2022 MEL Conference and Expo Agenda
Using Learning for Improved Decision Making Now!

CLA WITHIN THE COVID-19 CONTEXT

Panel Session

12:00 – 1:00 pm

Moderator	Panelist	Panelist	Panelist
Stephanie Monschein	**Fares Braizat**	**Nahel Maayta**	**Rita Larok**
Program Office Specialist	Chairman	Monitoring, Evaluation, and Learning Specialist	Chief of Party
USAID/ Jordan	NAMA Strategic Intelligence Solutions	USAID Management Engineering Services Contract	Graduating to Resilience Project

N A M A

STRATEGIC INTELLIGENCE SOLUTIONS

THINK › DO

THE RELEVANCE OF SURVEYS TO PUBLIC POLICY

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ABOUT PUBLIC POLICY

- What is the role of the state / government? Enabler? Regulator? Investor? Business owner?
    - What direction should the government take?
    - Capitalist? Socialist? Social Democratic? Liberal? libertarian?
- Regardless, these positions would be implemented through public policies.
    - Regulatory public policy
        - Constitutional and Legal frameworks
        - Regulate business environment – tax, exponential or flat rate?
    - Distributive policy – enabling and protecting
        - Education
        - Health
        - Environment
        - Transportation
        - Welfare
    - Substantial public policy requires frameworks
        - Hard data – macro level economic data
        - Soft data – public opinion data
            - Surveys
            - Social media listening
            - Big data mining, Artificial intelligence, IOT

Data Collection Environment

| REGIME TYPE	OPENNESS TO SURVEYS		
Democratic	Largely Open		
Semi Democratic		Semi open	
Semi Authoritarian			Semi closed
Authoritarian			Largely closed

Some examples of public policy questions

- Private or Public ownership of business?
- Income equality or variation?
- Individual or state responsibility?
- Competition, good or bad?
- Success, is it hard work or luck?
- Foreign Relations
- Political participation – municipal elections, how can we encourage more people to participate?
- Political Participation
  - Parliamentary elections – how can we reengage more youth and women?
  - Candidacy age reduction, what policy should we pursue?

Income Equality: percentage saying we need larger differences as incentives
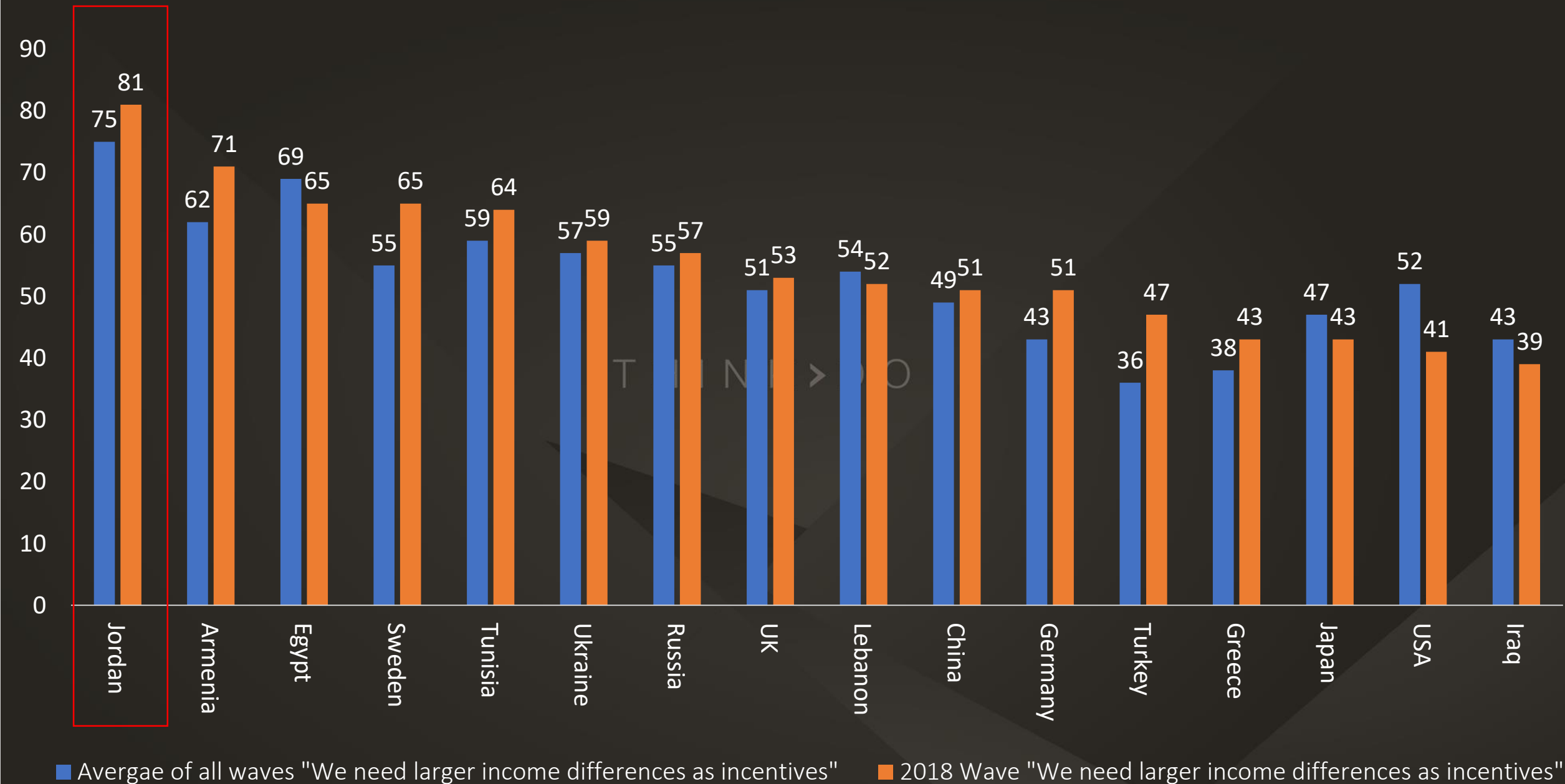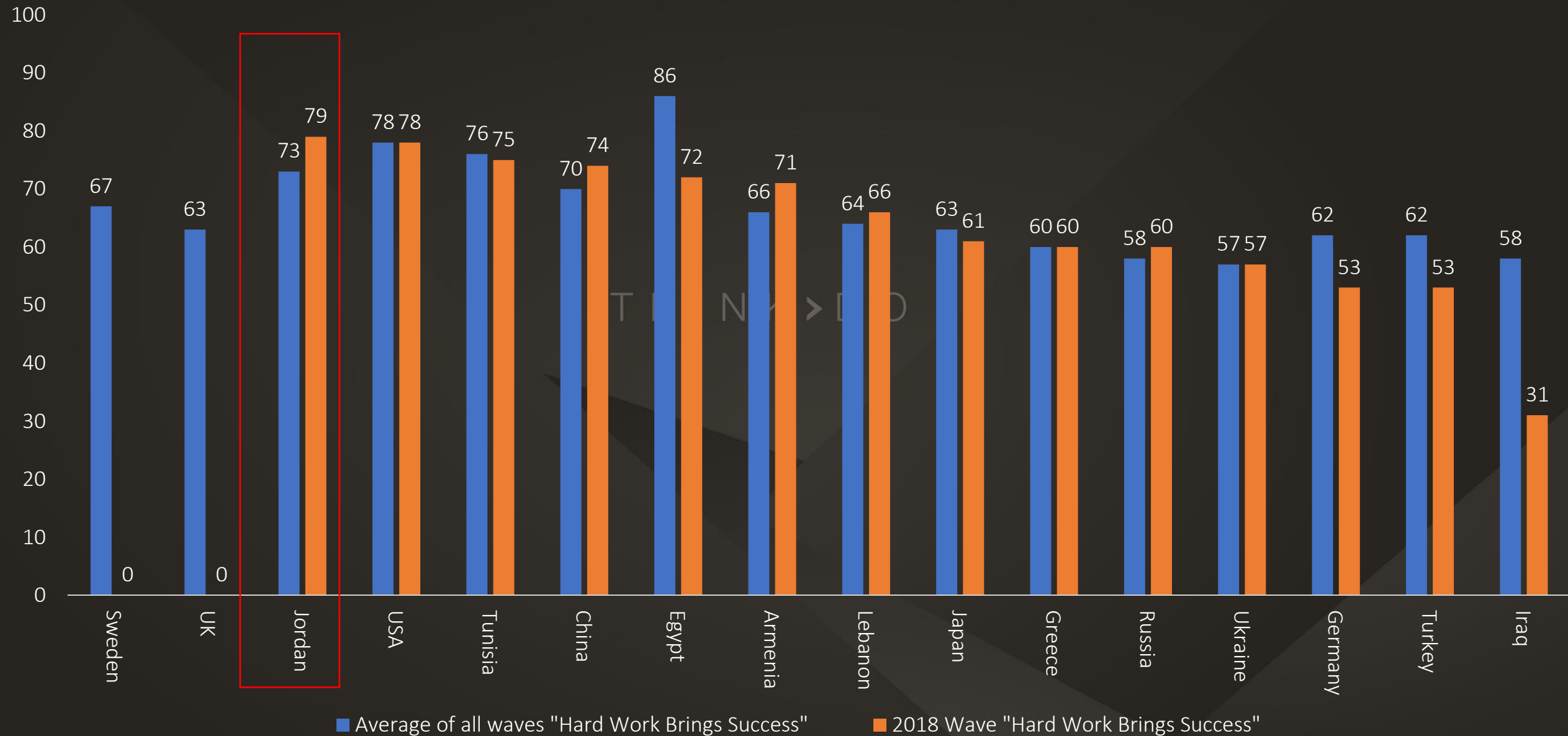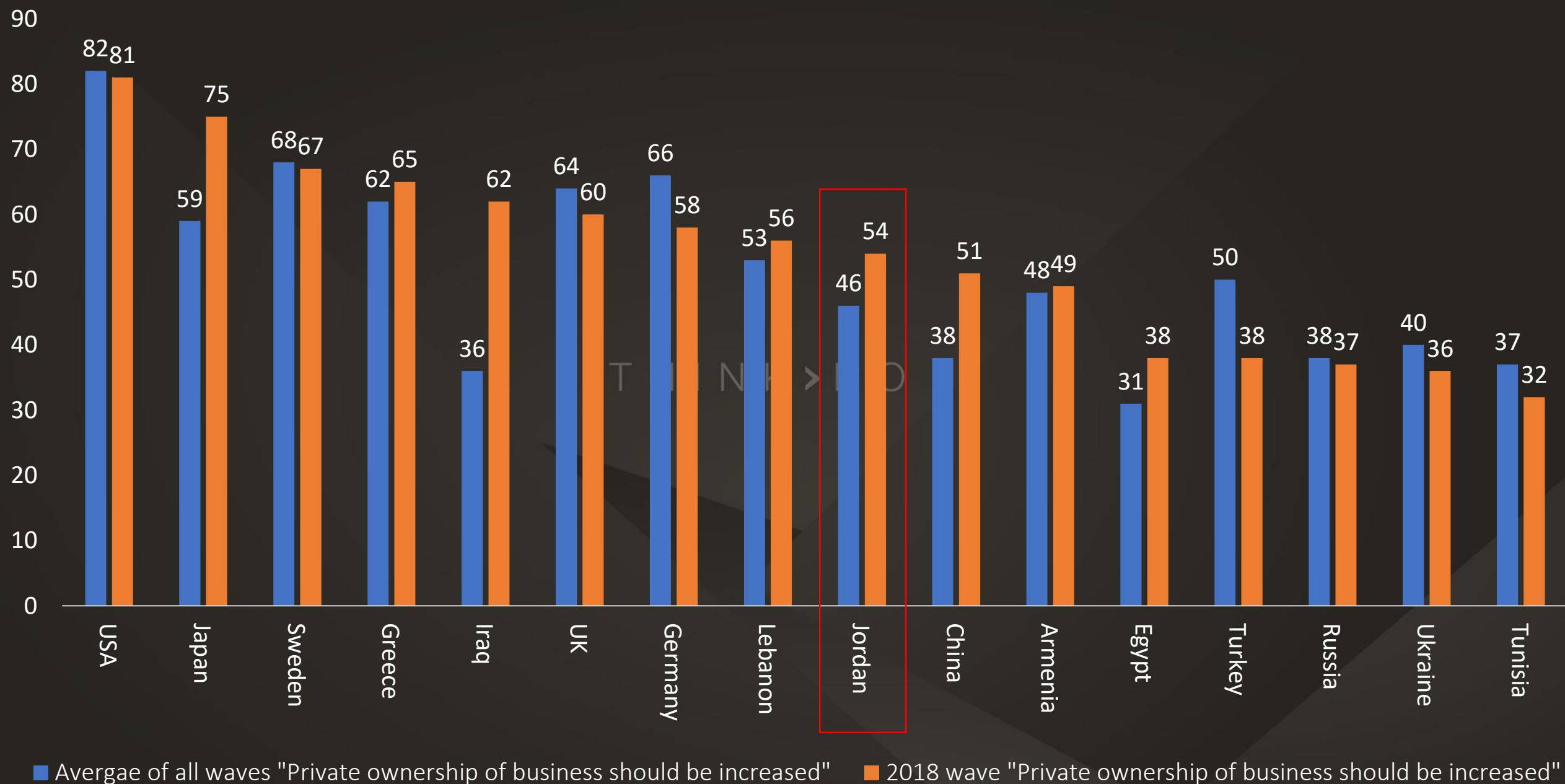
Competition is good
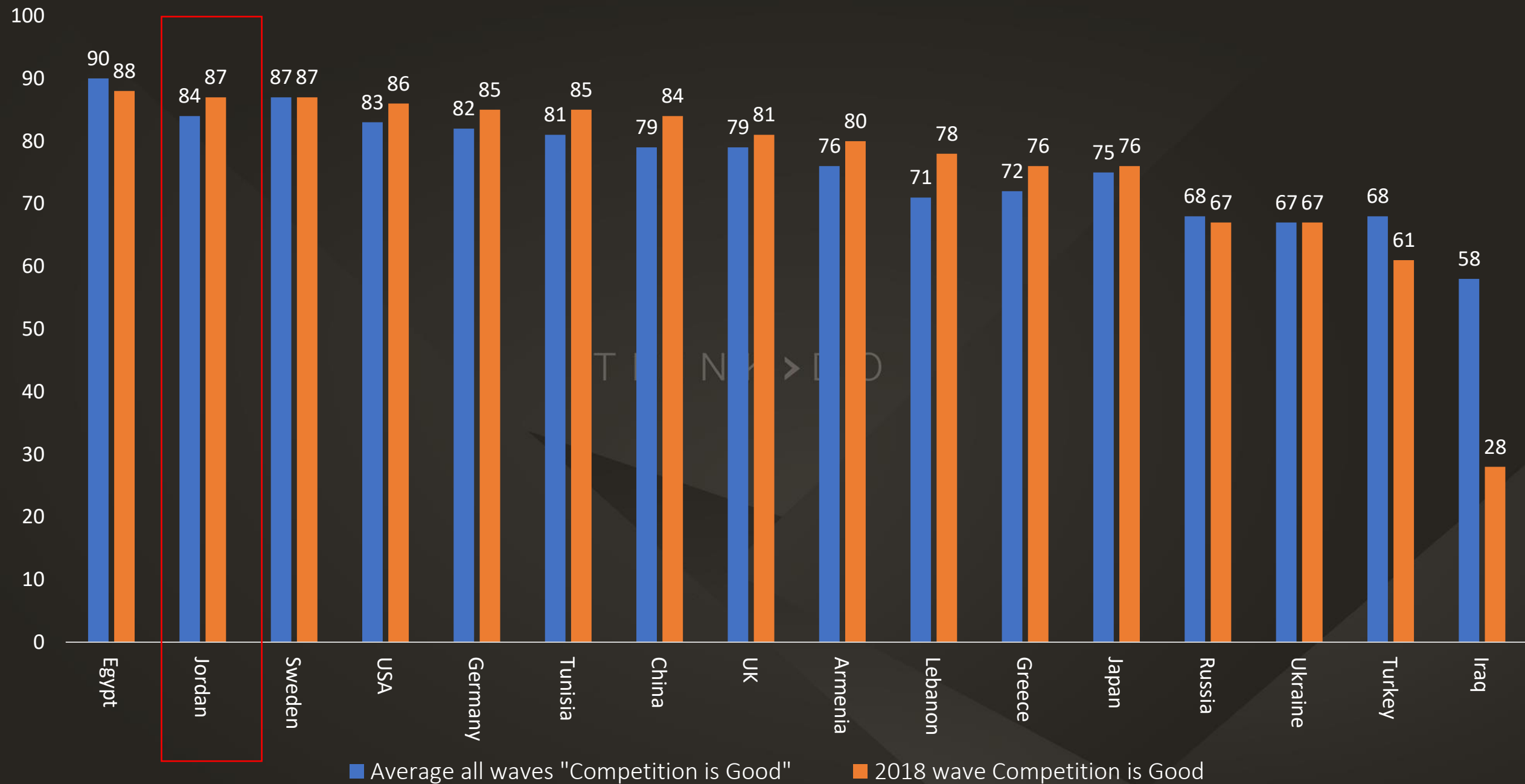
In the long run, <u>hard work usually brings a better life</u>
Versus
Hard work doesn't generally bring success—it's more a matter of luck and connections
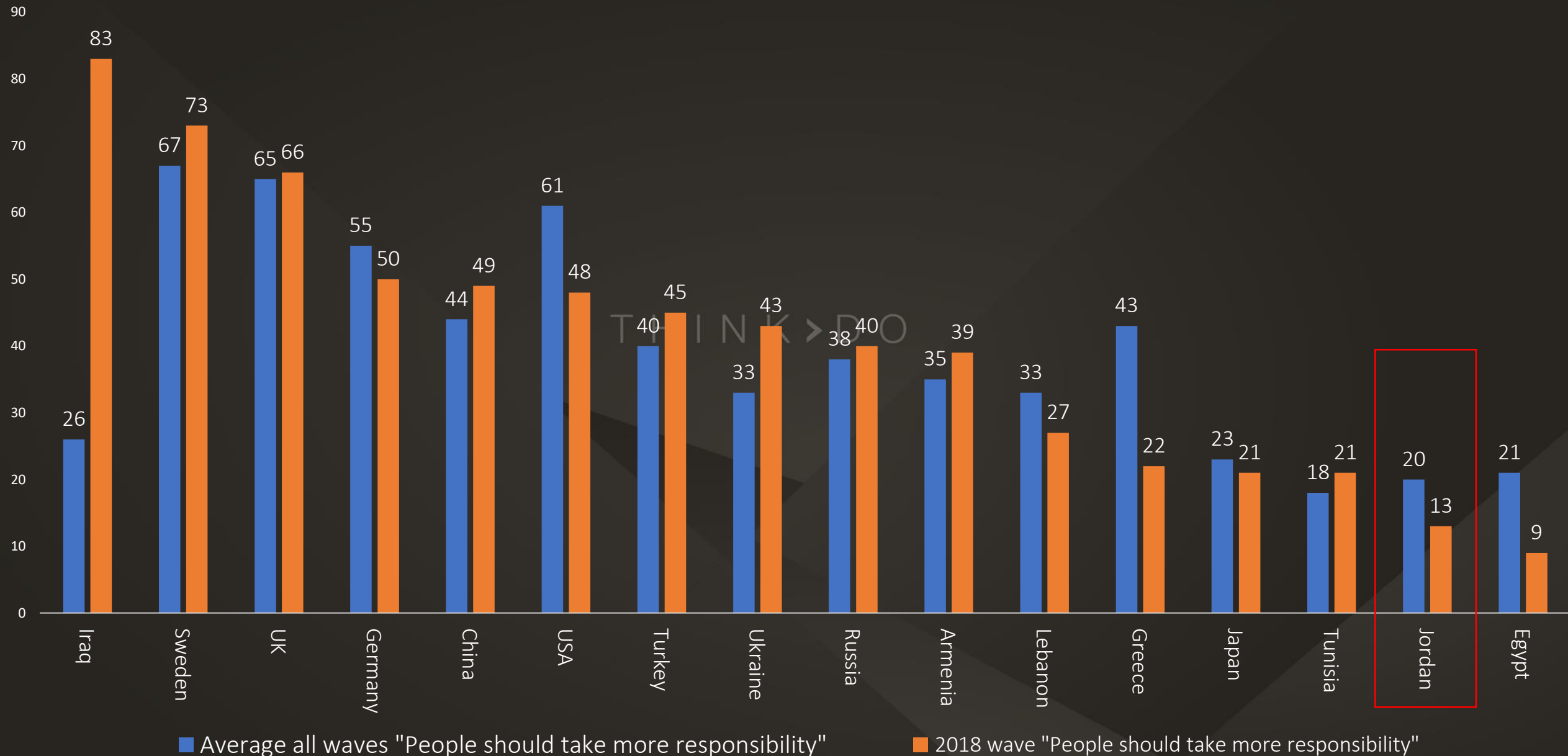
■ Average of all waves "Hard Work Brings Success"   ■ 2018 Wave "Hard Work Brings Success"

Private Ownership of Business should be increased

Country	Average of all waves	2018 wave
USA	82	81
Japan	59	75
Sweden	68	67
Greece	62	65
Iraq	36	62
UK	64	60
Germany	66	58
Lebanon	53	56
Jordan	46	54
China	38	51
Armenia	48	49
Egypt	31	38
Turkey	50	38
Russia	38	37
Ukraine	40	36
Tunisia	37	32

Avergae of all waves "Private ownership of business should be increased"

2018 wave "Private ownership of business should be increased"

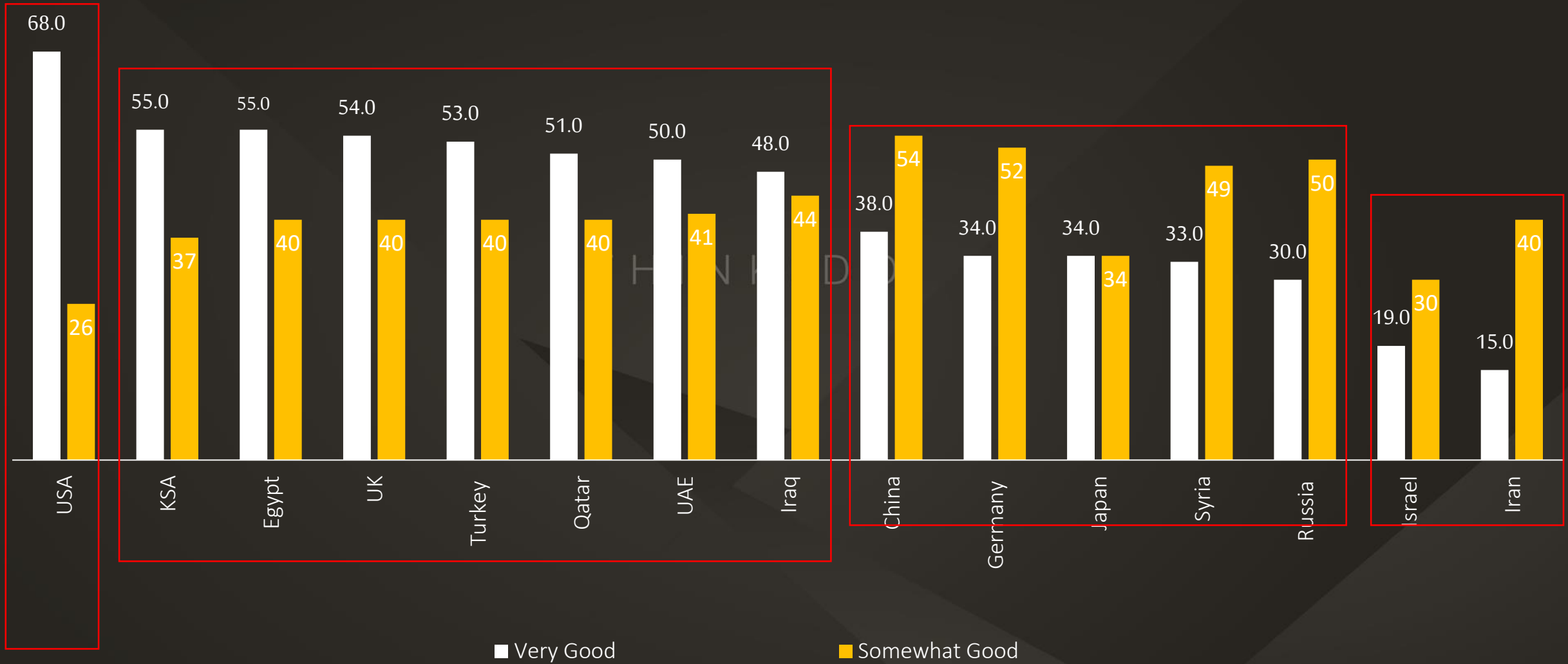# People should take more responsibility to provide for themselves
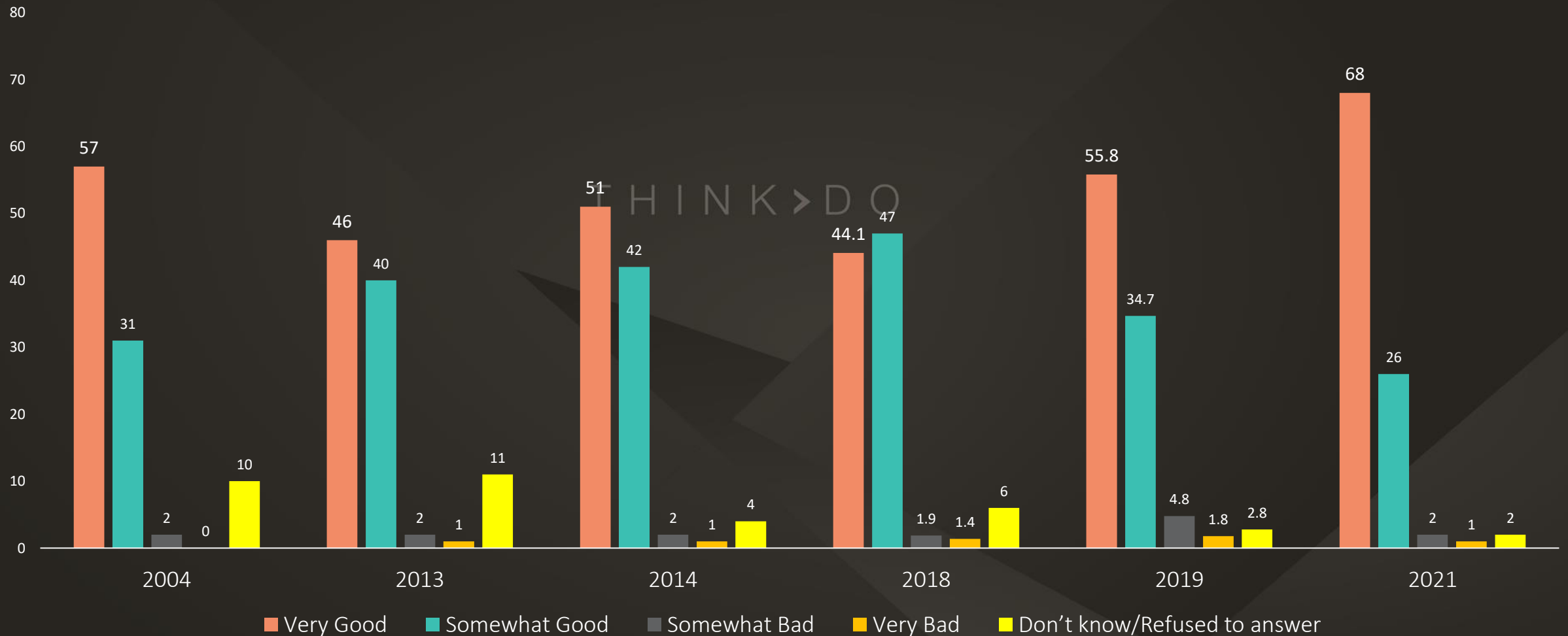## Versus Gov. should take more res. to ensure that everyone is provided for

| Country	Average all waves	2018 wave
Iraq	26	83
Sweden	67	73
UK	65	66
Germany	55	50
China	44	49
USA	61	48
Turkey	40	45
Ukraine	33	43
Russia	38	40
Armenia	35	39
Lebanon	33	27
Greece	43	22
Japan	23	21
Tunisia	18	21
Jordan	20	13
Egypt	21	9

■ Average all waves "People should take more responsibility"   ■ 2018 wave "People should take more responsibility"

Foreign Relations

THINK › DO

Percentage Describing political relations "Very good" or "Somewhat Good"

USA: Very Good 68.0, Somewhat Good 26
KSA: Very Good 55.0, Somewhat Good 37
Egypt: Very Good 55.0, Somewhat Good 40
UK: Very Good 54.0, Somewhat Good 40
Turkey: Very Good 53.0, Somewhat Good 40
Qatar: Very Good 51.0, Somewhat Good 40
UAE: Very Good 50.0, Somewhat Good 41
Iraq: Very Good 48.0, Somewhat Good 44
China: Very Good 38.0, Somewhat Good 54
Germany: Very Good 34.0, Somewhat Good 52
Japan: Very Good 34.0, Somewhat Good 34
Syria: Very Good 33.0, Somewhat Good 49
Russia: Very Good 30.0, Somewhat Good 50
Israel: Very Good 19.0, Somewhat Good 30
Iran: Very Good 15.0, Somewhat Good 40

■ Very Good   ■ Somewhat Good

Are you in favor of strengthening the political relations between the Jordanian and the **American** governments or maintaining them at the present level or limiting them?
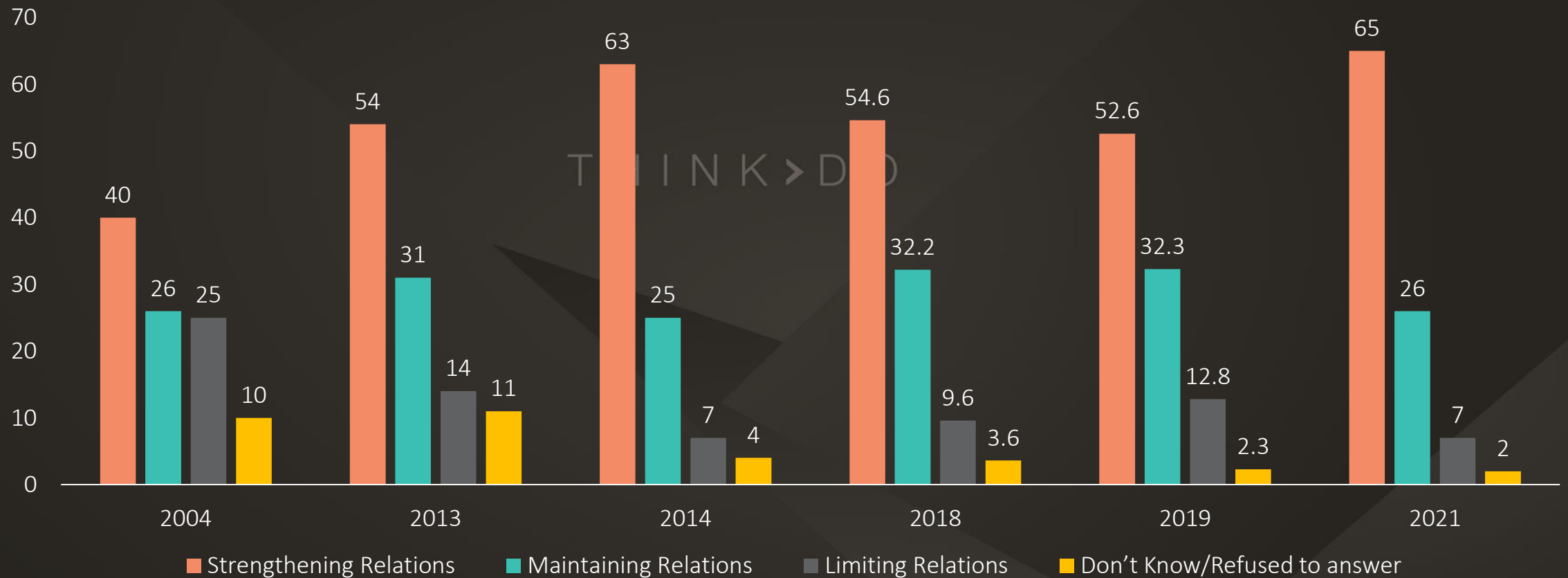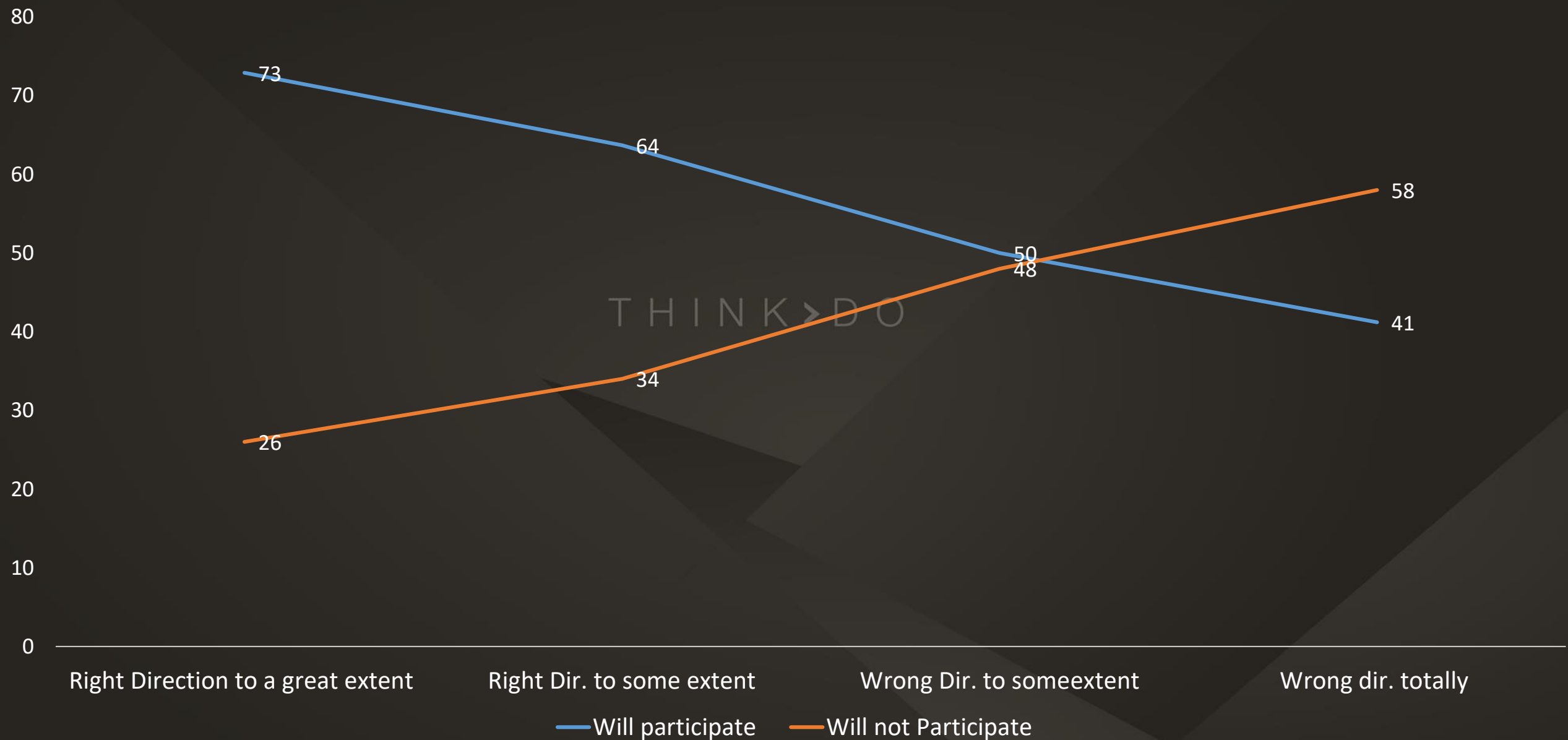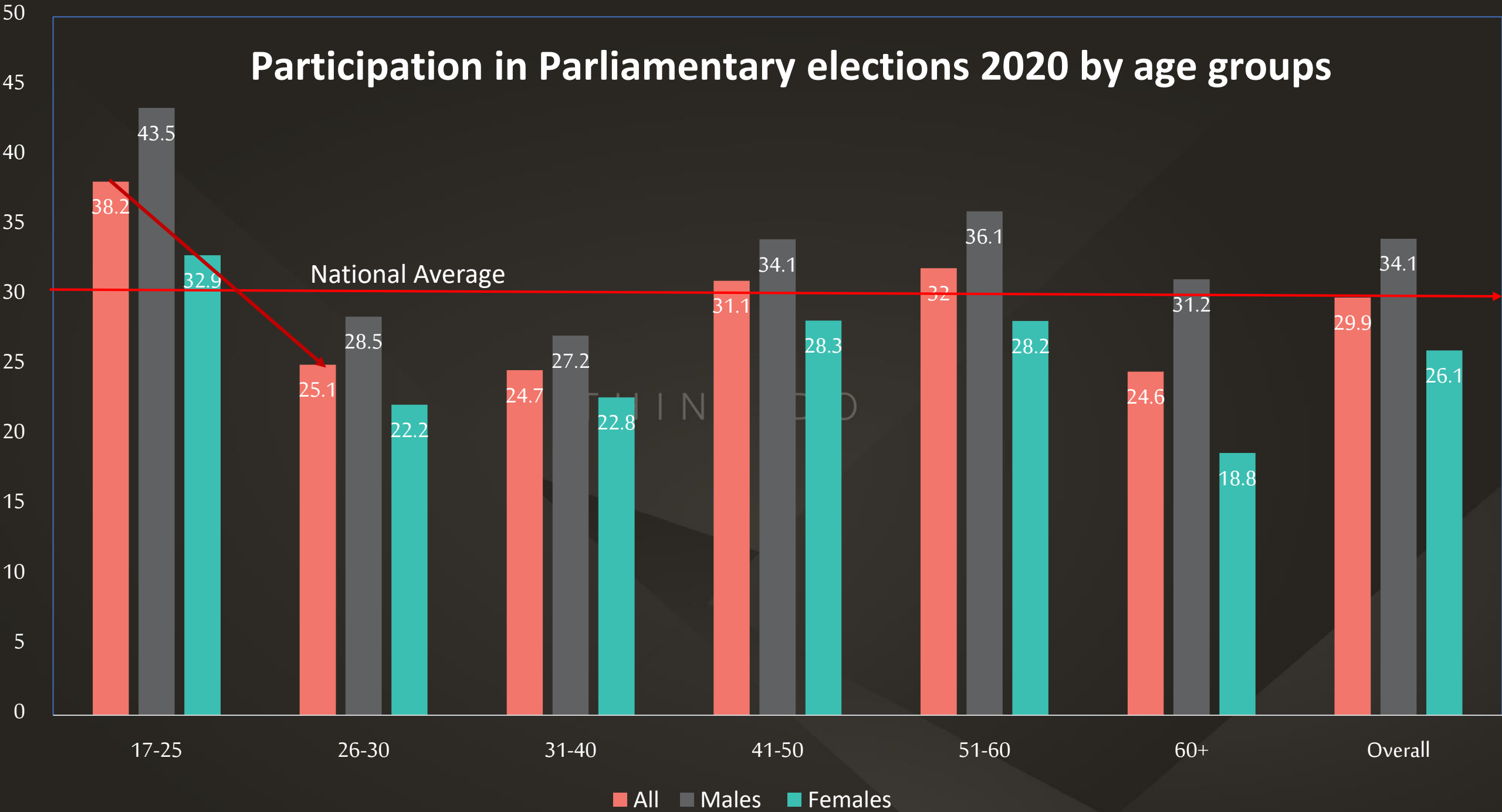
PPOLITICAL PARTICIPATION

THINK › DO

Correlation between voting intensions in upcoming municipal elections (March 2022) and the direction of the country
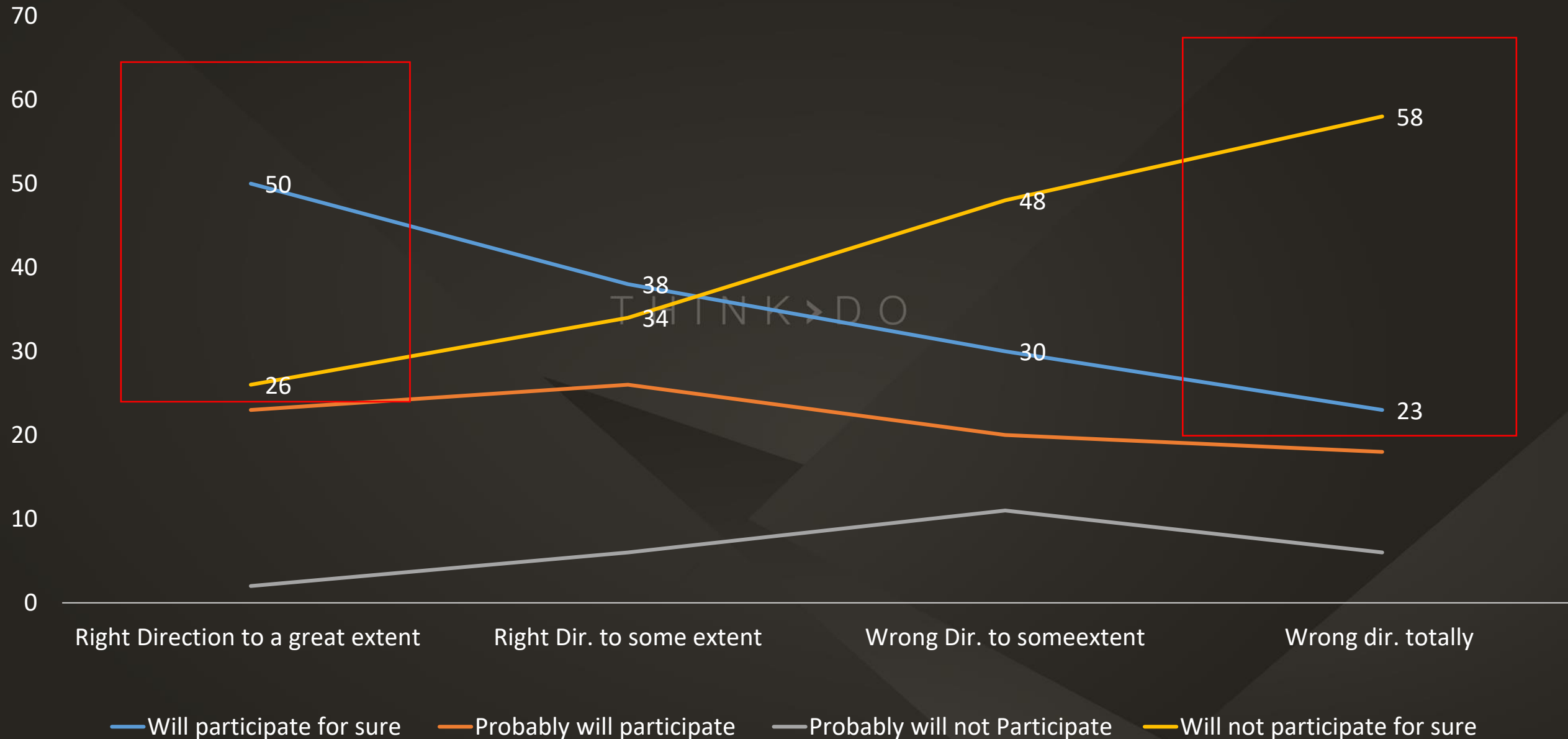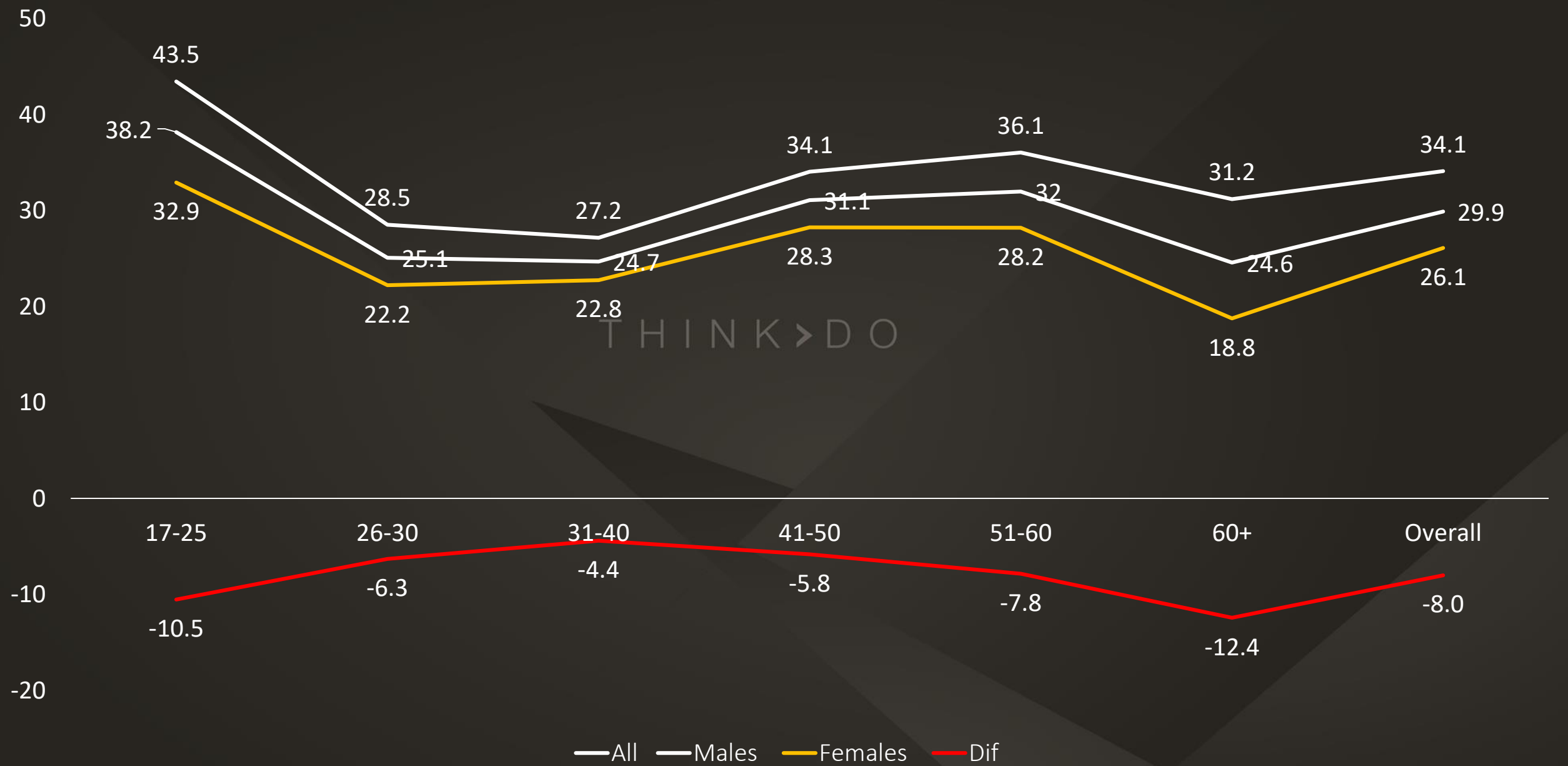
Correlation between voting intensions in upcoming municipal elections (March 2022) and the direction of the country
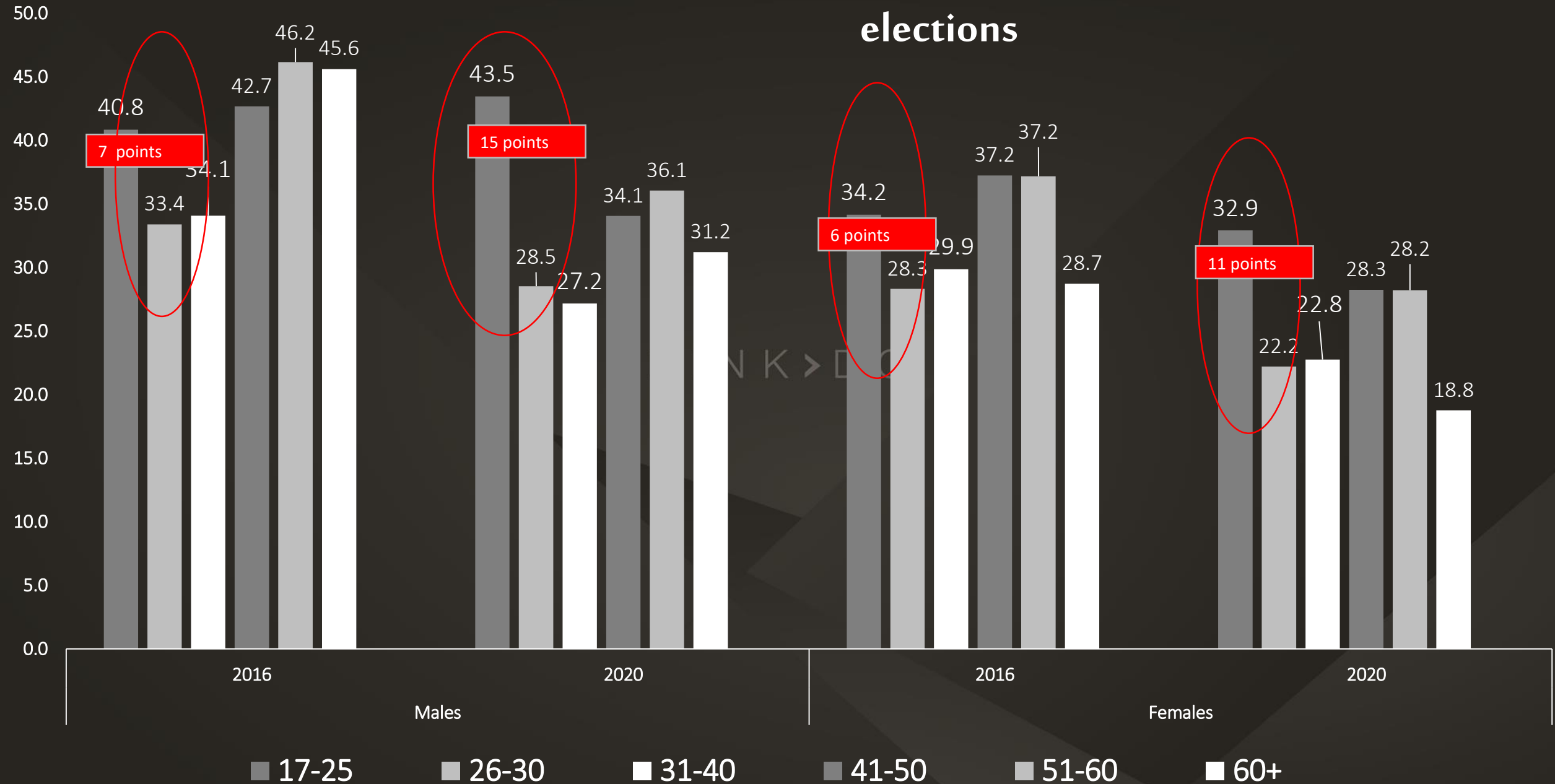
Participation in Parliamentary elections 2020 by age groups

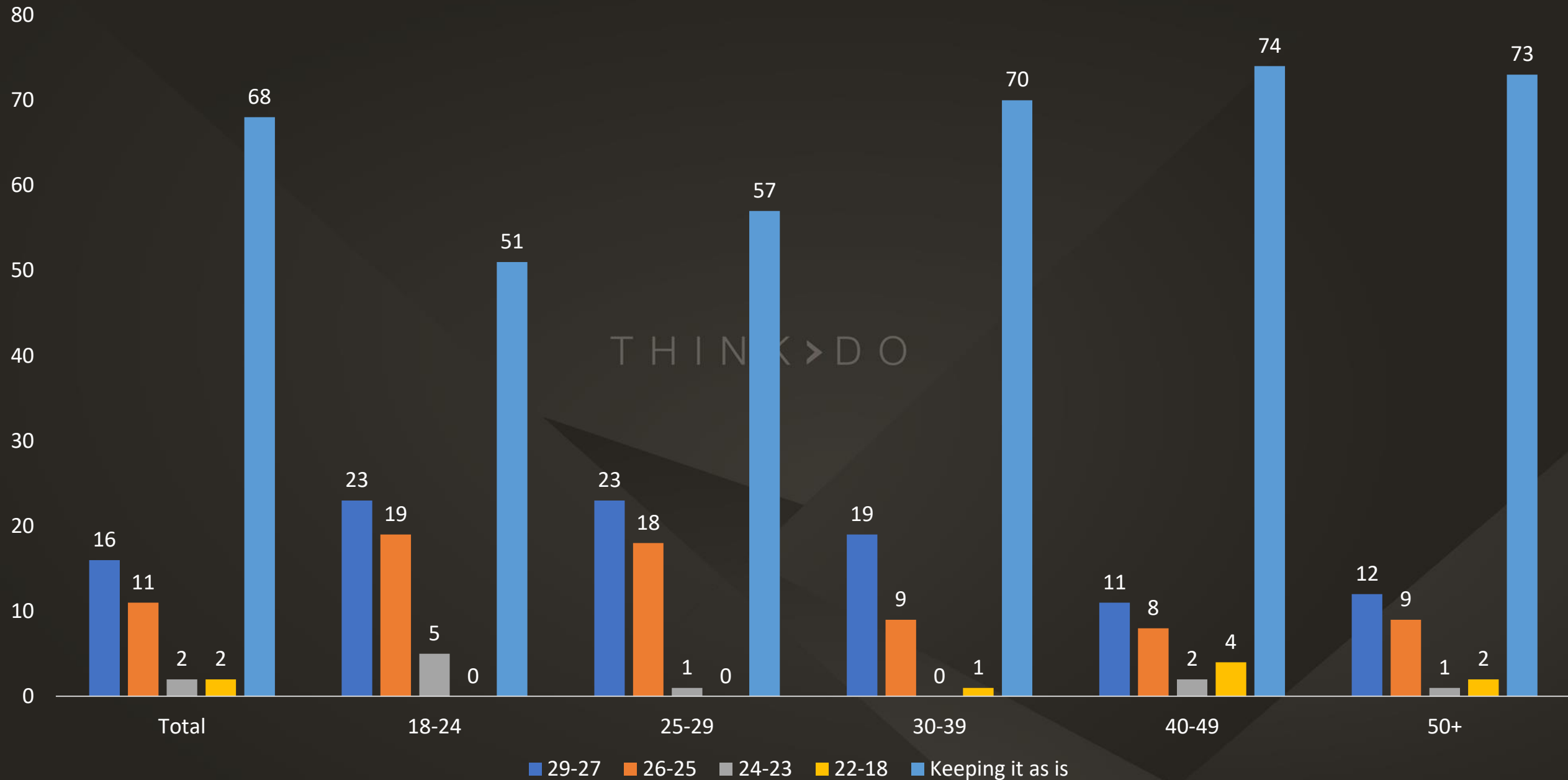The Gender Gap: Difference between male and female participation in 2020

The Gender Gap: a comparison between 2016 and 2020 parliamentary elections

Can we present a solution?

THINK›DO

Reducing candidacy age: where does the public stand?

What is the global standard?
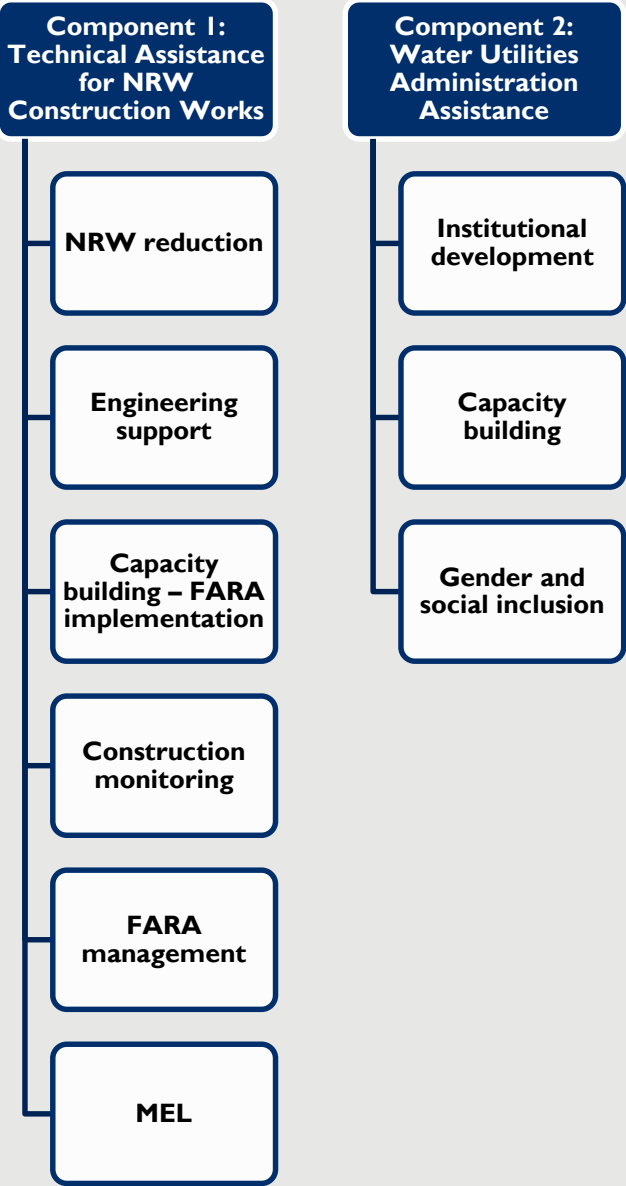
THANK YOU

THINK › DO

USAID NRW Project

- Non-Revenue Water (NRW), water pumped but not billed, is mainly comprised of leaks, theft and metering errors

- In response to high NRW levels in Jordan, USAID and the Ministry of Water and Irrigation (MWI) signed three Umbrella Fixed Amount Reimbursement Agreements (Umbrella FARAs) for the Non-Revenue Water project.

- Associate Fixed Amount Reimbursement Agreements (Associate FARAs), which are subsidiaries of all three Umbrella FARAs, are signed with the involved water entity and serve as contractual vehicles for the NRW Project's implementation.

- Until now, the total USAID grant for NRW reduction in Jordan is $364.1 million.
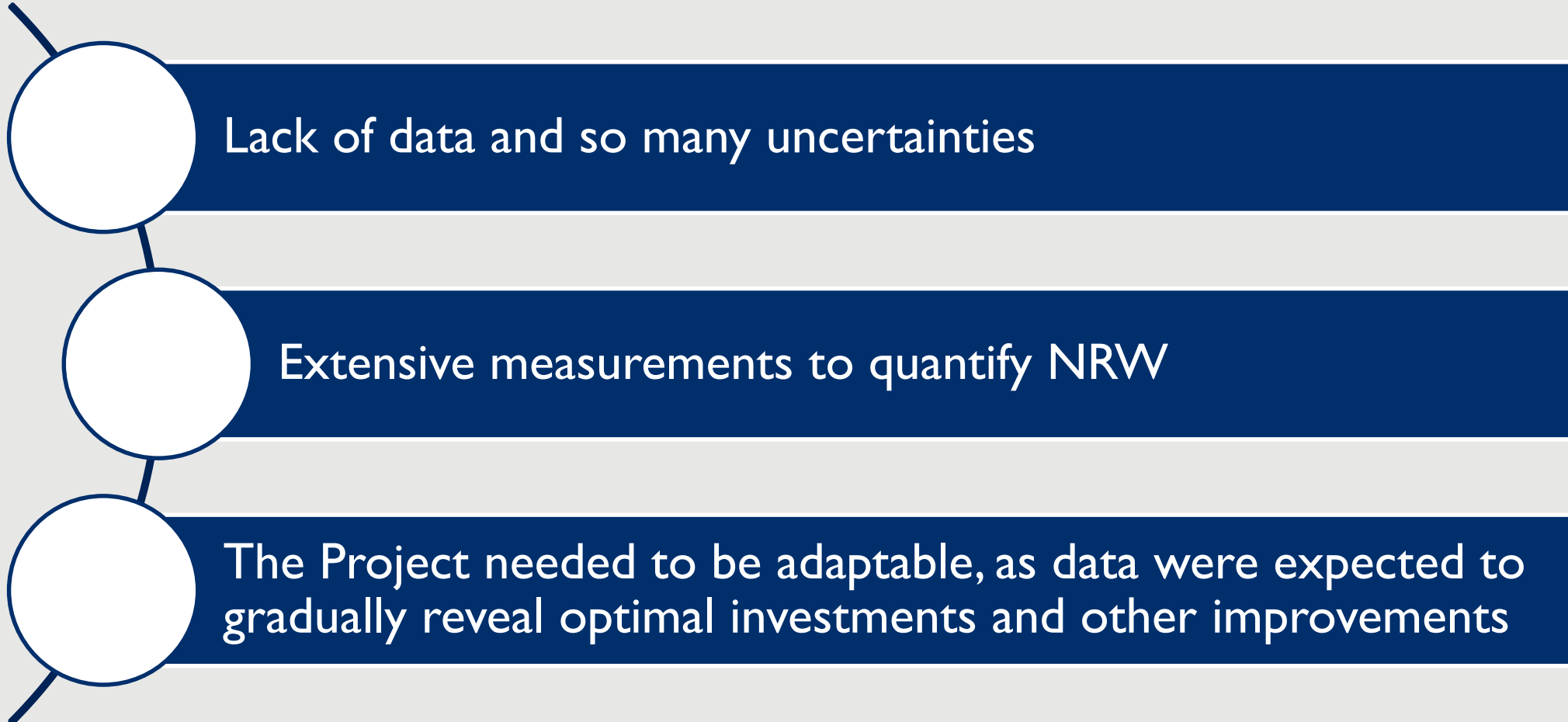
General Context

- Almost 50 percent of Jordan's water is lost to Non-revenue Water (NRW)

- Lack of accurate data to quantify NRW is a major issue

- Due to water shortage water institutions are working within a day-to-day crisis mode

Management Engineering Services Contract Phase II (MESC II)

Component 1:
Technical Assistance for NRW Construction Works

- NRW reduction
- Engineering support
- Capacity building – FARA implementation
- Construction monitoring
- FARA management
- MEL

Component 2:
Water Utilities Administration Assistance

- Institutional development
- Capacity building
- Gender and social inclusion

Why CLA Approach

Lack of data and so many uncertainties

Extensive measurements to quantify NRW

The Project needed to be adaptable, as data were expected to gradually reveal optimal investments and other improvements

The Story

The Project methodology is centered on learning and adaptation via feedback loops.

1 — USAID's design of the Project using the "fixed amount reimbursement agreement" (FARA) approach

2 — Set up a collaborative project management structure based on weekly team meetings (now often virtual due to COVID) involving all stakeholders

3 — Build large database to guide and fine tune future interventions

4 — Associate FARAs to other utilities and governorates based on the previous knowledge

Major CLA Subcomponents

Internal collaboration (progress meetings including all stakeholders)

External collaboration (with USAID projects and other donors)

Technical evidence base (results focus)

Pause and reflect (through meetings and results analysis and evaluation in reports, then modifying the approach as needed)

Adaptive management and continuous learning and improvement (through evaluation of interventions and results then design the new FARAs in relation to this learning)

Knowledge management (large and growing database of results used to guide future action)

Decision making (through FARA preparation by all stakeholders)

Organizational Effectiveness

- The concept of feedback based on results, including the use of sampling, is now embedded in Amman and Aqaba and is being transferred to the other utilities (which have joined the Project only recently)

- Utilities are learning from the Project to be more evidence driven

- NRW reduction is a day-to-day effort not a one-time fix, however this is hard to achieve due to government policy and more work is needed in this area

Lessons Learned

- The FARA approach has allowed early results to inform later interventions: the road to learning and adapting in creating a new FARA has been established by the evaluation of findings and cost-benefit analysis from accomplished milestones in some FARAs

- The collaborative project management method that involves all stakeholders meeting on weekly bases and working on project issues has allowed continuous learning and adapting to all parties

- Rigorous measurements provide an essential feedback to facilitate data-driven project adaptation: water entities have adopted the use of before and after measurements to evaluate the completed interventions

Activity Responses to the COVID-19 Pandemic

MESC II initiated teleworking quickly and successfully in reaction to the COVID-19 Pandemic, in particular during the government-imposed lockdown. Despite some challenges, MESC II managed a successful telework environment using Microsoft Teams, Zoom, and Google Hangouts to communicate with partners such as Miyahuna, Aqaba Water, JVA, WAJ, and YWC.
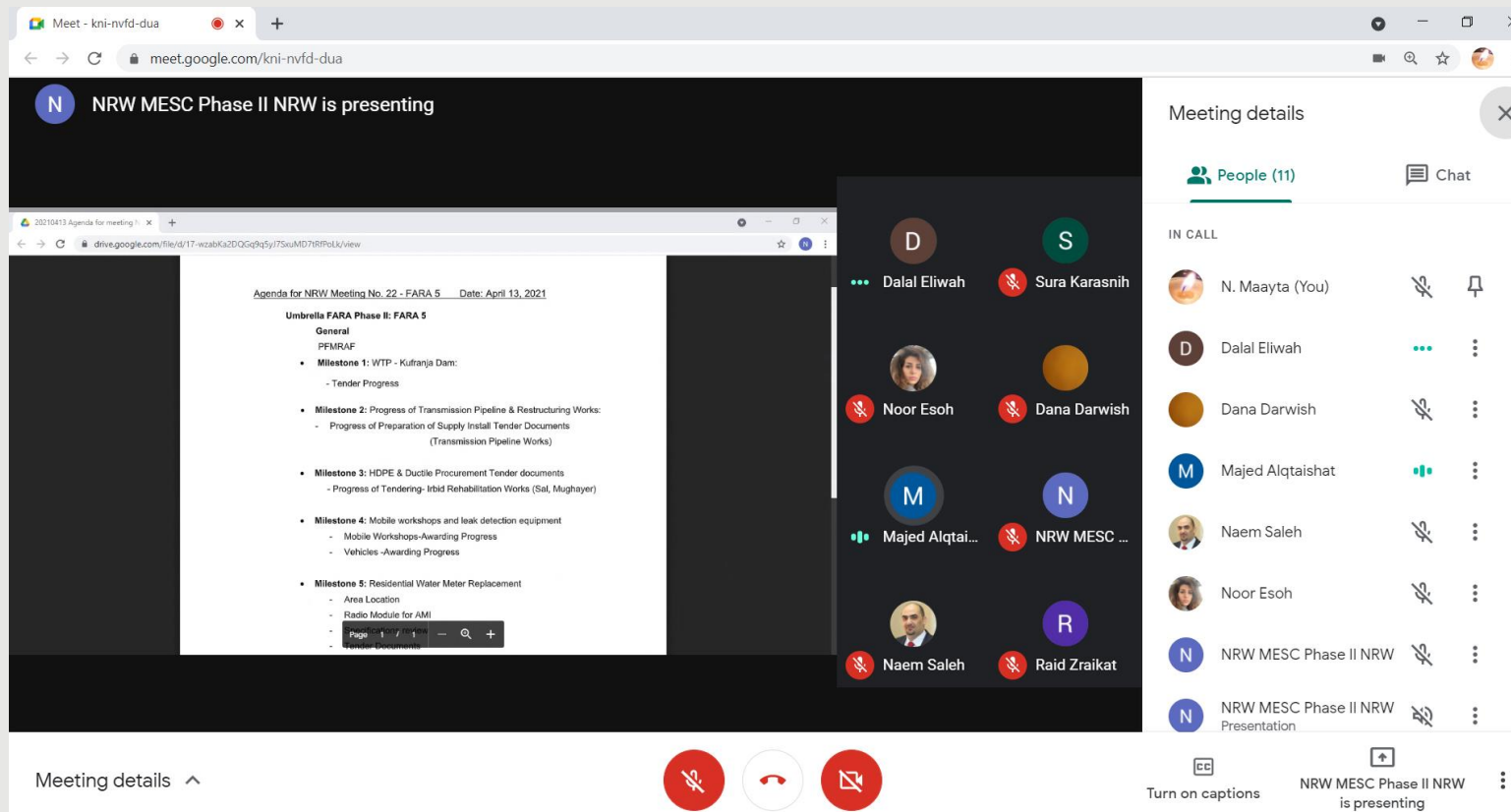
Utility/USAID/consultant team virtual progress meeting, ensuring ongoing collaboration, data-driven learning and adaptation throughout the life of the project even in the Covid situation

Thank you!

USAID Business Growth Activity

Activity Summary

- **Goal:** Graduate extremely poor refugee and Ugandan households from conditions of food insecurity and fragile livelihoods to self-reliance and resilience
- **Budget:** $36.7million from USAID Bureau for Humanitarian Assistance (BHA)
- **Period:** Oct 01, 2017 to Sept 30, 2024 (**7 Years**) in 2 cohorts with 1 year refinement period
- **Target:** 13,200 HHs (50% host / 50% refugee)
- **Participants:** Women and youth as primary participants + their households
  - **Cohort 1:** 6,629 Participants and 37,585 members
  - **Cohort 2:** 7,238 Participants and 44,585 members
- **Interventions:** Cohort 1 (30 months), with participants assigned to 3 treatment arms & Cohort 2 (24 months) with participants assigned to 2 treatment arms
- **Implementer:** AVSI Foundation in a consortium with Trickle UP and American Institutes for Research (AIR)
- **External evaluator** – Innovations for Poverty Action conducting a RCT
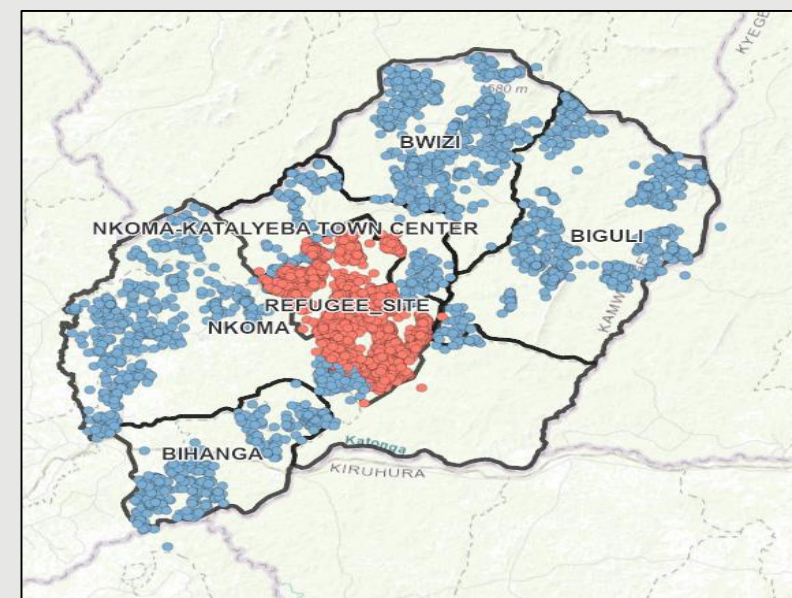
Blue: Host Community Households
Red: Refugee Households

Components Across Treatment Arms (Cohort 1)

PROGRAM COMPONENT	ARM 1 STANDARD GRADUATION	ARM 2 GROUP COACHING	ARM 3 EMPOWERMENT MODEL
Consumption Support	●	●	●
Livelihood Skills Training and Support	●	●	●
Savings and Financial Inclusion	●	●	●
Asset Transfer	●	●	—
Coaching	**INDIVIDUAL**	**GROUP**	**INDIVIDUAL**
Linkage and Referrals	●	●	●

Activity Sequencing
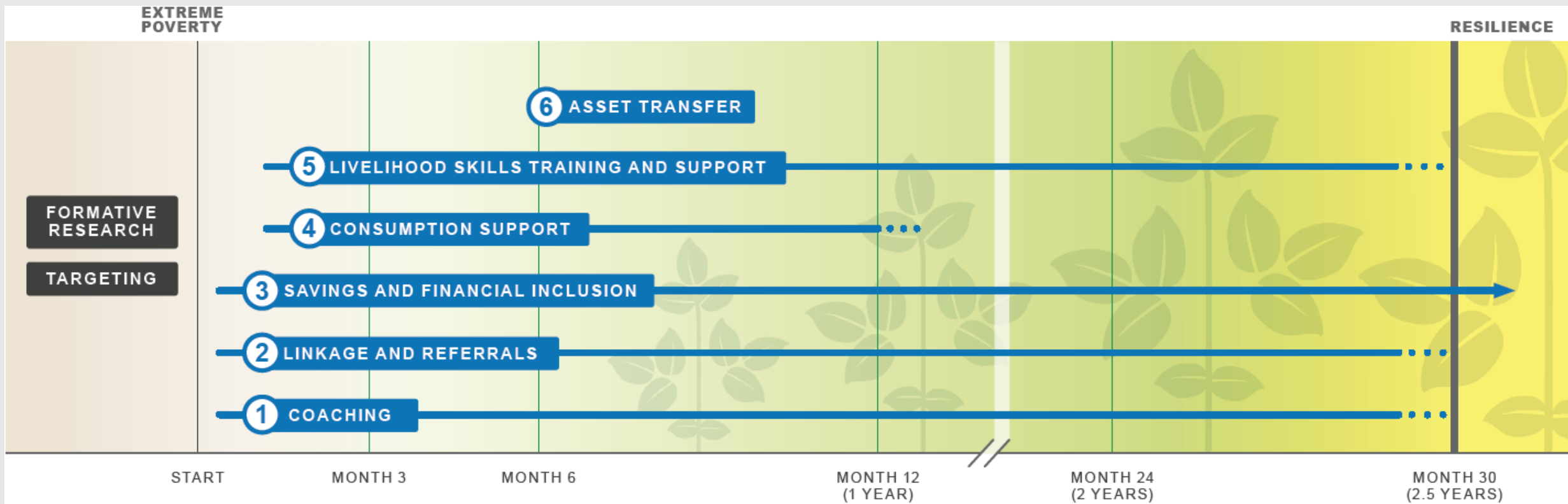
Determining Change – Tools and approaches

1. **Cell Phone Ownership and Access**
   - SOP was developed for a context assessment on cell phone ownership as well as a data collection tool to measure cell phone ownership, access to phones, and ability to charge.
2. **Context Assessments (two rounds to monitor change in April and in June)**
   - *COVID Awareness*: to understand if participants were receiving information, how they were receiving information, and if they were able to comply with the recommendations, etc.
   - *COVID Experience*: How restrictions were affecting business, how HHs were adapting, what coping strategies they were using, whether they were able to reach health facilities for ante-natal care checkups, if they knew where to get support for gender-based violence (GBV), market prices for certain goods, etc.
   - *COVID Market Research 1 and 2*: these were split into two surveys because they were quite long. The design was modified from the Rapid Assessments of Markets (RAM) and looked at operations, supply chain, prices, consumer behavior, etc.
3. **Scenario Planning**

		Previous State	Scenario 1	Scenario 2	Reality as of 6th May
		Country-Wide Shut Down Until May 5	Country-Wide Shut Down Ends on May 5 with Limited Field Engagements	Country-Wide Shut Down Continues for Another 21 Days.	Country-Wide Shut Down Continues for Another 14 days
Impact of the Scenario	What happens after the Scenario occurs?	Unable to implement field activities until 5 May	No groups larger than 10 people. Individual engagement can continue at a safe distance. We estimate at least 30 days - 3 months.	Limited engagement done remotely or in groups of less than 5 people until 1 June, followed by limited interaction after as in scenario 1.	Limited engagement done remotely or in groups of less than 5 people until 20 May, followed by assumed limited interaction after as in scenario 1. Confirm with authorities that groups of 5 can meet.
	VSLAs	Suspended	Meet with just Chairperson, treasurer, secretary then people come in groups of 7 in 3 shifts. Meet where box is. 1) Loans given based on shares 2) requests made a week in advance	Groups divided into two groups with Community Based Trainer (CBT) and Treasurer leading one group and Coach and Secretary leading another. Meetings take place where box is located on two different days. Participants arrive in groups of 3 over the course of those two days. Loans continue to be based on shares. Requests made a week in advance.	Continue with the plan detailed in scenario 2. Detailed in SOP

Adaptations:

Individual Components:
- **Individual coaching:**
  - Adapted and implemented remotely via cell phones with condensed messages.
  - During lockdown, 3,464 HHs were reached through remote individual coaching.
- **Data collection:**
  - Continued remotely as mentioned above. After the first trial, data collection was scaled up to reach all primary participants who owned or had access to phones
  - Implemented remote qualitative data collection by holding their standing committee focus group discussions (FGDs) and household case study interviews using the MTN conference call feature.
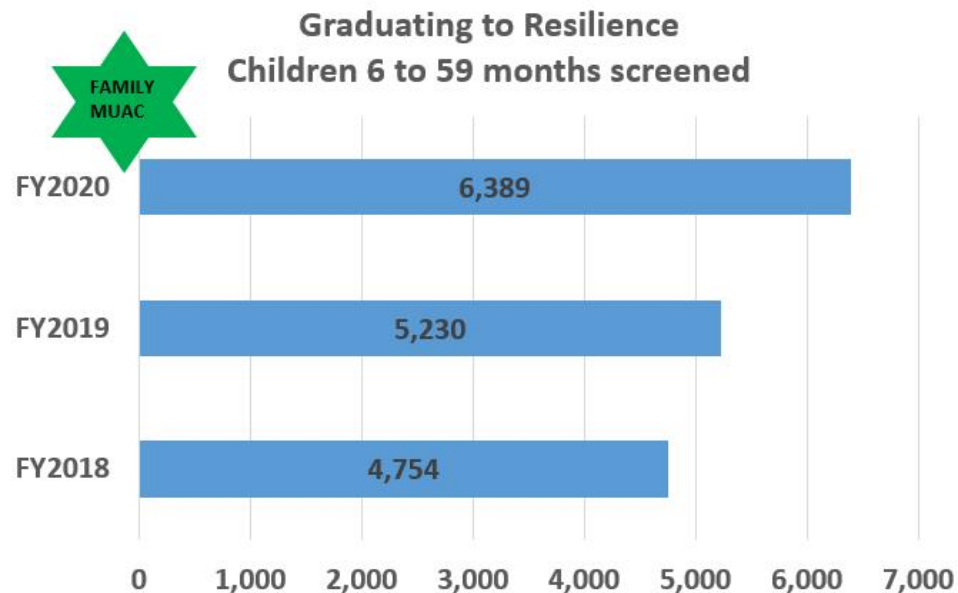
Adaptations:

Individual Components:
- **Nutrition screening**
  - Family MUAC approach-Adapted and conducted remotely whereby a Coach guided the parent or guardian to identify malnutrition suspects using signs and symptoms.
  - The Coach then provided the necessary guidance or referral remotely based on the results.

Graduating to Resilience
Children 6 to 59 months screened

FAMILY MUAC

FY2020	6,389
FY2019	5,230
FY2018	4,754

0 1,000 2,000 3,000 4,000 5,000 6,000 7,000

Adaptations:

Individual Components:
- **Linkages to the private sector**
  - Adapted to remote implementation where CBTs used mobile phones to connect with participants and aggregate the service and product needs of the HHs; previously carried out at the VSLA group level.
  - The CBT then used mobile phones to contact local input dealers to arrange delivery of those products or services using an allowed form of transport (*boda bodas*, bicycles, or walking).
  - For cases of animal care and treatment, the CBT connected the HH to the sub-county veterinary officer.
- **Business coaching**
  - Adapted so that the individual touch points of the business coaching model were implemented remotely using phone calls.
  - 403 HHs were reached with individual business coaching during lockdown.

Adaptations:

Group Components:
- **VSLAs**
  - Adapted so that groups of 25 met in groups of five with precautions such as handwashing, wearing masks and social distancing.
  - VSLAs were divided into two groups with community-based trainers (CBTs) and the Treasurer leading one group and the Coach and Secretary leading another.
  - Participants arrive in groups of three so as to keep the numbers not more than five at any one time.
  - Loans continued to be based on share value, with loan requests made one week in advance.

Adaptations:

Group Components:

- **Group coaching**
  - o Adapted so that groups of 25 were divided into groups of five.
  - o The Coaches used MTN conference call technology to call the five participants at one time and condensed coaching messages continued in a remote group format.
  - o 1,868 HHs were reached via remote group coaching during lockdown.
- **Business Coaching**
  - o At the VSLA group-level were put on hold.
  - o For group businesses (mostly those working with on-farm enterprises), groups met in mini-groups of five and were coached remotely by a CBT via mobile phone with one member's phone on loudspeaker.
  - o 3,849 HHs were reached via remote business coaching during lockdown.

Watch our adaptations video here:

https://drive.google.com/file/d/1SURmpsndsgM37y827hP2JjPXMcXCQI11/view?usp=sharing

Conclusion:

o The Activity delivery continued despite COVID 19 disruptions based on good understanding of participant's contexts and being able to adapt SOPs and programming.

o Cohort one completed in June 2021 with 73% participants graduating out of fragile livelihoods to self-reliance – a target close to our 75% targets despite the global COVID 19 shock.

o The team was able to switch mindset from suspending all activities to finding solutions to implementing all activities remotely using low-level technology like basic cell phones. The achievements can be attributed to:
  - Being dynamic, creative and being willing to test new approaches
  - Not being afraid to fail, refining approaches, and quickly scaling up successes
  - Utilizing our local community of practice to learn from and share experiences

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