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# **MONITORING & EVALUATION FOR TUNISIA AND LIBYA (METAL) ACTIVITY**

**LIBYA ANNUAL REPORT  
FY 2020**

**AID-280-TO-17-00001**

**30 October 2020**

This report was produced for the United States Agency for International Development (USAID) by International Business & Technical Consultants, Inc. (IBTCI) under AID-280-TO-17-00001.

# **MONITORING & EVALUATION FOR TUNISIA AND LIBYA (METAL) ACTIVITY**

## **LIBYA ANNUAL REPORT FY 2020**

**OCTOBER 30, 2020**

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AID-280-TO-17-00001

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## ACRONYMS

ABA ROLI	American Bar Association - Rule of Law Initiative
AMELP	Activity monitoring, evaluation, and learning plan
CLA	Collaboration, learning and adaptation
CoP	Chief of Party
COR	Contracting Officer's Representative
DAI	Development Alternatives, Inc.
DQA	Data quality assessment
IBTCI	International Business and Technical Consultants, Inc.
IFES	International Foundation for Electoral Systems
IP	Implementing partner
ITT	Indicator tracking table
J2SR	Journey to Self-Reliance
KII	Key informant interview
LCB	Libya Consensus Building (Activity)
LEE	Libya Economic Empowerment (Activity)
LEGS	Libya Elections and Governance Support (Activity)
LELSA	Libya Elections and Legislative Strengthening (Activity)
LGCS	Libya Local Governance and Civil Society (Activity)
LPFM	Libya Public Financial Management (Activity)
LPP	Libya Program Plan
M&E	Monitoring and evaluation
M&V	Monitoring and verification
MEL	Monitoring, evaluation, and learning
METAL	Monitoring and Evaluation in Tunisia and Libya (Activity)
NDI	National Democratic Institute
PIRS	Performance indicator reference sheet
PMP	Performance management plan
SoW	Statement/scope of work
TPM	Third-party monitoring
USAID	United States Agency for International Development

## I. BACKGROUND

The purpose of the USAID Monitoring and Evaluation for Tunisia and Libya (METAL) Activity is to provide technical support for monitoring, evaluation and learning services for USAID/Tunisia and USAID/Libya. These two programs have separate and distinct monitoring, evaluation and learning (MEL) needs. USAID/Libya requires third-party monitoring (TPM) and evaluation services as well as support in efforts to gain and apply knowledge derived from MEL to inform its program and strategy decisions.

This deliverable constitutes IBTCI’s submission of the METAL Libya Annual Report for the period October 1, 2019 - September 30, 2020, which is required under the project contract AID-280-TO-17-00001.

This report provides progress of major activities in five technical areas, including: monitoring; evaluation; collaboration, learning, and adaptation (CLA); analyses and assessments; and capacity building/knowledge management. It also reports on significant achievements, obstacles faced, and other relevant information related to expected results and activities.

## II. KEY ACHIEVEMENTS

Intermediate Result 1: Improved Access to Relevant and Reliable Evidence for Decision-Making

### MONITORING SUPPORT

#### I. Conducting Monitoring and Verification (M&V):

- In FY 2020, METAL conducted 163 monitoring activities implemented by six IPs.

IP	IM	Event	Equipment	Renovation	KII	FY2020
UNDP	SFL		4	2		6
ABA	LCB	6			5	11
NDI	LELSA	37			4	41
IFES		6			3	9
Pragma	LPFM	56			1	57
DAI	LGCS	37			2	39
Cumulative		142	4	2	15	163

- The last monitoring conducted of a UNDP activity was in December 2019 and for ABA in March 2020 as these agreements with USAID ended.
- Due to the Covid-19 pandemic, IPs held all events virtually from mid-March to July. METAL initially filled the monitoring gap by conducting KIIs, but pivoted quickly to monitor 55 events remotely with its own staff from April to August. In July, METAL’s subcontractor, Diwan resumed monitoring the activities.
- During the reporting period, METAL monitored 70 activities (43%) in-person, covering 13 districts, and 93 (57%) activities remotely. (Figures 1, 2, and 3).

Figure 1: Number of M&V activities conducted, by month and quarter

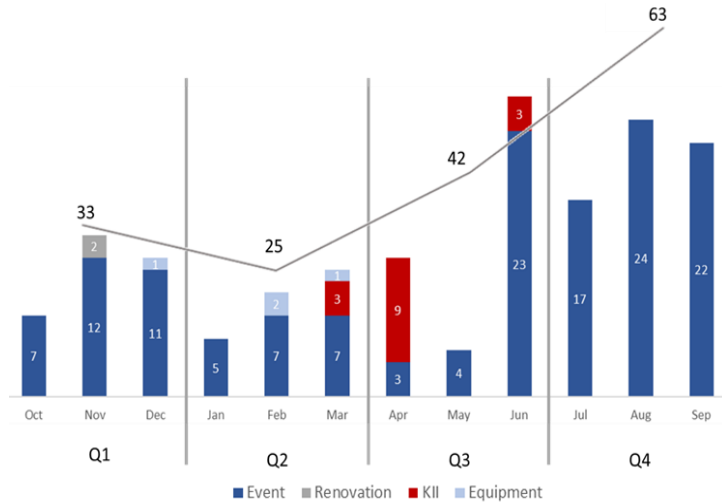


Figure 2: Number of in-person and remote monitoring activities conducted per IP

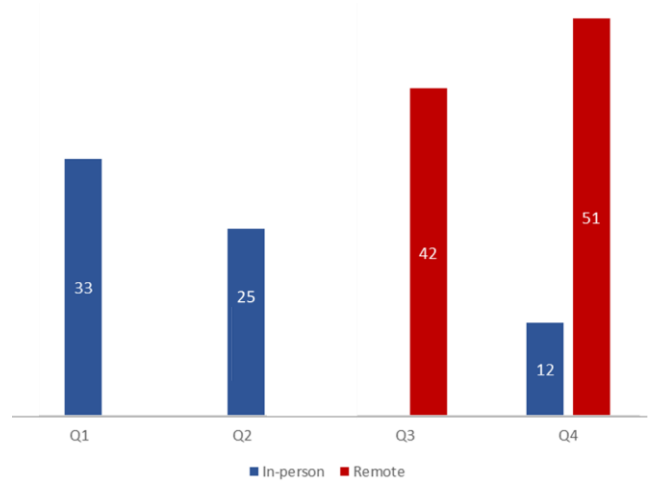
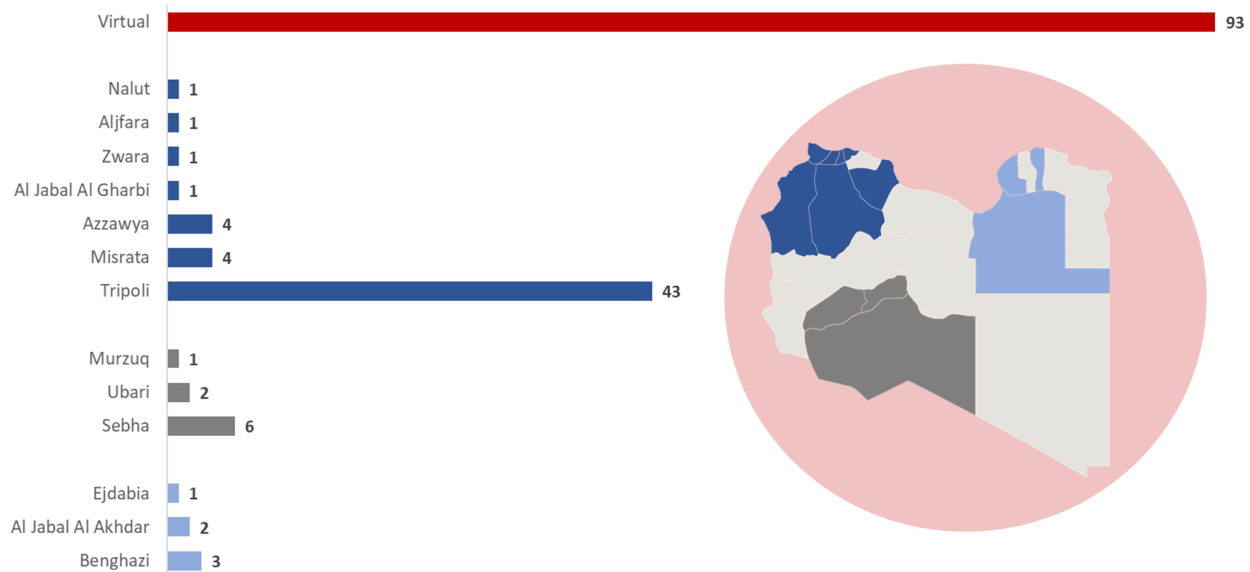


Figure 3: Number and location of monitoring in-person events conducted



- Two METAL staff and the monitoring supervisor of subcontractor, People Demand Change, attended an IBTCI M&V workshop in Amman, Jordan on January 29 and 30. (METAL’s other TPM partner, Diwan, was not able to attend as there were no available flights from Tripoli.) The event allowed three IBTCI regional projects to exchange expertise and explore shared challenges.
- The USAID Monthly Round-ups for this year comprised 463 events. Of these, 129 (28%) were postponed, 21 (5%) were not conducive to monitoring, and 8 (2%) were cancelled. Of the 305 events that METAL could have monitored, 142 (47%) were monitored. One hundred and five (34%) were not monitored due to a lack of timely information from IPs, 33 (11%) were held before the Round-up was issued, 13 (4%) due to a late response from IPs, nine (3%) due to technical problem with the platform/power and internet cut off, and two (1%) were missed by

METAL. (Figures 4 and 5). It is important to note that METAL does not have the information to determine, from among events that METAL did not receive timely information, how many were actually missed monitoring opportunities and how many were actually cancelled or postponed.

Figure 4: Reasons scheduled events not monitored (events not possible to monitor)

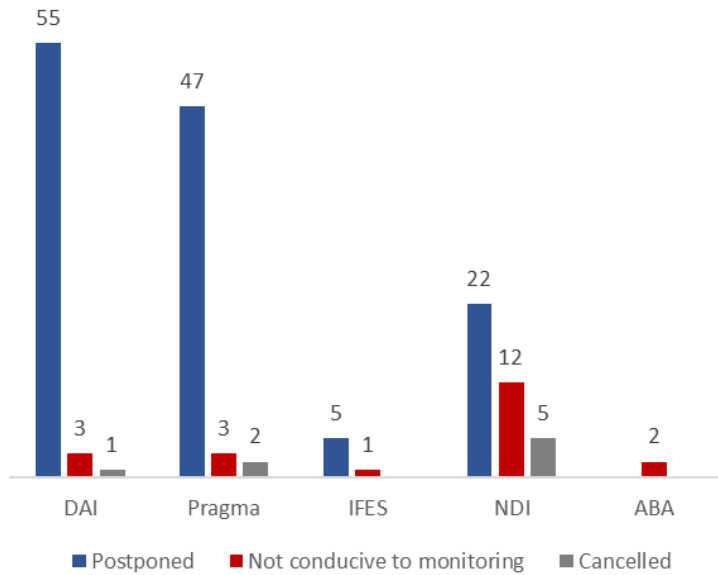
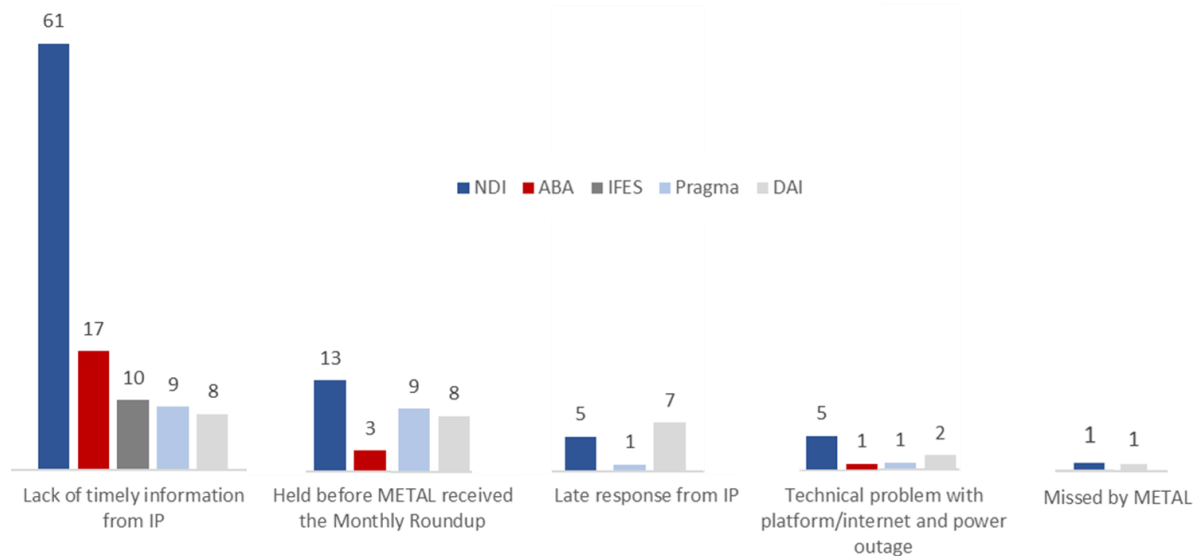


Figure 5: Reasons scheduled events not monitored, by IP (events possible to monitor)



METAL developed a four-question survey to be completed by program directors of USAID/Libya to evaluate the timeliness and accuracy of site visit data provided by the M&V platform. The responses of the four respondents are shown in Figure 6.

Two respondents provide useful qualitative responses as follows:

1) “Personal observations by the monitor of what is monitored could be beneficial. Did the audience appear engaged? Was conversation interactive or one-way? Did the training appear to be clear and

understandable? I know there is qualitative questioning of participants but qualitative input from the monitor could also prove helpful.”

2) “The reports let me know what events have happened. I find the comment section the most useful. It seems some participants find trainings helpful and others say there wasn't any new information. It could be helpful to get recommendations from participants on how to improve the trainings or what gaps there were. These reports complement my previous ability to observe events in Tunis.”

Figure 6: Responses to the M&V platform survey



**2. Provide support for the collection, reporting, and verification of PMP, performance PPR and other required reporting data:** In October 2019, USAID requested METAL to support the FY19 PPR by populating an indicator tracking table. METAL sent the first draft of the tracking table to USAID on November 8.

**3. Meetings with Implementing Partners (IPs):**

- METAL had routine M&V planning exchanges with IFES, NDI, ABA, UNDP, and Pragma throughout the year.
- METAL also met with Pragma on November 5 to review METAL's remote monitoring program, planning for site visits, and Pragma's interface with the digital platform.
- METAL participated in the partners' meetings held on December 12, 2019 and March 24, 2020.
- METAL met with NDI on June 23 and discussed the ways that NDI could be more responsive to METAL's M&V requests.



4. **Review USAID/Libya’s project and activity-level MEL plans:** METAL provided initial feedback to USAID on AMELPS for LPFM and LGCS in November 2019, LELSA in February 2020, and LPFM in May 2020. METAL is currently re-reviewing the LELSA AMELP.
5. **Support the development and finalization of USAID/Libya's country-level Performance Management Plan (PMP):** METAL’s consultant Senior Program Development Specialist provided final input to USAID on the PMP in November 2019, completing METAL’s support in finalizing the document.
6. **Technical support for the M&V digital platform:** On October 17, 2019, METAL gave a briefing for USAID staff on the M&V processes, digital platform and reporting. The objective was to discuss the efficiency of planning monitoring visits and improving COR/AOR use of M&V site visit information.

In February 2020, Souktel transferred METAL’s platform to a new server without warning, resulting in some technical problems that caused METAL to miss monitoring six events in February and March. Then, Souktel’s IT support to METAL unexpectedly ceased on 25 June. METAL was able to contract a former staff member of Souktel familiar with the platform to migrate and manage the database, enabling METAL to continue the service to USAID uninterrupted.

7. **Plan, conduct, report and share Data Quality Assessment (DQA) findings:** METAL’s DQA Assessor was in Tunisia October 16–25, 2019, to do DQA work for both Tunisia and Libya programs. Her goal for USAID Libya was to 1) provide findings closure on the indicators from LEGS that were previously assessed, and continued in LELSA, and to 2) conduct a DQA of the new F indicator in LELSA. Below is the DQA status of four indicators she reviewed.

Table 1: DQA status per IP and indicator

IMIP	DQA Date	Indicator Number	Status
LEGS\IFES	October 18	DR4.2-2	No data has been reported.
LEGS\NDI	October 24	DR3.2-3	NDI received the DQA report on 23 October, so had not had sufficient time to implement the recommendations.
LELSA\IFES	October 18	DR4-1	No data reported.
LELSA\NDI	October 24	DR4-1	Indicator was assessed.

In preparation for the 2020 PPR, USAID approved a METAL-drafted SOW with 19 PPR indicators on August 12, 2020. METAL onboarded consultant DQA Specialist, Nihad El Ghamry, in early September and scheduled remote DQA meetings with IPs for early October. Reports will be submitted in November.

8. **Journey to Self-Reliance (J2SR) SOW:** On September 24, METAL Received a SOW to develop and monitor J2SR-like indicators during FY21 to provide USAID/Libya with more frequent reporting on Libya’s J2SR progress.

## EVALUATION

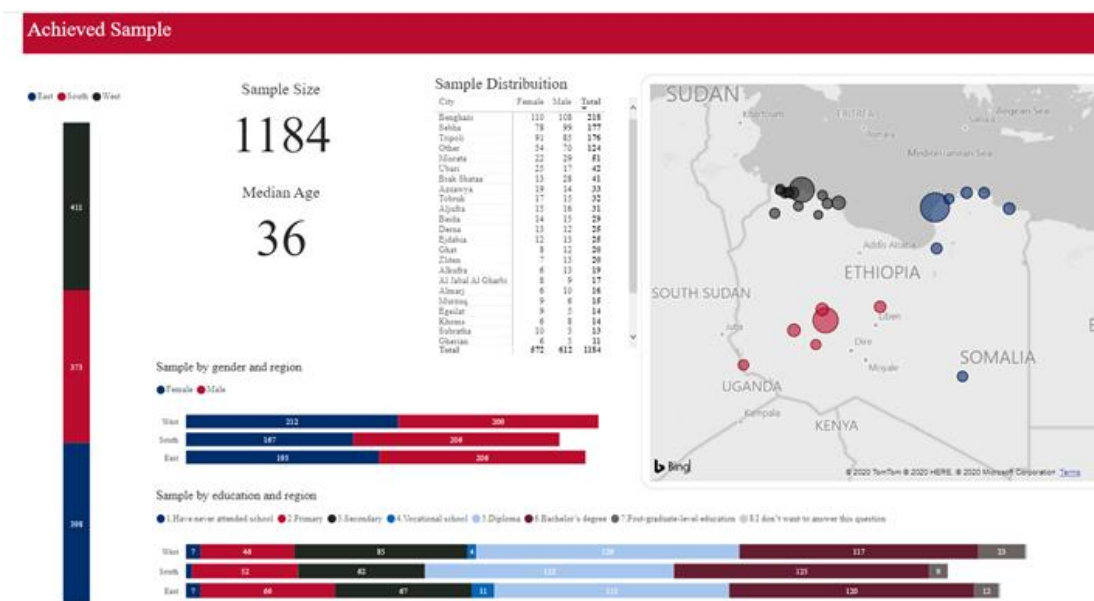
1. **Conduct final performance evaluation of Libya Economic Empowerment (LEE):** A kick-off meeting with USAID took place on October 4. The evaluation team worked with the MEDA LEE Country Director on November 17 to clarify programming methodologies, and an updated draft inception report was submitted to USAID on November 21. Data collection began on November 26, and was extended due to a low percentage response rate from LEE beneficiaries. METAL submitted a draft evaluation report to USAID on February 14 and received COR comments on April 6 with a request for significant revision. METAL submitted a revised final report on May 4 and received COR approval on May 7. The report was subsequently posted to the DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00WP58.pdf](https://pdf.usaid.gov/pdf_docs/PA00WP58.pdf).
2. **Conduct mid-term performance evaluation of Libya Elections and Legislative Strengthening (LELSA):** USAID provided a SOW in August 20 and METAL submitted revisions on August 25. A kick-off meeting was held September 4. The inception report was submitted on September 18, and a revised version was submitted on September 28. Data collection is ongoing.

## KNOWLEDGE MANAGEMENT

1. **Develop and maintain a Google Sites-based KM platform:** METAL received a SOW from USAID/Tunisia for a technical library in November 2019, which overlapped with developments already underway to organize access to METAL services/documents and IP documents for both Libya and Tunisia programs in a Google platform. METAL refined the e-library based on clarifications from the DG Director of USAID/Tunisia. After a number of discussions, including with USAID IT specialists, it seems that direct uploading by USAID staff is not possible due to USAID firewall restrictions. The e-library is designed for use by both USAID Tunisia and Libya, and there are currently 110 Libya-related documents on the platform.

## ANALYSES AND ASSESSMENTS

1. **Provide support for context monitoring:** USAID provided a SOW on December 20 for a quarterly context monitoring report designed to provide a better structure and process to what had been ongoing quarterly context monitoring discussions with IPs around four subjects: politics, economy, security and service delivery. METAL submitted an interim, draft Q1 context monitoring report on January 31, 2020 that covered the indicators METAL collected through desk research but did not require a phone survey or news/document analysis. The phone survey instrument was developed in March 2020 with USAID's input, and a second quarterly report was submitted on April 30, 2020 and resubmitted on May 20, after the phone survey was fully complete. A Q3 report was submitted the end of July and the Q4 report will be submitted end October. The report features a data rich, interactive dashboard in which trends in the survey data can be viewed and analyzed between quarters.



Context monitoring dashboard

2. **Libya Investment Landscape Assessment:** On April 14 USAID provided a SOW for a study to provide USAID an overview of the Libya investments and interest of ‘malign actors.’ USAID interviewed candidates on April 9 and a kick-off meeting was held on April 29. The inception report was submitted on May 4 and approved on May 7. The debrief with USAID was conducted on June 3, the draft report was submitted on June 15 and approved on July 18.
3. **Political-Economy Analysis:** USAID cancelled this task on April 14 due to the changing context in Libya.
4. **Libya Donor Mapping:** Voluntas Advisory commenced work on April 13. METAL submitted the final report to USAID on May 18. On June 12, USAID provided feedback on the draft report and METAL submitted a final report on June 19 which was approved on June 24. Per USAID request, a mapping of USG activities was added, and a revised report was submitted on September 21. METAL subsequently distributed the report to participating donors.
5. **Gender Assessment:** METAL received a SOW on February 10 and the desk review started on March 21. The Team Leader resigned due to personal reasons, but METAL was able to find a strong replacement and hold a kick-off meeting with USAID on April 29. A draft inception report was submitted on April 29 and approved on May 7. A presentation of preliminary findings was submitted to USAID on May 18. A debrief with USAID was held on June 10, the draft report was submitted on June 27 and approved on July 23.
6. **Libya Legal Analysis:** METAL received the SOW on May 13 for a legal analysis of audit and banking laws. METAL hired a lawyer proposed by USAID, and a discussion call with USAID and the Libya External Office stakeholders was held on June 5. The draft report was submitted on June 26. USAID requested a more concise summary and a revised report was approved on July 24.

## Intermediate Result 2: Adaptive Management Supported

### COLLABORATION, LEARNING AND ADAPTATION (CLA) ACTIVITIES

1. **DQA and Assessment Learning Events:** METAL stood ready to conduct briefings or learning events on all DQAs conducted, as well as the gender assessment, investment landscape assessment, context monitoring reporting, and donor mapping.
2. **Libya Economic Empowerment (LEE) Performance Evaluation Learning Event:** USAID opted to not to have a learning event.
3. **Libya Elections and Legislative Strengthening (LELSA) Performance Evaluation Learning Event:** To take place after the evaluation is finalized.
4. **Provide logistical support to USAID/Libya CLA activities:** Before the onset of the COVID-19 pandemic, METAL provided logistical support to USAID in holding the following seven events/meetings:

Date	Event Title	Venue
December 9	Roundtable with Director of North Africa and Arabian Affairs	METAL office
December 12	USAID/Libya Partners' Meeting	Paris Concorde Hotel, Lac I
December 15-16	USAID/Libya Economic Dialogue	Four Seasons Hotel, Gammarth
December	Two preparation meetings for the Partners' and Dialogue meetings above	METAL office
January 31	Libya local governance donor coordination	METAL office
February 11	Preparatory meeting for the USAID Administrator's "Sabha Roundtable"	METAL office

5. **Provide support to USAID Partners' Meeting:** METAL provided logistical support to USAID for the Partners' Meeting held on December 12, 2019. Due to the COVID-19 pandemic, the next meeting, on March 24, was held remotely. METAL provided support in planning the call, which USAID eventually managed alone. USAID did not require subsequent support for partner meetings.
6. **Support logistics and preparations for strategy discussions:** On April 1, METAL and USAID began preparations for a remote, Libya program strategy development process, as USAID/Libya develops its new 2021-2023 strategy. Regular meetings were held throughout April and May to develop agendas and materials, and a kick-off meeting with stakeholders, including the USAID Country Director, was held on April 28. The process culminated in a two-day Results Framework Workshop on May 19-20.

**Screenshot removed for public distribution.**

*Screenshot of the virtual USAID/Libya CDCS result framework workshop held May 19-20.*

7. **Provide support to USAID/Libya's portfolio review:** Nothing to report.

### Intermediate Result 3: Improved Institutional M&E Capacity of USAID/Libya

#### CAPACITY BUILDING

1. **Train USAID/Libya and/or local partners on MEL topics as requested by USAID:** METAL and USAID developed training priorities for USAID/Libya focused on Performance Monitoring, DQAs, and CLA. Based on USAID guidance, METAL submitted training materials on August 26 on Performance Monitoring and Data Verification, DQAs, and CLA. The DQA training is scheduled for October 28. Other trainings will take place after the COR returns from maternity leave in late October.
2. **On-the-job support sessions for USAID M&E staff and other staff, as per USAID request:** No USAID request; nothing to report.

### III. DELIVERABLES SUBMITTED, FY 2020

Deliverable	Date Submitted	Notes
Libya Annual Report FY 2019	October 31, 2019	Approved
Y3 Annual Workplan	Draft Gantt submitted September 16, 2019	Approved
Libya Q4 Performance Report FY 2019	October 17, 2019	Approved
Q4 Financial Report 2019	October 30, 2019	Approved
Libya Six-Monthly Analytical M&V Report	October 30, 2019	Approved
Libya October Monthly Report 2019	November 15, 2019	Approved
METAL Updated AMELP	Discussion with COR on December 12. Submitted January 23, 2020	Approved
Libya Monthly Progress Report November 2019	December 15, 2019	Approved
Libya Q1 Performance Report 2020	January 15, 2020	Approved
Q1 Financial Report 2020	January 30, 2020	Approved
Libya Q1 M&V Analytical Report 2020	January 31, 2020	Approved
Libya Q1 Context Monitoring Report	January 31, 2020	Approved
Libya January Monthly Report 2020	February 18, 2020	Approved
Libya February Monthly Report 2020	March 16, 2020	Approved
Libya Q2 Performance Report 2020	April 14, 2020	Approved
Q2 Financial Report	April 1, 2020	Approved
Libya Q2 M&V Analytical Report 2020	April 30 2020	Approved
Libya Q2 Context Monitoring Report 2020	April 30, 2020	Approved
Libya Economic Empowerment (LEE) Final Performance Evaluation	May 4, 2020	Approved
Libya April Monthly Report 2020	May, 15, 2020	Approved
Libya May Monthly Report 2020	June 15, 2020	Approved
Libya Investment Landscape Assessment	June 15, 2020	Approved
Libya Donor Mapping	June 19, 2020	Approved
Libya Gender Assessment	June 27, 2020	Approved
Libya Legal Analysis	June 29, 2020	Approved

<b>Deliverable</b>	<b>Date Submitted</b>	<b>Notes</b>
Libya Q3 Performance Report 2020	July 14, 2020	Approved
Q3 Financial Report 2020	July 31, 2019	Approved
Libya Q3 Context Monitoring Report	July 31, 2020	Approved
Libya June Monthly Report 2020	July 15, 2020	Approved
Libya July Monthly Report 2020	August 15, 2020	Approved
Libya August Monthly Report 2020	September 15, 2020	Approved
Libya September Monthly Report 2020	October 15, 2020	Approved
Libya Q4 Performance Report 2020	October 15, 2020	Approved
Q4 Financial Report 2020	Due October 31, 2020	
Libya Q4 Context Monitoring Report 2020	Due October 31, 2020	

## **IV. ADMINISTRATIVE AND CONTRACTUAL MATTERS**

### **ADMINISTRATIVE**

- METAL’s June 20, 2019 request for approval for proposed DCOP candidate was denied on 28 October, 2019.
- After two recruitment processes, USAID approved the hiring of DCOP starting remotely on April 1. IBTCI planned to deploy him after the Tunisian airspace opened on 27 June. However, subsequent restrictions imposed on entry from “red” countries, which included the USA, prevented his deployment. In late September, USAID/Tunisia Program Office drafted a diplomatic note to the MFA, in support of DCOP entry to Tunisia, with itinerary to deploy in late November.
- CLA/Evaluation Specialist resigned and departed on July 23 to assume a position in his home country.
- Replacement found for Evaluation/CLA Specialist. Began remotely on September 18, and deployed to Tunisia on October 22.
- METAL has recruited for a local IT Specialist, to be onboarded in November.
- METAL field office staff have been working remotely due to the COVID-19 crisis since March 19, 2020. The office is in occasional and limited use for certain tasks, such as end-month accounting.
- Weekly calls between METAL and the COR continue to be held every Thursday.

Figure 5: September 2020 METAL organizational chart

**METAL Organization Chart removed for public distribution.**

## CONTRACTUAL MODIFICATIONS AND AMENDMENTS

METAL received draft Modification 08 on June 22, 2020, and it was fully executed on June 26, 2020.

The purpose of the amendment was to:

1. Provide incremental funding to Libya CLIN 0002 in the amount of \$850,000, thereby increasing CLIN 0002 total obligated amount from \$4,710,000 to \$5,560,000.
2. Add a Special Provision titled “Procurement of Covered Material.”
3. Update Standard Provisions in Section I.

METAL received draft Modification 09 on September 24, 2020, and it was fully executed on September

28. The purpose of the modification was to:

1. Provide incremental funding to Tunisia CLIN 0001 in the amount of \$113,175 in response to the COVID-19 pandemic, thereby increasing CLIN 0001 total obligated amount from \$4,316,700 to \$4,429,875.
2. Provide incremental funding to Libya CLIN 0002 in the amount of \$31,000 thereby increasing CLIN 0002 total obligated amount from \$5,560,000 to \$5,591,000.
3. Replace Special Requirement 'Procurement of “Covered Material”’ with an updated version of the Requirement.
4. Update Key Personnel.



## KEY PROCUREMENTS

Nothing to report.

## V. CHALLENGES AND LESSONS LEARNED

Due to the security situation in Libya, METAL did not try to bring monitors to Tunisia for training. In November 2019, METAL sent two staff and the field supervisor of PDC, a Libya subcontractor, to join an IBTCI training workshop in Jordan. Unfortunately, the supervisor of METAL's other subcontractor, was unable to leave Libya to attend.

With the onset of COVID-19 in mid-March, IPs ceased organizing events and trainings. METAL pivoted to focus on conducting remote KIs with key beneficiaries and remote monitoring of events. For three months, METAL staff performed these functions.

In the third quarter, METAL renewed efforts to improve event scheduling communications with IPs, and USAID also worked to provide more information about cancelled and rescheduled events. Because of the number of events that were sequential meetings with the same people, USAID also began to identify events that did not need monitoring which helped to reduce METAL's communication burden with IPs, and allow for better understanding of which events might not be monitorable, or that were too repetitive to monitor.

The COVID-19 pandemic has compounded operational risks in Libya and METAL has faced more challenges to data collection. The movement of consultants inside Libya has been restricted, and interviews for assessments have in large part been remote. Quarterly phone surveys for context monitoring have been interrupted both in the third and fourth quarters due to COVID-19, threatening timely submission of deliverables.

That said, METAL has been pleased to have translated its remote practices honed during M&V to its other efforts in Libya, and has delivered a large number of good quality deliverables since March 2020, when the pandemic began to have real operational consequences for METAL. These include a gender assessment, an investment landscape assessment, a legal study in the audit/banking field, two quarterly context monitoring reports, and a donor mapping report.

## VI. ACTIVITIES PLANNED FOR THE NEXT QUARTER

- Continue M&V of all USAID activities.
- Finalize Q4 context monitoring report.
- Further develop and populate the KM platform.
- Finalize the mid-term evaluation of LELSA.
- Finalize DQAs.
- Conduct trainings for USAID and IPs.
- Develop and begin monitoring of J2SR-like indicators.

## VII. ANNEX

### ANNEX I: ACTIVITY TRACKER FOR M&V



Activity Tracker -  
FY2020.xlsx

### ANNEX II: METAL INDICATOR TRACKING TABLE FOR FY2020



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FY2020-METAL.xlsx