing AMEPs and documenting PIRS.	Completed	https://jordankmportal.com/collections/ip-activity-monitoring-and-evaluation-plan-amep-training-materials	Not on DEC
Causal Logic/ Adaptive Management	A more advanced workshop to support theories of change and flexible uses of MEL plans.	Completed	Not uploaded	Not on DEC
Developing/Selecting Performance Indicators	Orientation workshop for IP M&E and technical staff to the best practices in selecting performance indicators and mitigating challenges in implementation.	Completed	https://jordankmportal.com/collections/selecting-performance-indicators	Not on DEC

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
Performance Monitoring Workshop	Four-day event conducted collaboratively by USAID and MESP with attendance by Mission, IPs and MESP to deepen skills in M&E.	Completed	https://jordankmportal.com/collections/usaid-slash-jordan-mesp-performance-monitoring-workshop	Not on DEC
Preparing for Data Quality Assessment for IPs	Introductory workshop to discuss why DQAs are completed and how to prepare for them with best practice.	Completed	https://jordankmportal.com/collections/data-quality-assessment-dqa-workshop	Not on DEC
Most Significant Change (MSC) Training	Introductory workshop on this qualitative data collection and analysis tool.	Completed	https://jordankmportal.com/collections/most-significant-change-msc-workshop	Not on DEC
TOC Training	A basic but extensive (3-day) training on the causal modeling that serves as a foundation for logic models and AMELPs	Completed	https://jordankmportal.com/collections/toc-training-materials	Not on DEC
Community of Practice Sessions	Sessions for IP M&E staff to share experiences and discuss an identified topic or theme.	Completed	https://jordankmportal.com/collections/community-of-practice-sessions-2018	Not on DEC
Drop-in Sessions	Sessions for IP and Mission staff on technical M&E topics.	Completed	https://jordankmportal.com/collections/mesp-drop-in-sessions	Not on DEC
AMEP/MEL Plan Checklist	Checklist and guidance.	Completed	Not uploaded	Not on DEC
Introduction to M&E	Tailored workshops on M&E fundamentals, in support of M&E capacity strengthening with local organizations.	Completed	Not uploaded	Not on DEC

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
MOH: Introduction to Performance Monitoring	Tailored workshop on M&E basics, with emphasis on performance monitoring in the MOH context.	Completed	Not uploaded	Not on DEC
IEC: AMELP Facilitation Workshop	Tailored workshop with emphasis on development of an IEC AMELP	Completed	Not uploaded	Not on DEC

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
AMELP Reviews	UCYI; RAMP; NFE; JSEP; CISLE; SKEP; ROLP; CITIES; CEP; CEPPS – IRI, IFES, NDI; CIS; BEST; Energy Sector Capacity Building (ESCB); LENS; Human Resources for Health 2030 Activity (HRH 2030); J-CAP; Health Services Delivery (HSD); Takamol; Sustainable Cultural Heritage through Engagement of Local Communities (SCHEP), WMI, Fiscal Reform and Public Financial Management (FRPFM), WFD, JCP, JLGF, YWP, YP; Health, Finance and Governance (HFG); WIT; TEA; (Health Care Accreditation Council) HCAC; Beyond Capital; Enhancing School Management and Planning Project (ESMP); Pre-Service Education Training in Jordan (PRESTIJ); Ministry of Health (Partnership for Health and Family Planning); Independent Election Commission	Completed	Not on KaMP	Not on DEC

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
R2. Availability of Mission-Requested Evaluation Data Ensured				
Final Performance Evaluation of the Learning Environment Technical Support (LETS) Project (2014)	Final Report	2014	https://jordankmportal.com/resources/final-performance-evaluation-usaid-slash-jordan-learning-environment-technical-support-lets-2014	https://pdf.usaid.gov/pdf_docs/PA00KIQB.pdf
Y4F Evaluation	Final Report	2014	https://jordankmportal.com/resources/final-performance-evaluation-of-the-usaid-slash-jordan-youth-for-the-future-project-2014	https://pdf.usaid.gov/pdf_docs/PA00KN57.pdf
FRPII	Final Report	2014	https://jordankmportal.com/resources/performance-evaluation-of-the-usaid-slash-jordan-fiscal-reform-project-ii-2014	https://pdf.usaid.gov/pdf_docs/PA00K5PG.pdf
PAP Final Performance Evaluation	Final Report	2015	https://jordankmportal.com/resources/final-performance-evaluation-of-the-public-action-for-water-energy-and-environment-project-pap	https://pdf.usaid.gov/pdf_docs/PA00KTMl.pdf
Youth Assessment 2014	Final Report	2015	https://jordankmportal.com/resources/jordan-national-youth-assessment-2015	https://pdf.usaid.gov/pdf_docs/PA00KBZD.pdf
SHOPS Final Performance Evaluation	Final Report	2015	https://jordankmportal.com/resources/strengthening-health-outcomes-through-the-private-sector-shops-final-performance-evaluation	https://pdf.usaid.gov/pdf_docs/PA00KQ8Z.pdf

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
School Construction Stakeholder Assessment (2015)	Final Report, (Title: *USAID/Jordan School Construction Stakeholder Assessment Report*)	2015	https://jordankmportal.com/resources/usaid-slash-jordan-school-construction-stakeholder-assessment-report	https://pdf.usaid.gov/pdf_docs/PA00KH3H.pdf
Mission Evaluation Utilization Report	Draft report submitted, notes received and addressed.	2015	Not uploaded	Not on DEC
Civil Society Sector Assessment	Final Report	2016	https://jordankmportal.com/resources/civil-society-assessment-final-report	https://pdf.usaid.gov/pdf_docs/PA00M5C4.pdf
CIS Evaluation	Final Report	2016	https://jordankmportal.com/resources/civic-initiatives-support-cis-program-mid-term-performance-evaluation	https://pdf.usaid.gov/pdf_docs/pa00m5bx.pdf
JLGF Evaluation	Final Report	2016	https://jordankmportal.com/resources/final-performance-evaluation-of-the-jordan-loan-guarantee-facility-jlgf-evaluation	https://pdf.usaid.gov/pdf_docs/pa00mmhh.pdf
Job Creation Assessments	Final Report	2016	https://jordankmportal.com/resources/job-creation-assessments	https://pdf.usaid.gov/pdf_docs/pa00mcw2.pdf
Arabic Civil Society Assessment Report	Final Report	2017	https://jordankmportal.com/resources/arabic-civil-society-assessment-final-report	Not on DEC

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
DO4 Evaluation	Final Report	2017	https://jordankmportal.com/resources/download?id=performance-evaluation-of-usaid-slash-jordans-gender-equality-and-female-empowerment-development-objective	https://pdf.usaid.gov/pdf_docs/PA00MV2Z.pdf
Jordan Customs Department Assessment	Final Report	2017	https://jordankmportal.com/resources/download?id=jordan-customs-department-assessment	https://pdf.usaid.gov/pdf_docs/PA00N6XF.pdf
CEP Evaluation	Final Report	2017	https://jordankmportal.com/resources/mid-term-performance-evaluation-of-the-usaid-community-engagement-project	https://pdf.usaid.gov/pdf_docs/PA00T5RP.pdf
Takamol Midterm Evaluation	Final Report	2018	https://jordankmportal.com/resources/takamol-mid-term-performance-evaluation	https://pdf.usaid.gov/pdf_docs/PA00TCHH.pdf
Economic Growth and Competitiveness Assessment	Final Report	2018	https://jordankmportal.com/resources/assessment-report-economic-growth-and-competitiveness-assessment	https://pdf.usaid.gov/pdf_docs/PA00TGN8.pdf
BEST Midterm Performance Evaluation	Final Report	2018	https://jordankmportal.com/resources/midterm-performance-evaluation-of-building-economic-sustainability-through-tourism-best-in-jordan	https://pdf.usaid.gov/pdf_docs/PA00T5RJ.pdf
WMI Evaluation	Final Report	2018	https://jordankmportal.com/resources/water-management-intiative-wmi-mid-term-evaluation-report	https://pdf.usaid.gov/pdf_docs/PA00TM9S.pdf

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
CEPPS Evaluation	Final Report	2018	https://jordankmportal.com/resources/consortium-for-elections-and-political-processes-strengthening-cepps-program-evaluation-report	https://pdf.usaid.gov/pdf_docs/PA00TPXK.pdf
EDY School Construction Assessment (2018)	Final Report, (Title: *Education Assessment: School Construction and School Expansion*)	2018	https://jordankmportal.com/resources/edy-school-construction-assessment	https://pdf.usaid.gov/pdf_docs/PA00TN2P.pdf
JCP Rapid Assessment	Final Report	2019	https://jordankmportal.com/resources/jordan-competitiveness-program-rapid-assessment-final-report	https://pdf.usaid.gov/pdf_docs/PA00TR2H.pdf
LENS Rapid Assessment	Final Report	2019	https://jordankmportal.com/resources/lens-rapid-assessment	https://pdf.usaid.gov/pdf_docs/PA00TZWP.pdf
RAMP Impact Evaluation	Final Report (including Qualitative Study)	2019	To be uploaded after receipt of IP statement of difference and MSI response.	To be uploaded after receipt of IP statement of difference and MSI response.
CITIES Impact Evaluation Baseline	Final Report	2019	https://jordankmportal.com/resources/cities-implementing-transparent-innovative-and-effective-solutions-cities-evaluation-baseline	https://pdf.usaid.gov/pdf_docs/PA00TN4Z.pdf
General Population Survey	Final Booklets and Presentation	2019	https://jordankmportal.com/collections/general-population-survey-background	Not on DEC
Learning Agenda Data Analysis	Report (selected analyses of General Population Survey data)	2019	https://jordankmportal.com/resources/gen-pop-learning-agenda-analysis	https://pdf.usaid.gov/pdf_docs/PA00TRWB.pdf

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
CITIES Rapid Assessment	Final Report	2019	Not uploaded; internal document used for Mission internal management decisions	Not uploaded; internal document used for Mission internal management decisions
Independent Election Commission Final Report	Final Report	2019	Not uploaded	https://pdf.usaid.gov/pdf_docs/PA00TKWW.pdf
Draft Mission Learning Plan	Concept note for evaluations and DO level learning plan submitted.		Not uploaded	Not on DEC

R3. Effective Communication of Selected Mission Results Implemented

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
KaMP Security Review	Received USAID/Washington security approval.	2014	Not uploaded	Not on DEC
KaMP Launch		2014	No documents uploaded	Not on DEC
KaMP Development		2014	No documents uploaded	Not on DEC
KaMP Sustainability Plan		2014	Not uploaded; internal USAID document	Not on DEC
Youth Assessment Dissemination Event and Communications Products	Stakeholder Dissemination event and 150 printed communications products produced.	2015	Two page summary English: https://jordankmportal.com/resources/usaid-jordan-national-youth-assessment-2-page-summary-english Arabic: https://jordankmportal.com/resources/usaid-jordan-national-youth-assessment-2-page-summary-arabic	Not on DEC
Civil Society Sector Assessment infographics	Prepared and shared with the Mission.	2015	https://jordankmportal.com/resources/the-civil-society-sector-assessment-infographic	Not on DEC

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
MESP 'M&E Matters' Newsletter (Editions 1-6)	Disseminated to Mission and IP staff.	2015 and 2016	Not uploaded; not major deliverables	Not on DEC
KaMP Competition (Round 1)		2016	https://jordankmportal.com/resources/kamp-competition-brochure	Not on DEC
CIS Evaluation 2-pager (English, Arabic)	Disseminated and uploaded to KaMP.	2016	https://jordankmportal.com/resources/cis-mid-term-evaluation-two-pager-summary	Not on DEC
Apprenticeship Video (round 1)	Submitted	2016	https://jordankmportal.com/resources/2016-m-and-e-apprenticeship-video	Not on DEC
Post MEL Conference Report (2016)	Disseminated and uploaded to KaMP.	2016	Not uploaded	Not on DEC
MESP Info Sheet	Developed and shared the MESP info sheet with the Mission and IPs	2016	https://jordankmportal.com/resources/monitoring-and-evaluation-support-project-mesp-information-sheet	Not on DEC
KaMP Promotional Materials	Developed and shared the KaMP introduction, business cards, and Quick Guide.	2016	https://jordankmportal.com/collections/welcome-to-kamp	Not on DEC
Contributions to the Mission's IP Newsletter	Content and visuals on MESP recent activities, and deliverables and upcoming trainings	2016-2018	Not uploaded	Not on DEC
KaMP Competition (Round 2)		2017	Not uploaded (replication of the Round 1 document)	Not on DEC
MIS/GIS 2-Pager	Basic description of MIS/GIS tools and services available through MESP	2017	https://jordankmportal.com/resources/one-pager-usaid-slash-jordan-information-systems-devresults-and-gis	Not on DEC

Deliverable Title	Deliverable Description/Comments	Approval Date	KaMP Link	DEC (USAID Development Experience Clearinghouse) Link
Apprenticeship Phase II Description	Prepared and shared with the Mission.	2017	Not uploaded	Not on DEC
Apprenticeship Video (Round 2)	Submitted	2017	https://jordankmportal.com/resources/2017-m-and-e-apprenticeship-video	Not on DEC
2017 MEL Conference Flyer	Disseminated	2017	Not uploaded	Not on DEC
2017 MEL Conference Video	Disseminated	2017	https://jordankmportal.com/resources/usaid-slash-jordan-2017-mel-conference-video	Not on DEC
KaMP Launch Materials	Developed and shared the KaMP introduction, business cards.	2017	https://www.usaid.gov/jordan/press-releases/mar-15-2017-us-launches-online-library-development-resources	Not on DEC
KaMP Launch Video	Developed and shared the KaMP video.	2017	https://jordankmportal.com/resources/kamp-video	Not on DEC
2018 MEL Conference	Third in a series of USAID/MESP conferences for MEL professionals	2018	https://jordankmportal.com/collections/usaid-2018-mel-conference-self-reliance-and-sustainability	Not on DEC
General Population Survey Presentations	Presentation to IPs; presentations to USAID	2019	https://jordankmportal.com/resources/general-population-survey-presentation	Not on DEC
General Population Survey Tableau Dashboard Beta Version	Selected Graphs based on General Population Survey data	2019	https://public.tableau.com/profile/kenana#!/vizhome/DraftDashboardRafael/DRGCitizenParticipation	Not on DEC

ANNEX II. MESP PERFORMANCE DATA TABLE (PDT): FISCAL YEAR AND LIFE OF PROJECT

Indicator No.	Indicator Name	Disaggregation	Frequency of Data Collection	Data Collection Method	Data Collection Tool	Baseline	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	LOP Target	LOP Actual	Comments
Ind-GL-01	Percent of surveyed Mission technical management staff reporting agreement that their utilization of M&E data to effectively assess progress towards achievement of the CDCS has improved since the last survey[13]	Sex	Annually	Online survey	Mission utilization survey	88.20%	N/A	88.20%	75%	66.70%	88.90%	N/A	80%	79.7%	Considering rounding, MESP has reached the LOP target.

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[13] Note: Mission staff surveys were conducted only in FY 2015-2017

Indicator No.	Indicator Name	Disaggregation	Frequency of Data Collection	Data Collection Method	Data Collection Tool	Baseline	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	LOP Target	LOP Actual	Comments
Ind-GL-02	Percent of MESP-conducted evaluations/special studies that Mission staff reported they used to inform future programming	USAID sector	Ongoing	In-depth interview	Evaluation Utilization IDI	0	N/A	N/A	100%	100%	N/A	N/A	100%	100%	MESP reached this target
Ind-GL-03	Percent of surveyed Mission technical management staff responding agree/strongly agree (on a five-point Likert scale) to "My ability to use indicator data in decision-making has improved as a result of DevResults."	USAID sector	Annually	On-line survey	Mission survey	31.60%	N/A	N/A[14]	30%	40%	55.6%	N/A	80%	41.9%	MESP did not reach the LOP target.

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[14] Note: Mission staff surveys were conducted only in FY 2015-2017.

Indicator No.	Indicator Name	Disaggregation	Frequency of Data Collection	Data Collection Method	Data Collection Tool	Baseline	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	LOP Target	LOP Actual	Comments
1.1	Average rating of the availability of performance monitoring data that the surveyed mission staff say they need to do their job (on a scale from 1 to 10, one being no available data and ten being data is readily available)	Sex	Annually	On-line survey	Mission utilization survey	5.2 (retroactive in same survey)	N/A	6.2	6.8	7.5	8.6	N/A	8	7.3	MESP did not achieve this target
1.2	Percent of required PMP Indicators being reported in DevResults on schedule	USAID Sector	Quarterly	Dev-Results indicator review	DevResults	0	N/A	16.70%	27%	33%	72.51%		85%		

Indicator No.	Indicator Name	Disaggregation	Frequency of Data Collection	Data Collection Method	Data Collection Tool	Baseline	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	LOP Target	LOP Actual	Comments
1.3	Percent of surveyed Mission technical management staff who agree that IP indicator data is more available as a result of DevResults	USAID sector	Annually	On-line survey	Mission survey	52.60 %	N/A	N/A	52.60 %	60%	77.8 %	N/A	80%	60.75 %	MESP did not reach this target
1.1.1	Number of AMELP revisions supported by MESP	USAID Sector	Quarterly	Activity record review	Monthly task tracker	0	13	19	21	16	7	11	No target	87	Results measured by this indicator are demand-driven; there-fore there is no LOP target

Indicator No.	Indicator Name	Disaggregation	Frequency of Data Collection	Data Collection Method	Data Collection Tool	Baseline	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	LOP Target	LOP Actual	Comments
1.1.2	Number of AMEPs submitted to or approved by the Mission improved by MESP support	USAID Sector	Quarterly	Activity record review	Monthly task tracker	0	0	7	2	1	3	3	No target	16	Results measured by this indicator are demand-driven; therefore there is no LOP target.
1.1.3	Percent of Mission technical management staff who report that MESP technical review of AMEPs helped produce a better product	USAID sector	Annually	On-line survey	Mission survey	0	N/A	N/A	90.90%	80%	55.6%	N/A	80%	75.5%	MESP did not reach this target

Indicator No.	Indicator Name	Disaggregation	Frequency of Data Collection	Data Collection Method	Data Collection Tool	Baseline	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	LOP Target	LOP Actual	Comments
1.2.1	Percent of interviewed IP technical assistance recipients that report that MESP support helped them to implement targeted M&E tasks	Sex	Annually	In-depth Interviews	Interview guide	0	N/A	100%	100%	100%	91.7%	N/A	75%	97.9%	MESP exceeded this target
1.2.2	Percent of interviewed IP staff that report that MESP training workshops were helpful for them in doing their job	Sex, USAID Sector	Annually	In-depth Interviews	Interview guide	0	N/A	100%	84.60%	100%	84.6%	96%	80%	93.0%	MESP exceeded this target

Indicator No.	Indicator Name	Disaggregation	Frequency of Data Collection	Data Collection Method	Data Collection Tool	Baseline	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	LOP Target	LOP Actual	Comments
1.2.3	Percent of surveyed Mission staff who report that MESP-developed tools helped them implement performance monitoring tasks	Sex, Type of Respondent (Mission/IP)	Annually	On-line Survey	Mission utilization survey	0	N/A	88.90%	100%	100%	88.8%	N/A	75%	94.4%	MESP exceeded this target
1.2.4	Percent of interviewed IP staff who report that MESP-developed tools helped them implement performance monitoring tasks	Sex, Type of Respondent (Mission/IP)	Annually	In-depth Interviews	Inter-view guide	0	N/A	93.30%	100%	100%	100%	N/A	75%	98.3%	MESP exceeded this target

Indicator No.	Indicator Name	Disaggregation	Frequency of Data Collection	Data Collection Method	Data Collection Tool	Baseline	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	LOP Target	LOP Actual	Comments
1.2.5	Number of person hours of training in Monitoring and/or Evaluation conducted by MESP	Sex, Type of Participant (Mission/IP), USAID Sector	Annually	MESP training database	Training registration forms	0	391	1,241	476	1,549	5,555	3,776	No target	12,927	Results measured by this indicator are demand-driven; there-fore there is no LOP target
1.2.6	Average rating by IP staff of their intent to implement relevant sections of the training workshops in their jobs (on a scale from 1 to 5, one being strongly disagree and five strongly agree)	N/A	Quarterly	MESP training evaluation forms	MESP training evaluation form	0	N/A	4.65	4.2	4.37	4.15	4.33	4	4.4	MESP has exceeded this target

Indicator No.	Indicator Name	Disaggregation	Frequency of Data Collection	Data Collection Method	Data Collection Tool	Baseline	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	LOP Target	LOP Actual	Comments
1.2.7	Average rating by Mission staff of their intent to implement relevant sections of the training workshops in their jobs (on a scale from 1 to 5, one being strongly disagree and five strongly agree)	N/A	Quarterly	MESP training evaluation forms	MESP training evaluation form	0	N/A	4.5	N/A	N/A	N/A	N/A	4	4.5	MESP exceeded this target

Indicator No.	Indicator Name	Disaggregation	Frequency of Data Collection	Data Collection Method	Data Collection Tool	Baseline	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	LOP Target	LOP Actual	Comments
2.1	Percent of MESP-conducted evaluations/special studies where Mission staff reported that final reports provided all or most of the information required to perform the specified management purpose	USAID Sector	Ongoing	Evaluation Utilization reviews	Evaluation Utilization reviews	0	N/A	100%	100%	100%	N/A	N/A	100%	100%	MESP has met this target
2.2	Percent of evaluations/special studies implemented by MESP that Mission staff reported as delivered at the right time for them to meet the evaluation management purpose	USAID Sector	Annually	Evaluation Utilization reviews	Evaluation Utilization reviews	0	N/A	100%	100%	100%	N/A	N/A	100%	100%	MESP has met this target

Indicator No.	Indicator Name	Disaggregation	Frequency of Data Collection	Data Collection Method	Data Collection Tool	Baseline	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	LOP Target	LOP Actual	Comments
2.3	Number of evaluations/special studies completed by MESP	USAID Sector, Type of Study (Performance Evaluation, Impact Evaluation, Assessment, study, other)	Annually	Activity record review	Monthly task tracker	0	2	3	4	1	1		No target		Results measured by this indicator are demand-driven; therefore there is no LOP target
3.1	Percent of evaluations/special studies implemented by MESP that Mission staff reported that the final reports/ communication products were effective in conveying intended messages	N/A	Quarterly	Evaluation Utilization reviews	Evaluation Utilization reviews	0	N/A	100%	100%	100%	N/A	N/A	100%	100%	MESP met this target

Indicator No.	Indicator Name	Disaggregation	Frequency of Data Collection	Data Collection Method	Data Collection Tool	Baseline	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	LOP Target	LOP Actual	Comments
3.2	Number of communications products produced and disseminated	N/A	Quarterly	Activity record review	Monthly task tracker	0	0	12	11	19	10	19	No tar-get	71	Results measured by this indicator are demand-driven; there-fore there is no LOP target
3.3	Percent of surveyed users responding Agree/Strongly Agree (on a five-point Likert scale) to "My access to USAID M&E information including templates and tools is improved by access to the KaMP."	Type of Respondent (Mission/IP/non-Mission users)	Quarterly	On-line Survey	On-line survey	0	0	0	N/A	88.50%	72.7%	N/A	No tar-get	80.6%	Results measured by this indicator are demand-driven; there-fore there is no LOP target

Indicator No.	Indicator Name	Disaggregation	Frequency of Data Collection	Data Collection Method	Data Collection Tool	Baseline	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	LOP Target	LOP Actual	Comments
3.4	Percent of surveyed users responding Agree/Strongly Agree (on a five-point Likert scale) to "My access to information related to the development sector in Jordan is improved by access to the KaMP."	Type of Respondent (Mission/IP/non-Mission users)	Quarterly	On-Line Survey	KaMP user survey	0	0	0	N/A	84.60%	50%	N/A	No target	67.3%	Results measured by this indicator are demand-driven; therefore there is no LOP target

ANNEX III. PERFORMANCE DATA TABLE (PDT): FY 2019 AND 2020 QUARTERLY DATA (ACTUALS) [15]

Indicator No.	Indicator Name	2019, Q1	2019, Q2	2019, Q3	2019, Q4	2019, Total	2020, October Only	Comments
Ind-GL-01	Percent of surveyed Mission technical management staff reporting agreement that their utilization of M&E data to effectively assess progress towards achievement of the CDCS has improved since the last survey	88.20%	N/A	88.20%	75%	66.70%	88.90%	Considering rounding, MESP has reached the LOP target.
GL-02	Percent of MESP-conducted evaluations/special studies that Mission staff reported they used to inform future programming	N/A	N/A	N/A	N/A	N/A	N/A	Survey was not conducted during the MESP contract extension period.
G 1-03	Percent of surveyed Mission technical management staff responding agree/strongly agree (on a five-point Likert scale) to "My ability to use indicator data in decision-making has improved as a result of DevResults."	N/A	N/A	N/A	N/A	N/A	N/A	Survey was not conducted during the MESP contract extension period.
R1.1	Average rating of the availability of performance monitoring data that surveyed Mission staff need to do their job (on a scale from 1 to 10, one being no available data and ten being data is readily available)	N/A	N/A	N/A	N/A	N/A	N/A	Survey was not conducted during the MESP contract extension period.
R1.1.1	Number of AMELP revisions supported by MESP	4	3	6	8	21	2	2019, Q4: CITIES, TEA, Beyond Capital, JCP Attribution Methodologies, ESMP, IEC, PRESTIJ, MOH 2020, October: MOH, IEC

[15] See Annex II for indicator disaggregations and data collection information.

Indicator No.	Indicator Name	2019, Q1	2019, Q2	2019, Q3	2019, Q4	2019, Total	2020, October Only	Comments
R1.1.2	Number of AMELPs submitted to or approved by the Mission improved by MESP support	0	0	0	5	5	0	2019, Q4: CITIES, TEA, JCP Attribution Methodologies, ESMP, PRESTIG
R1.1.3	Percent of Mission technical management staff who report that MESP technical review of AMELPs helped produce a better product	N/A	N/A	N/A	N/A	N/A	N/A	Survey was not conducted during the MESP contract extension period.
1.2.1	Percent of interviewed IP technical assistance recipients who report that MESP support helped them to implement targeted M&E tasks	N/A	N/A	N/A	N/A	N/A	N/A	Survey was not conducted during the MESP contract extension period.
R1.2.2	Percent of interviewed IP staff that report that MESP training workshops were helpful for them in doing their job	N/A	N/A	N/A	N/A	N/A	N/A	Survey was not conducted during the MESP contract extension period.
R1.2.5	Number of person hours of training in Monitoring and/or Evaluation conducted by MESP	15731	1816	386.5	1225.5	50001	101.5	Ramadan was during Q3.
R1.3	Percent of surveyed Mission technical management staff who agree that IP indicator data is more available as a result of DevResults.	N/A	N/A	N/A	N/A	N/A	N/A	Survey was not conducted during the MESP contract extension period.
R2.2	Percent of evaluations/special studies implemented by MESP that Mission staff reported as delivered at the right time for them to meet the evaluation management purpose	N/A	N/A	N/A	N/A	N/A	N/A	Survey was not conducted during the MESP contract extension period.
R2.3	Number of evaluations/special studies completed by MESP	2	2	3	4	11	0	2019, Q4: LENS Rapid Assessment, J2SR Indicators Analysis, Strategic Synthesis of Development Literature, General Population Survey Learning Agenda Data Analysis
R3.1	Percent of evaluations/special studies implemented by MESP that Mission staff reported that the final	N/A	N/A	N/A	N/A	N/A	N/A	Survey was not conducted during the MESP contract extension period.

Indicator No.	Indicator Name	2019, Q1	2019, Q2	2019, Q3	2019, Q4	2019, Total	2020, October Only	Comments
	reports/communication products were effective in conveying intended messages							
R3.2	Number of communications products produced and disseminated	5	2	0	0	7	0	
R3.3	Percent of surveyed users responding Agree/Strongly Agree (on a five-point Likert scale) to "My access to USAID M&E information including templates and tools is improved by access to KaMP."	N/A	N/A	N/A	N/A	N/A	N/A	Survey was not conducted during the MESP contract extension period.
R3.4	Percent of surveyed users responding Agree/Strongly Agree (on a five-point Likert scale) to "My access to information related to the development sector in Jordan is improved by access to KaMP."	N/A	N/A	N/A	N/A	N/A	N/A	Survey was not conducted during the MESP contract extension period.

ANNEX IV. EXTENDED LIST OF MAPS PROVIDED TO USAID/JORDAN

As noted in the main text of the report, MESP delivered approximately 70 maps to USAID/Jordan in response to Mission requests for GIS products. Key maps include:

1. A map showing USAID assistance in support of Jordan's response to the Syrian crisis, which was shared by USAID/Jordan during the annual Mission Directors meeting in Frankfurt and the Fourth Annual GIS Specialists' Workshop in Washington, D.C.

2. A map showing USAID activity distribution in Karak and Al-Azraq.

3. A high-resolution wall map showing distribution of USAID/Jordan activities across the Kingdom. The wall map illustrates interventions by sector and type of support (grants, infrastructure or trainings)

4. Two maps for both Amman and Irbid showing locations of infrastructure support for Non-Formal Education (NFE) activities in the education and youth sector, produced at the request of PRO.

5. Two maps showing Economic Development activities: One map displayed the number of activities per municipality in Jordan, and the other map displayed the locations of the activities in each municipality in Jordan.

6. A map of Democracy and Governance Activities showing all DG activities and type of support.

7. Two maps were produced for Youth Power communities: One showed the 20 targeted communities and the other displayed the number of activities in each targeted community.

8. A map of USAID/Jordan electoral intervention by municipality which shows the type of support and activity related to the election.

9. A map of Education and Youth interventions showing all the education data, including the type of support, activity names and number of schools per governorate.

10. A map showing the distribution of USAID interventions in Irbid governorate with a focus on Al Mashare town activities.

11. A general map that shows USAID activity distribution across Jordan, in addition to focusing on the distribution of activities in each region: north, mid and south.

12. Twelve maps, one for each governorate, showing the distribution of USAID activities. The Mission used the maps in developing a Calendar for the year 2018 with a map on each month. The maps are showing USAID interventions by sector with the percentage of activities under each intervention type (grants, infrastructure and trainings) in the governorate.

13. A map showing the locations of dams in Jordan in relation to municipality boundaries.

14. An Infrastructure Education School Donor map, requested by the Mission, showing the distribution of USAID and other donors' supported school infrastructure across the kingdom.

15. A Youth Power communities map, updated based on the new data provided by PRO.

16. A map showing home stays along the Jordan trail, in addition to USAID projects along the Jordan trail.

17. Governorates map updates, detailing the distribution of USAID activities in each governorate based on new data submitted by IPs.

18. A Donor-Supported School Infrastructure Map.

19. A Jordan Administrative Boundaries Map.

20. An Administrative boundaries map.

21. A Governorate-level activities map for 5 governorates by sector.

22. A Governorate-level map for 12 governorates disaggregated by support type and sector.

23. A Jordan EDE distribution of activities map.

24. A wall map (north, south, central regions).

25. A map that exhibits all geographical locations of interventions conducted by BEST, LENS, JLGF and Americana Youth with Potential activities, in order to shed light on potential interventions and areas of work.

26. A map showing distribution of following activities: BEST, LENS, JLGF and Americana Youth with Potential.

27. A map showing USAID activities that are active within 75 Kilometers (km) radius of the Naseeb-Jaber border.

28. A map showing USAID activities that are active in Al Ramtha.

29. A web map for infrastructure schools on the online ArcGIS, which is an interactive display of the locations of school infrastructures by USAID.

30. Twelve EDY infrastructure maps for schools for 12 governorates.

31. A map showing the locations of the beneficiaries of CISLE and NFE trainings.