



USAID
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FINAL REPORT

Services to Improve
Performance Management,
Enhance Learning and
Evaluation (SIMPLE)

July 15, 2015 - July 13, 2022

USAID Contract Number:
AID-263-I-15-00001



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Services to Improve Performance Management, Enhance Learning and Evaluation (SIMPLE) was funded by USAID's Mission in Egypt and implemented by The QED Group, LLC, in collaboration with the Egypt-based North South Consultant Exchange (NSCE) and the US-based DevTech Systems, Inc.

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

ACRONYMS



A/COR	Agreement/Contracting Officer's Representative
ARDII	Agribusiness for Rural Development and Increasing Incomes
CDCS	Country Development Cooperation Strategy
CLA	Collaborating, Learning, and Adapting
COR	Contracting Officer's Representative
DIS	Development Information System
DO	Development Objective
DQA	Data Quality Assessment
ESD	Enhancing Sustainable Development
EC	Empowerment Community
EY	Ernst & Young
FAS	Egypt Food Security and Agribusiness Support
FBPR	Field-Based Portfolio Review
GIS	Geographic Information System
GOE	Government of Egypt
ICT	Information Communications Technology
IDIQ	Indefinite Delivery, Indefinite Quantity
IP	Implementing Partner
IR	Intermediate Result
LOP	Life of Project
LOTUS	Leadership Opportunity Transforming University Students
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MOL	Mission of Leaders
NSCE	North South Consultant Exchange
OD	Organizational Development
ODG	Office of Democratic Governance
OEG	Office of Economic Growth
OEH	Office of Education and Health
PITT	Performance Indicator Tracking Table
PMP	Performance Management Plan
PO	Program Office
PPL	Policy Planning and Learning
PPR	Performance Plan Report
RF	Results Framework
SEED	Strengthening Entrepreneurship and Enterprise Development
SIMPLE	Services to Improve Performance Management, Enhance Learning and Evaluation
SITE	Sustainable Investment in Tourism in Egypt
STEM	Science, Technology, Engineering, and Math
STEP	Scholarship and Training for Egyptian Professionals
USAID	United States Agency for International Development



A MESSAGE FROM THE CHIEF OF PARTY

It has been an incredible journey. I am grateful for the opportunity to serve the Mission over the course of SIMPLE and for the privilege to lead this project and its highly capable team. This has been a journey of transformation and of Collaborating, Learning, and Adapting (CLA) and a process of becoming a trusted partner to USAID/Egypt. I am humbled by what SIMPLE has been able to achieve in collaboration with the Mission and by the lessons we have learned and applied over the past seven years.

I am inspired by the adaptive leadership Mission of Leaders (MOL) Organizational Development (OD) effort that builds on and reinforces a CLA culture. SIMPLE is honored to support these initiatives, and we thank the Mission's Front Office leadership, Mission Director Leslie Reed and Deputy Margaret Sancho, for the trust they placed in us.

I would like to thank the Mission for the opportunity for SIMPLE to serve and partner. Special thanks to our dedicated Contracting Officer's Representative (COR) and Alternate, Ms. Seba Auda and Ms. Hanan Abbas, and our Contracting Officer (CO), Mr. Martin Fischer, for their true partnership and guidance throughout the years. Special thanks also to the SIMPLE team for their passion and unwavering commitment to high-quality work.

This report celebrates this partnership and highlights the impacts of this work and the lessons learned. It is not possible to cover seven years in just a few pages, thus we are selective but purposeful as we recount the story and document the legacy of this amazing journey SIMPLE and the Egypt Mission shared over the years. Congratulations to all those involved – your effort will be remembered.

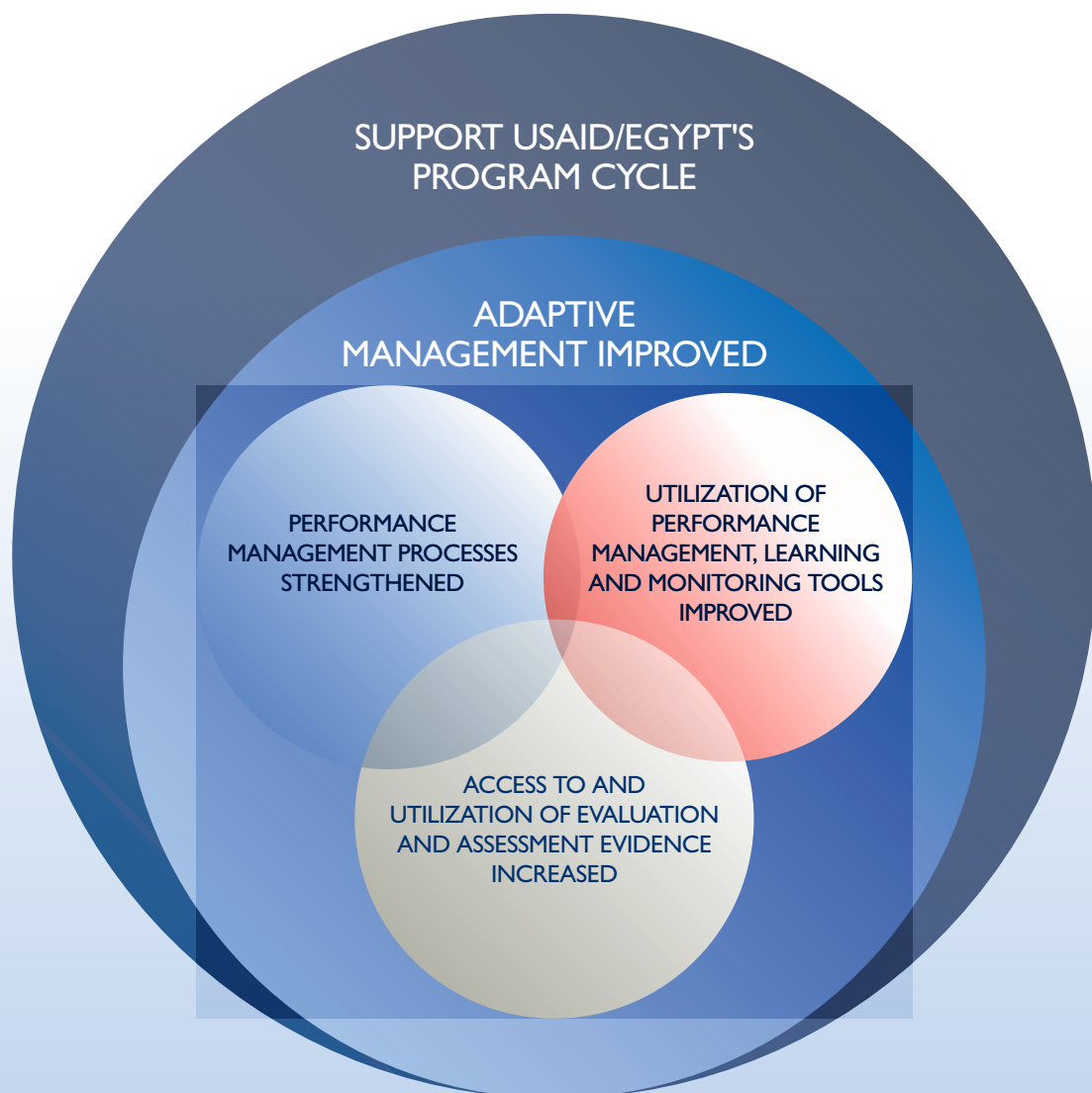
Adriana

Adriana Abreu-Combs, Chief of Party

Services to Improvement Performance Management, Enhance Learning and Evaluation

SIMPLE'S THEORY OF CHANGE

TOWARDS IMPROVED
ADAPTIVE MANAGEMENT



SIMPLE'S THREE KEY MESSAGES



SIMPLE'S THREE KEY MESSAGES

GENERATING EVIDENCE FOR DECISION-MAKING

Quality data and evidence is key to informed decision-making to improve development outcomes. Over the years, SIMPLE's comprehensive support enabled the Mission to improve its systematic use of evidence. SIMPLE's performance management support, rigorous evaluations, assessments, and research have been crucial in providing quality data, evidence, and information to help the Mission make informed decisions. This work has facilitated adaptation through implementation of relevant and actionable recommendations to improve activity management and performance.

SIMPLE conducted a relatively high volume of evaluations compared to other tasks. There was a noticeable progression on evaluation support, both from SIMPLE and from the Mission. Over the years, there was a steady demand for mid- and end-term evaluations to inform new designs, course correction, and other strategic decisions. In time, SIMPLE was able to establish a well-documented and tested process to conduct evaluations and assessments based on lessons learned captured through systematic after-action reviews and feedback loops. For example, each of our evaluations are accompanied by infographics capturing key findings and recommendations in English and Arabic. These are shared with a wider audience, who can review key information and can dive into the reports for more details when needed.

SIMPLE has also noticed direct and indirect impacts of **our work on evaluations**. These include a culture shift in the way the Mission and Implementing Partners (IPs) receive evaluations. Evaluations are now more learning opportunities rather than mainly compliance exercises. Building on prior efforts, this shift has involved post-evaluation action planning requested by the Program Office and facilitated by SIMPLE to help ensure that institutional learning takes place and evaluation recommendations are used to improve development outcomes. It has also involved looking at evaluation design through a learning lens to allow key stakeholders to pause and reflect and to process and get feedback on work that has been done so far to inform adjustments during implementation. This is an intentional part of SIMPLE's work on evaluations to help Mission staff and IPs to not only embrace positive findings but also be open to opportunity areas.

Another key lesson was the importance of involving SIMPLE to support designing evaluation scopes of work and questions for greater relevance and better results. While this was less possible when these services were requested via separate task orders given procurement sensitivities, it became a viable option from July 2020 onward, when this service became part of a new Core services contract incorporating a more streamlined and flexible approach to tasks overall. This has allowed SIMPLE to work closely with the Mission to ensure evaluations better meet expectations and needs. A similar lesson is about the need to conduct evaluability assessments before an evaluation is commissioned to ensure the effort is warranted and viable. These lessons became evident in a few evaluations over the years.

I think SIMPLE was a value added to the Mission. When I joined USAID 12 years ago, we were not giving much attention to monitoring and evaluation tasks in general. M&E was a task that teams used to do just to meet the minimum requirement. Maybe because the staff were overwhelmed and didn't have enough time. But when we got SIMPLE on board, we were able to give a better attention to the importance of M&E and work together to improve it.

- Ayat El-Dersh
Office of Economic Growth

Across its seven years, SIMPLE completed 15 evaluations (through the end of April 2022). The 2020 final evaluation of the Egypt Food Security and Agribusiness Support (FAS) stands out for many reasons. First, USAID engaged SIMPLE in a consultative process for completing the scope of work. The agility of implementation in the field during the COVID-19 pandemic was also unique, resulting in a demonstrated learning opportunity throughout implementation.

In summary, FAS was the first evaluation tasked to SIMPLE under the new, more agile Core contract. The evaluation was to inform important decisions on future programming in the agriculture sector, and the requesting office wanted to learn about some of the components for which existing information was insufficient to glean a complete picture.

¹ All indicators' data quoted in this final report are to April 2022.

The timeline was tight given the activity’s looming end date. SIMPLE responded accordingly, conducting the evaluation in record time compared to prior efforts – from preparation in August to a draft report submission in mid-December 2020. This was the first evaluation done during the pandemic, and it relied on a hybrid scheme of face-to-face and virtual data collection, reaching more than 500 farmers across seven governorates in Egypt – quite an achievement. The evaluation findings unearthed some clear areas for improvement. SIMPLE worked effectively with the requesting office in turning the findings into a learning opportunity in what was in the end regarded as a constructive and helpful exercise.

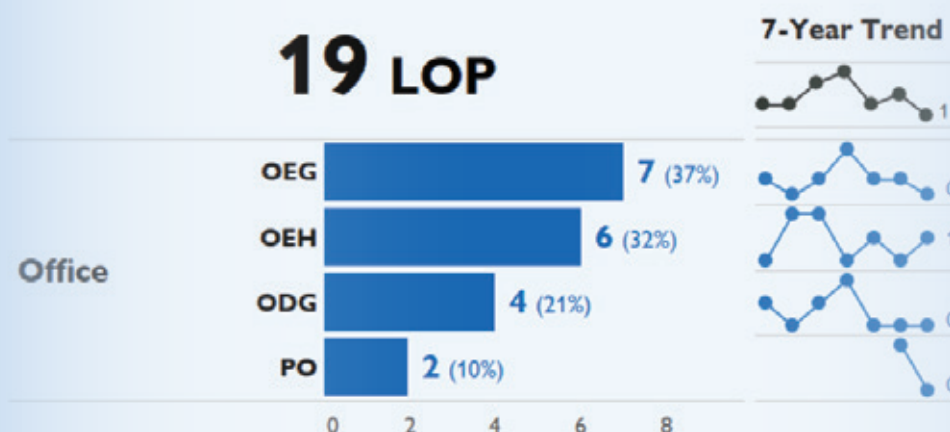
While they were fewer in number, SIMPLE also supported the Mission with countrywide, cross-cutting **large thematic assessments** in critical programming areas: gender, youth, disability, and counter-human trafficking. These were commissioned at key strategic junctions. For example, the 2020 Gender Assessment informed the new Country Development Cooperation Strategy (CDCS), and the 2021-22 Youth Assessment informed mainstreaming this lens in programming. SIMPLE throughout the years also undertook several **research efforts** that shed light on areas where information was needed at a particular point in time, such as the more recent research done to inform Information Communications Technology (ICT) adoption efforts, a learning priority for the Mission.

A 2017-18 Persons with a Disability Assessment stands out for many reasons. It engaged 23 universities and eight technical colleges across Egypt in a complex, groundbreaking needs assessment of persons with disabilities in higher education in Egypt. This was the first disability assessment of its kind in the country and for USAID. The assessment findings fed into an important policy dialogue in the country and informed disability-related programming at the Mission, including integration in Higher Education activities. Policy milestones included the Government of Egypt (GOE) declaring 2018 the year of persons with disabilities and adoption of a national disability law that same year.

In relation to this work, SIMPLE also supported the Mission in conducting large-scale **Data Quality Assessments (DQAs)** to meet the Agency’s ADS 201 requirements. SIMPLE has supported the Mission in ensuring DQAs are systematic and understood by the technical offices. DQAs can be difficult and are often perceived as audits versus learning opportunities. Informed by lessons from the initial DQAs conducted by SIMPLE, the last two heavily incorporated learning and collaborative approaches throughout the DQA process. This included providing more detailed guidance for IPs on what constitutes a DQA coupled with orientation sessions to ensure IPs had an opportunity to ask questions and get to know the DQA team. SIMPLE also integrated validation meetings with IPs when necessary for areas that needed further clarification and for bringing IPs onboard with findings at an early stage. The IP and Agreement/Contracting Officer’s Representative (A/COR) debriefs of findings and recommendations have been key to DQA exercises. SIMPLE designed debriefs to be more learning-focused and facilitative in nature by creating a space for IPs to strategize on the implementation of DQA recommendations and identify additional areas of potential support.

Through SIMPLE’s DQA experience, one of the major lessons learned in transitioning from an audit to a learning DQA is ensuring that DQA Team Leads have the interpersonal skills to facilitate constructive learning-focused conversations on IP’s data quality. Without this essential component, the perceived quality of the DQAs is negatively impacted.

NUMBERS OF EVALUATIONS / ASSESSMENTS COMPLETED



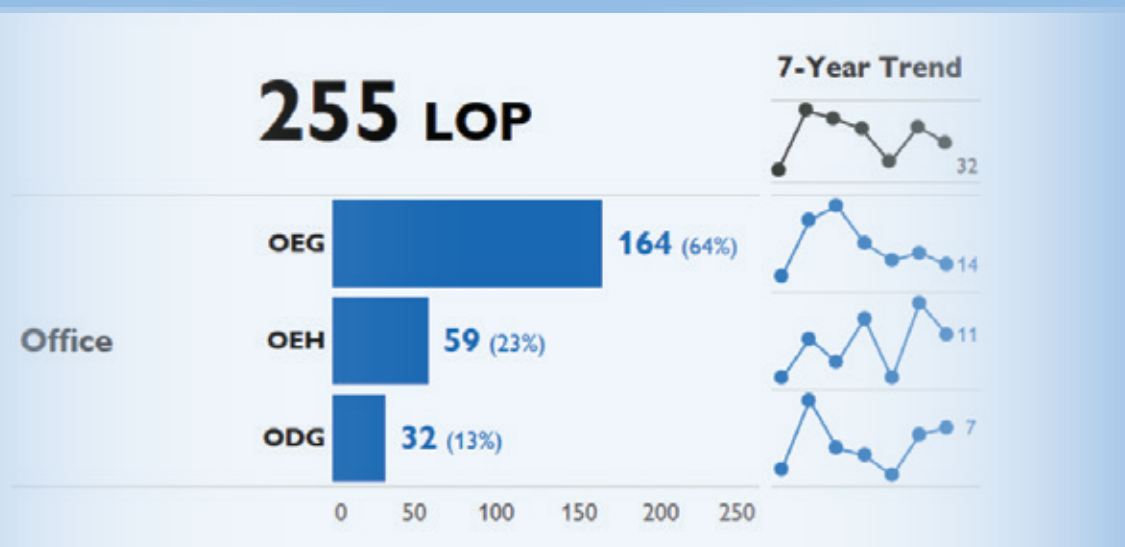


One of the important assessments that has been done is about the needs of students with disabilities at public universities and technological institutions. It started because we heard that they have unique needs, but we had to do this assessment so that we know exactly which needs we can work on. It was not easy for SIMPLE because getting the data was not an easy task at all. Some of the students are not reporting themselves as students with disabilities. So the data was not available and if it was available, it was not accurate. At that time, we had a pilot project that involved career centers, which we used to reach out to the students with disabilities and listen to them about their needs.

This actually was a great assessment and we built on it. Even though it was done five years ago, I'm still referring to it for our new designs that we are working on. I just used it when I was working on a new design for my current activity, the University Centers for Career Development. When I was working on the design stage, I wanted to include a component to help students with disabilities because we knew from the assessment that they lack a lot of benefits, and we want them to have the same opportunities as other students.

So the impact is that we are able to include this in our activities, the existing one and the new ones, so we can meet the needs of students with disabilities. Because of the assessment, we can help them more through our activities.

NUMBER OF INDICATORS ASSESSED IN DATA QUALITY ASSESSMENTS CONDUCTED



In addition to evaluative and assessment evidence, easy and timely access to quality performance data has been crucial to building an adaptive management culture at the Mission. A significant part of SIMPLE support has focused on this effort. At startup, the Mission did not have in place an effective, widely used performance management and tracking tool to assist in reporting on progress across offices. The data was fragmented, and the three technical offices and the Program Office were handling program-related data separately. This challenge was difficult to remedy, as there was a ban on developing duplicative smart systems. The Agency was developing a Development Information System (DIS), a centralized reporting system that would be rolled out across Missions, and this took years to become a reality. Following consultations and considerable design and redesign, SIMPLE developed the **Performance Indicator Tracking Table (PITT)** to address this issue. The PITT expanded on an initial effort developed by the Mission's Office of Economic Growth team.

The PITT is a one-stop shop for data on all activities in the USAID/Egypt portfolio. It is a live platform hosted on Google Drive that was first released in 2019 and was in its fourth-generation release at the time SIMPLE was coming to an end in mid-2022. Over the course of the SIMPLE activity, many improvements made the tool easier to use and more effective at data management decision support. It is currently available to IPs for direct data entry and is linked by formulas to a master sheet housed at the Mission that allows for real-time tracking and analysis. It also includes dynamic dashboards that visually display select aggregate data for standard indicators from multiple activities. This gives users a complete view of performance data and indicators for the entire Mission portfolio, enabling data-informed decision-making across a number of functions, including Performance Management Plan (PMP) implementation, MEL reviews, and DQAs. Perhaps its most impactful use was that the PITT was a key source of up-to-date information that fed into the Agencywide DIS rollout for the Egypt Mission starting in mid-2021.

We believe The PITT work played an instrumental role in building trust in SIMPLE's capability. It facilitated collaboration among technical teams and showcased SIMPLE's ability to create tools to improve data entry and analysis. One of the key lessons SIMPLE and the Mission learned from this work is that developing a system takes time, patience, and persistence, as demonstrated also by the Agency's DIS development process. It helps to opt for existing platforms users are familiar with: The PITT is on Google Drive, a system Mission staff are very familiar with. At some point, such platforms may run into system limitations, such as with the fourth generation of the PITT, which has had file size and access issues. Global analysis of the data on the PITT remains an opportunity, though Mission teams have reported utilizing the data effectively for reporting, Performance Plan Report (PPR), and portfolio review purposes.

Together, all this work supported the Mission's efforts to make decisions based on evidence and manage its portfolio adaptively.

Disaggregation Types	Disaggregation	Baseline	Baseline Date	FY18 Actuals	FY18 Annual Target	FY19 Actuals	FY20 Annual Target
3.3.3-4-CUST Number of people benefiting from USA-supported social assistance programming							
Aggregate Total				October 2, 2018			180
Sex	Male						
	Female						
Activity	IMABU						180
	REOMA		October 2, 2018				
EG Economic Growth							
(G.1.1 Fiscal Policy)							
4.1.1-18-CUST Number of days of USA supported technical assistance in Rural policy and Rural administration provided to counterparts or stakeholders							
Aggregate Total						5,700	4,800



The Performance Indicator Tracking Table has everything you'd expect to see in a MEL plan for any given project or a report after it's up and running. It has a list of each and every project indicator. It has your baseline. It has previous years. It has future year targets. It has actuals. It's got disaggregates. SIMPLE did it and did it well, in that it has everything in one place. I can just go to one online shared file to look at every single one of our activities. For me, the building block, the centerpiece around which you have to build the analysis and then use it for project implementation, is to put it all in one place and to make it visible and to make it a shared document that everyone can see, to make M&E something that people care about more. We're finally getting to the place and the PITT is really the centerpiece of this in my view, where everyone is recognizing what the M&E is for. I don't think that was there before. Honestly, it's been a huge game changer to just have it, to be able to build off that, to get towards that ultimate goal.

– Tom DiVincenzo
Office of Economic Growth

Certainly, SIMPLE had a very significant impact on our mission: improving performance management, how we monitor our projects and the evaluations, how we inform new designs with the assessments that were completed, how we improve the quality of our data through the DQAs and learn and give an opportunity for everyone at the mission to learn.

– Hanan Abbas
Alternate COR

A photograph of three people standing on a boat. On the left is a woman wearing a blue headscarf, glasses, and a patterned blue and white top. In the center is a woman wearing a pink headscarf and sunglasses. On the right is a man wearing sunglasses, a light blue shirt, and a grey blazer. They are all smiling and looking towards the camera. The background shows a body of water and a yellow crane structure.

SPOTLIGHT I: PUTTING THE L IN MEL

SIMPLE started as a mechanism for supporting traditional Monitoring and Evaluation (M&E). However, over the years it has involved a greater focus on learning from M&E data and using them to adapt over time. The result is a Mission dedicated to implementing USAID's CLA principles to achieve better development results.

Ahmed Gabr, SIMPLE's Senior Evaluation Specialist in Cairo, has been a SIMPLE team member since the project's inception in 2015. In many ways, Ahmed's own experience reflects SIMPLE's MEL journey.

An important step in this journey was working with the Mission to show how incorporating learning into the MEL process was necessary to improve collaboration and ultimately get results. Effective collaboration requires deep and mutual trust – which is often undermined by the dynamic between evaluators and the programs they assess. It was during an early, challenging encounter with an evaluation subject that the SIMPLE team learned the critical importance of building trust intentionally and frequently with a variety of key stakeholders – starting as early as possible. Ahmed remembers the moment during a SIMPLE evaluation when he and his colleagues understood that although it can be difficult to express negative outcomes in evaluations, their fundamental value is in showing that “failures are the lessons for the coming successes.” SIMPLE's early experiences were an important lesson and led to a shift in the dynamics of the team.

“The one thing that the world needs to know about SIMPLE is that this team has taken a lot of time, effort, and experience to build and shape the present form of the project to be better,” he says, “And it learned how to go on this path by always improving, always looking forward to be better, always being curious about what is new. And to do it, always supporting one another, always caring about one another, whether at the personal or at the professional level.”

SIMPLE and the Mission realized together that the best way to do MEL is through a collaborative learning lens. Now, every SIMPLE evaluation dedicates time and resources to maximizing collaboration and buy-in to the shared goal of evaluators and subjects: learning from positive and negative findings in order to improve their work. Ahmed knows the challenges of reaching this buy-in but is clear on how critical it is. “We're all working for the same purpose, and the best way to do it is to make sure we have good data, and that we use these data to make decisions – even when it's hard to digest,” he says.

As the SIMPLE team evolved to increase its emphasis on learning, it encountered one of its biggest challenge to date: the COVID-19 pandemic. Restrictions on gatherings made it difficult to host stakeholder engagement activities, training, and other in-person program activities. Faced with this challenge, SIMPLE leaned into its CLA approach even further by quickly adjusting its method of delivery and content to a virtual setting. Although early online sessions had their hiccups, SIMPLE saw this as an opportunity for improvement and over time provided a comprehensive set of synchronous, asynchronous, group, and individual training sessions to meet the evolving needs of Mission staff during this tumultuous time.

Like his Mission colleagues, Ahmed's capacity for CLA has expanded to the point that he now intuitively leans into “learning, happily” and away from the traditional M&E approach, which focuses solely on analysis and compliance. In turn, he hopes to build others' capacity for MEL by teaching courses at the American University in Cairo as part of a MEL diploma program he founded with the help of several colleagues. So far, the program has produced eight cohorts of well-trained MEL specialists, with more to follow.

It's Ahmed's emphasis on building up others that summarizes the SIMPLE team's approach.



One of the most impactful things that SIMPLE did was provide an evaluation synthesis for the CDCS. They provided this before our Mission brainstorming sessions, so the sessions were topical, and we based them on those pieces of evidence. This helped shape the priorities that the Mission is going to work on. Then, with the support of SIMPLE, the program office developed the PMP, which is the performance management plan, which is sort of like the roadmap on implementing the CDCS and identifying the learning priorities to achieve the results of the CDCS.

– Soad Saada
Program Office

SIMPLE'S THREE KEY MESSAGES

CLA: DOING THINGS DIFFERENTLY

During its seven-year journey, SIMPLE recognized that the success of the contract depended on the integration of CLA – not only by providing a service but just as importantly the way we provided it. In other words, the SIMPLE team needed to walk-the-talk of CLA for the program to adapt to the needs of the client and the context.

SIMPLE did this by incrementally taking more of a learning approach to each task. With learning as a common thread across new activities, SIMPLE was able to build greater trust with the Mission and open more opportunities for collaboration. Through this shift, a more CLA-way of working kept pace with the CLA support we were delivering. This shift also expanded how SIMPLE team members worked: learning to unlearn as the first step in learning and becoming a learning partner within their own teams and with the client and IPs. They began this by allowing themselves to be more experimental in the design and implementation of some standard activities. The COVID-19 pandemic restrictions promoted this adaptation by forcing both SIMPLE and USAID to try new ways of collaborating virtually.

A key example of this CLA approach was SIMPLE's support to the CDCS development process. With no strategy for more than a decade, the effort to generate one, especially under pandemic conditions, proved challenging at times yet very rewarding, as the new CDCS provided firm footing for the Mission going forward. With learning as the focus of the CDCS development process, SIMPLE collaborated closely with the Mission to generate a strategically timed delivery of several research pieces as well as a series of eight facilitated "What do we know about ..." sessions. These 1.5-hour virtual events each included a presentation, a breakout session for participants to discuss and share insights, share outs from small groups, and a plenary discussion. The learning generated by the series and evidence from the research pieces were perfectly timed to feed directly into the CDCS development process.

In parallel, SIMPLE worked hand-in-hand with the Mission's CDCS lead to plan and execute several in-person and remote consultation events, effectively adapting to pandemic restrictions

and keeping the strategy development process on track. The consultative process of developing a Results Framework (RF) with stakeholders using a completely virtual approach was an unprecedented achievement. The process showed that coming together and distilling schools of thought and development viewpoints into a cohesive narrative was challenging but possible. SIMPLE used novel online facilitation approaches to support the Mission's navigation of the CDCS development process. The highly collaborative process by which SIMPLE supported all three phases of CDCS development was marked by close coordination, open communication, and a clear willingness to experiment and learn.

Working with the Program Office, SIMPLE expanded on the CDCS development experience to design and implement a participatory process to create a learning-based PMP for the Mission. While the CDCS process involved more consultation with various stakeholders, the PMP was where the learning focus came to the fore, with the inclusion of a Learning Agenda. This learning roadmap for the Mission established a set of questions that different technical offices developed collaboratively. It also identified specific learning activities designed to generate knowledge to help answer the learning questions. Through this highly participatory and collaborative process, which included Mission staff, Bureau of Policy Planning and Learning (PPL) participants and representatives of the GOE, the Mission teams were able to link key Mission priorities to the various Development Objectives (DOs) and Intermediate Results (IRs).

I think the greatest impact for me is what SIMPLE brought to the culture of monitoring and evaluation in the mission. As technical project managers, we each have our area of expertise such as agriculture or economic development, but we are not MEL experts. With SIMPLE there to provide guidance, I was able to raise my knowledge and definitely this will impact my management style on the different projects I'm managing for the Mission.

– Manal El Samadony,
Office of Economic Growth



This type of CLA-focused CDCS and accompanying learning-based PMP was a first for the Mission and served as a CLA capacity-strengthening exercise in both the process and outputs. For SIMPLE, it was another example of how walking-the-talk is essential to getting durable results in CLA.

NUMBER OF LEARNING
AND/OR COLLABORATION
EVENTS CONDUCTED

20 LOP

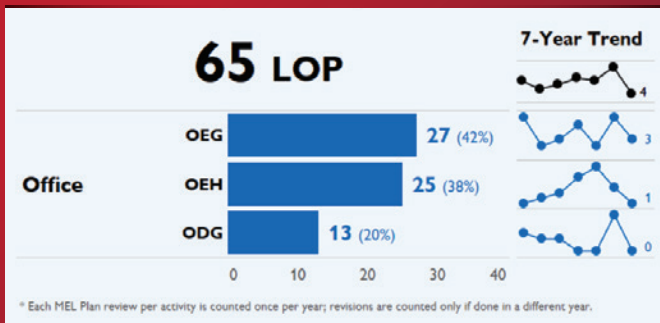
(JULY 2020 - APRIL 2022)

A noteworthy outgrowth of the Learning Agenda, one that continued SIMPLE's learning thrust, was the virtual Women's Empowerment Learning Fair in February 2021. Another first of its kind in Egypt, this learning event galvanized IPs and Mission staff around the priority CDCS topic of women's empowerment. Across the event, SIMPLE and the Mission teams worked together seamlessly. The fair brought together IPs and Mission staff to discuss success stories, challenges, findings, and lessons on how to close the gender gap and empower women. Four virtual stations generated a marketplace of ideas aimed at stimulating an exchange of thoughts in an informal setting. What set this event apart from other knowledge-exchange events was the design, which attempted to move each session beyond simply presenting information to creating generative conversations among participants. The fair was a good illustration of SIMPLE's efforts to introduce new ways of doing things, in particular, tapping the informality and joy of learning together, which generated greater openness to CLA approaches. It reinforced the topic on the agenda and paved the way for the Mission to establish the Women's Empowerment Community (EC) involving the Mission and IPs. The EC is a powerful demonstration of the Mission using its convening power to leverage collaboration intentionally among partners whose work in gender is important and where collaboration can only have a bigger impact. What makes this effort unique is a vision for collaboration that is intentional and long-term and that will rely on IPs to help shape an EC that responds to members' needs and supports larger strategic goals. That is collaboration at its best – where it fosters ownership that can in turn secure buy-in and commitment.

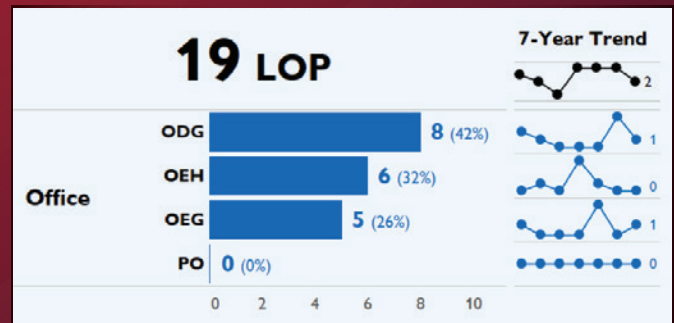
A further example of how SIMPLE walked the talk of CLA and kept the focus of new tasks on learning is its support of the Office of Democratic Governance (ODG). In 2021, the ODG team embarked on its first co-creation effort. SIMPLE worked closely with the ODG team on organizing and implementing a workshop centered on an anticipated Women's Economic and Social Empowerment activity. The multifold goals of the co-creation workshop were CLA and learning focused. The workshop sought to encourage partnerships and alliances among the 18 organizations competing to take part in the Women's Economic and Social Empowerment activity to better position the Agency to tackle the multiple dimensions of its work; facilitate brainstorming and debate on how to achieve scale and impact; and mine the best ideas and obtain valuable input from key stakeholders at USAID, the GOE, and local organizations with deep knowledge of the Egyptian context. The workshop was held over four consecutive mornings. Through interactive learning activities, participants were able to build a mutual understanding of the underlying problems and the new activity's objectives and share and debate ideas for improving the quality of full proposals. The workshop broke new ground by incorporating innovative methodologies that allowed for better results in a virtual space. These included "speed dating" to help break the ice and a "Shark Tank"-like methodology that asked participants to pitch solutions coined in small groups to an informal panel that included USAID, the GOE, and the other applicants. SIMPLE held regular meetings with the ODG team and others, organized dry runs, and provided one-on-one advice to the ODG lead to bounce back ideas and co-design the workshop. The workshop was a strong demonstration of how SIMPLE's CLA-driven support allowed the Mission to collaboratively seek advice from diverse stakeholders and put its CLA tenets into action to foster buy-in and impact. As one participant noted, the co-creation process meant that "inspiring ideas and expertise were shared among partners."



NUMBER OF ACTIVITY-LEVEL MEL PLANS REVIEWED*



NUMBER OF IMPLEMENTING PARTNERS WHOSE STAFF RECEIVE ADVISORY SERVICES ON IMPLEMENTING ACTIVITY MEL PLANS



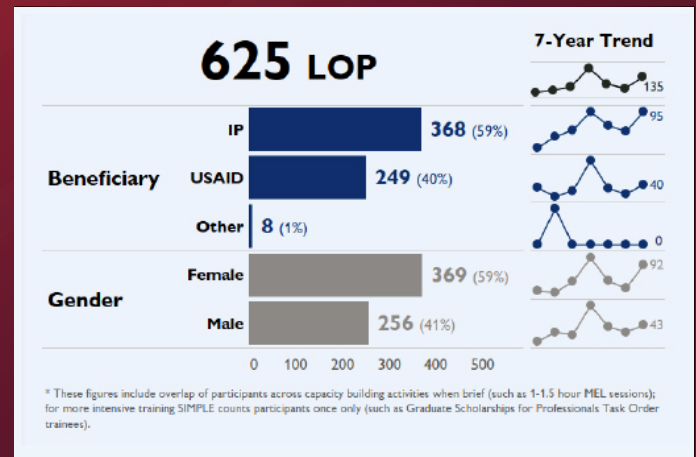
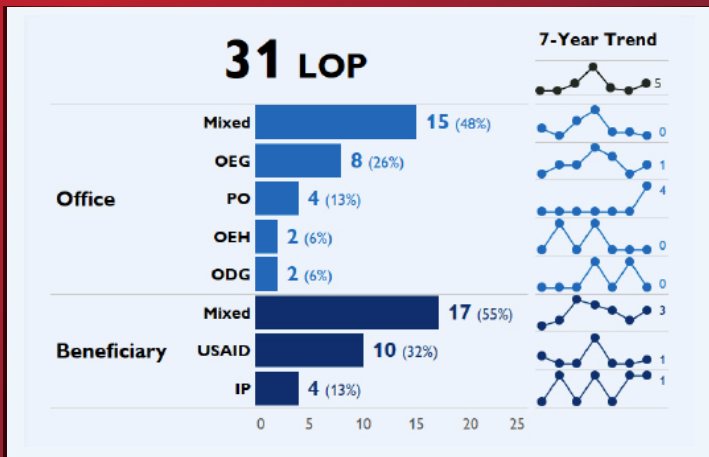
Another area that highlighted SIMPLE's CLA modeling was our journey to working with IPs. SIMPLE's direct support to IPs increased overtime. Initially, support was mostly channeled indirectly, mainly through MEL plan reviews, DQAs, and evaluations. By taking incremental steps through our CLA-based approach to build trust, opportunities opened up. The direct MEL training for the AI Gora Association in 2021 served as a turning point and demonstrated how a learning approach to capacity strengthening creates different engagement outcomes and can generate demand for ongoing MEL improvement and learning. After reviewing its original MEL plan, SIMPLE, with input from the Program Office and AI Gora, tailored and delivered targeted training to the AI Gora

Association team to help it improve its MEL plan for the Enhancing Sustainable Development (ESD) activity in North Sinai. The training plan consisted of two MEL topics selected by the AI Gora team. The training was well-received, and SIMPLE received positive feedback. That experience set in motion an iterative collaboration with the AI Gora team, formalized in a training extension plan for four additional topics to meet its demand for an ongoing process of MEL learning and improvement. However, the SIMPLE team grew its own CLA-based practices, which in turn ignited a learning process in an IP. As we have seen time and again, learning begets learning under CLA.



NUMBER OF USAID AND IMPLEMENTING PARTNER CAPACITY BUILDING WORKSHOPS CONDUCTED

NUMBER OF INDIVIDUALS PARTICIPATING IN CAPACITY BUILDING ACTIVITIES*



* These figures include overlap of participants across capacity building activities when brief (such as 1-1.5 hour MEL sessions); for more intensive training SIMPLE counts participants once only (such as Graduate Scholarships for Professionals Task Order trainees).

Ultimately, SIMPLE's walk-the-talk strategy of CLA started with and culminated in the way this approach informed the development and delivery of the two major outputs of a Training Task Order: an MEL/CLA Training Series and a CLA Master Class. Both training series included CLA as a topic of the training as well as modeling CLA practices into the development and delivery of the content. For the CLA Master Class, a team of seasoned trainers designed and adapted two existing curricula to deliver virtually with the aim of creating a cadre of staff to drive the institutionalization of adaptive management practices across the Mission. Likewise, for the MEL/CLA Training Series,

the facilitation team masterfully adapted an in-person training to create an intensive and highly rewarding 3.5-month virtual series for IPs and USAID staff to establish a mutual understanding, a set of skills, and expectations for activity MEL plan design and use in USAID activities. IPs turned up in large numbers for the MEL/CLA Training Series, which was considered an accomplishment. In addition to the high rate of attendance across all the training cohorts, the participants' voiced gratitude and enthusiastic feedback, as seen in the quote shared here. See also Spotlight 2 for other fronts of SIMPLE's capacity development efforts.

The CLA Masterclass was literally a "C", "L", "A" kind of exercise. So it wasn't just a class that we attended, no. Straight after the class was completed, we started like working on under on our learning activity and we're still collaborating together across the offices, so I found this a very useful exercise and training. Even the sessions themselves were very interesting, like we never felt like you know, we're just sitting there in a classroom, it never felt that way.

– Hanan Abbas
Alternate COR

I am very grateful for the learning opportunity that you provided for me and my team with the MEL / CLA training, specifically the learning and CLA components of the training, where the topics are demystified, and we all now feel we can draft this section in the MEL Plan with more confidence.

– Jeena Mitry
Workforce Egypt, IP training participant



SPOTLIGHT 2: LEVERAGING PARTNERSHIPS AND BROADENING LOCAL CAPACITY DEVELOPMENT

In its seven years of operations in Egypt, SIMPLE amassed an extensive pool of highly qualified international and local consultants. Developing local MEL expertise is one of SIMPLE's legacies. Consultants acknowledged this contribution during an external evaluation of the project in 2020. Out of a pool on a database with more than 100 records, a few became so key to operations that they formed part of a dedicated extended team which SIMPLE leveraged to broaden its ability to provide timely, high-quality services to the Mission. Moreover, SIMPLE strengthened the capacity of local firms and subcontractors by working side-by-side and upskilling its consultant pool.

I have been a regular consultant with SIMPLE since 2015. Working under SIMPLE has definitely increased my professional development and experience by working on a multitude of task covering different topics as well as being exposed to international consultants.

– Youmna Khalil

Two subcontractors were constant over the seven years, and they made important contributions to the project's implementation: Egypt-based North South Consultant Exchange (NSCE) and US-based DevTech Systems, Inc. NSCE supported SIMPLE in various dimensions, including providing two full-time local MEL specialists and several local short-term consultants and field enumerators that mainly supported evaluations and assessments over the life of the project. In addition, NSCE assisted with obtaining clearances for data collection for at least two complex evaluations. Devtech provided a full-time local senior MEL specialist throughout the life of the project and contributed international gender expertise to a gender assessment completed in 2020. Their contributions and their partnership are integral to the SIMPLE story.



I think the big picture impact as well, other than trust, of having SIMPLE is the elevation of performance management evaluation and learning. Because when you have a consistent end resource that you can easily draw on, even if you have some bumps in the road, it elevates the role of performance management, evaluations, and learning across the mission.

– Seba Auda
SIMPLE COR, Program Office

SIMPLE'S THREE KEY MESSAGES

AGILE ADAPTATION

The seven-year partnership between SIMPLE and the Mission has been a powerful demonstration of adaptation. This section tells the story of how the activity continuously evolved throughout its lifetime to effectively carry out tasks and meet the client needs while delivering quality products. It also shows how the Mission adapted as the partnership flourished and matured over the years. It has been a transformational journey of collaboration and learning that informed activity adaptation for better results.

It all started in 2015, when USAID/Egypt awarded QED the Indefinite Delivery, Indefinite Quantity (IDIQ) contract for SIMPLE, which was to be the first portfolio-wide MEL platform for the Egypt Mission. As is often the case, SIMPLE took time to gain speed in its early years. The contract structure relied heavily on separate task orders to commission the majority of services organized across 12 tasks. The procurement process to award task orders took time. In those early years, evaluation was the task most utilized under the IDIQ.

A SIMPLE and USAID learning event in early 2019 marked a turning point. The message from participating Mission staff from various offices confirmed earlier sentiments that the process of engaging SIMPLE services was cumbersome. This was problematic for both sides, delaying timelines to meet Mission information and evidence needs, losing preferred consultants who often could not afford to wait for protracted task award dates. The task order contracting structure also resulted in a high management burden for SIMPLE staff rather than creating opportunities for them to do the technical work. It also meant that some of the 12 tasks, such as consultations and analysis to feed into new designs, were not fully utilized. A USAID evaluation of SIMPLE in 2020 confirmed these findings. Ongoing dialogue within the Mission and with SIMPLE led to an important change that would greatly improve the agility of delivery.

In mid-July 2020, **USAID/Egypt designed and awarded a new Core services contract** under the same IDIQ mechanism and funding services for two years. This new task order incorporated a more streamlined and flexible approach to requesting and delivering services. Nearly all tasks previously

requested by a separate task order were folded into this new contract. Engagement also benefited from a more flexible and solid planning process, with the Program Office collaborating with SIMPLE early on in planning tasks, co-designing activities, and sometimes co-delivering. While SIMPLE's direct work with technical offices and IPs was previously limited, it expanded under the new contract and allowed the team more flexibility to interact directly with the requesting offices, only copying the Program Office for oversight and intervention when necessary. This change paid off, resulting in greater demand for SIMPLE services and enabling the team to be more proactive with new and innovative ideas to meet and generate demand. The new contract also stressed CLA, which allowed SIMPLE to adapt and push ahead with supporting the Mission on this journey and undertaking its own in parallel.

This generated momentum to sustain greater changes fueled by the latitude to take risks, learn from the undertakings, and apply those lessons to continued adaptation. SIMPLE broadened its support fronts, and delivery was agile, flexible, and responsive. There were many milestones demonstrating the adaptation of this side-by-side transformational journey. Internally, **SIMPLE restructured its staff to reinforce and operate under a one-team approach** that ensured each member had a full view of the work being implemented across all streams of SIMPLE support – namely, MEL, CLA, and OD.

One of the major things that came out from this is the trust building among the years. This was our first MEL platform in the mission, it was a new IDIQ structure. It gives you flexibility and resources and expertise to get different kinds of learning products, to help the CLA efforts in the mission. And we have built a relationship over time with SIMPLE that is based on trust. It has developed over time so that we can be more innovative.

– Seba Auda
SIMPLE COR, Program Office



This allowed team members to deliver within their areas of expertise while ensuring that all work streams were reflected, as appropriate. They took risks, learned new skills, adapted, and progressed on their own CLA journeys.

At the Mission, there were many milestones directly linked to evolution and adaptation. To name a few, the Program Office commissioned SIMPLE **to conduct a 2021 CLA assessment** for the Mission that laid the groundwork for USAID/Egypt staff to understand this framework more broadly and set an initial point of departure on the CLA journey, with both strengths and opportunity areas clearly defined. That same year, the **Mission added an organizational development stream** through a Mission of Leaders (MOL) effort that signified a path for building leadership skills across the board and various levels while creating a culture for institutionalizing CLA at the Mission. SIMPLE swiftly lined up the right partners (Ernst & Young (EY), Insights Discovery, and several consultants), continued to build staff capacity and drew on QED's experience in this area in other countries, and met the demand head on. By mid-2022, all Mission staff had completed Insights Discovery profiles, a personality-type methodology; the Mission had developed a Leadership Charter to guide its adaptive management and leadership journey going forward; and selected staff took this new paradigm a step further via executive leadership coaching.

The COVID-19 pandemic was another major circumstance that required flexibility and adaptation. Unable to conduct business face-to-face, the new normal meant finding ways to deliver services virtually. SIMPLE adapted quickly, amending activity work plans and methodologies to accommodate remote delivery options and mastering the use of virtual communications technologies to make this possible.

Two large-scale annual DQA tasks conducted during the pandemic in 2020 and 2021, for example, replaced in-person visits to IPs with remote interviews. These efforts delivered the necessary information on time for reporting and learning. Some of the lessons the team learned pertained to adaptation, for example, include that remote DQAs take more time to implement and thus require more planning and timeline flexibility on the Mission side or an early start to avoid delays. They require implementation adjustments to accommodate remote engagement. These included multiple remote platform options to communicate with IPs to ensure teams were comfortable and internet bandwidth issues were taken into account. They involved enhanced ways of introducing IPs to the DQA process, either during a separate remote orientation session at the start or introduction to the process during interviews, as well as different formats tested across the two years to handle remote IP debriefs more effectively while cultivating a learning experience.

A two-phased gender analysis and assessment implemented in 2020 was another example of adaptation to the COVID-19 pandemic. This was the first large primary data collection effort that SIMPLE implemented virtually. This activity involved mobilizing a team to work remotely in both phases. The first phase consisted of research and desk review, and the second phase entailed data collection at the activity level, reaching IPs and direct beneficiaries, USAID staff, and other stakeholders including the GOE, the private sector, civil society organizations, donors, academics, and experts. It was challenging and required determination, patience, and a great degree of flexibility as it unfolded, but it was successful. The effort ended with a strong report, and it was well-received by USAID/Egypt. A Mission staff member said it resulted in "a comprehensive study and excellent recommendations." Furthermore, the assessment was timely and informed the Mission's new CDCS that concluded toward the end of 2020.

One of the lessons of this effort was that providing a supportive working environment during challenging times is crucial to producing high-quality products. In the end, it was an opportunity for the Mission to learn and adapt. SIMPLE believes that high-quality products generate increased demand as well as a diversification of requests from the Mission, which in turn leads to a stronger evidence-based, decision-making culture. For example, the gender assessment generated ideas for a learning event focusing on women's empowerment that was implemented in February 2021. Another lesson was that collecting data remotely requires more time, which also reflected the team's experience administering remote DQAs.

The development of the new CDCS was another major milestone and an example of adaptation. As covered previously in this report, this process began face-to-face and switched to virtual after COVID-19 hit. SIMPLE used novel online facilitation approaches to support the Mission's navigation of the CDCS development process. This highly collaborative process was marked by close coordination and communication and a willingness to try new approaches, adapting to an unexpected operational reality. It resulted in a new five-year strategy for the Mission that will guide programming and cooperation with Egypt in the coming years.

In all, when the CDCS development went virtual with facilitated sessions, it demonstrated to the Mission how things could be done differently and that SIMPLE had the capacity to provide CLA-based solutions. The virtual sessions were very successful and positioned SIMPLE to provide this type of support. This speaks to the impact of SIMPLE's work, too, in increasing requests for its services and supporting the Mission's needs in this evolving situation.



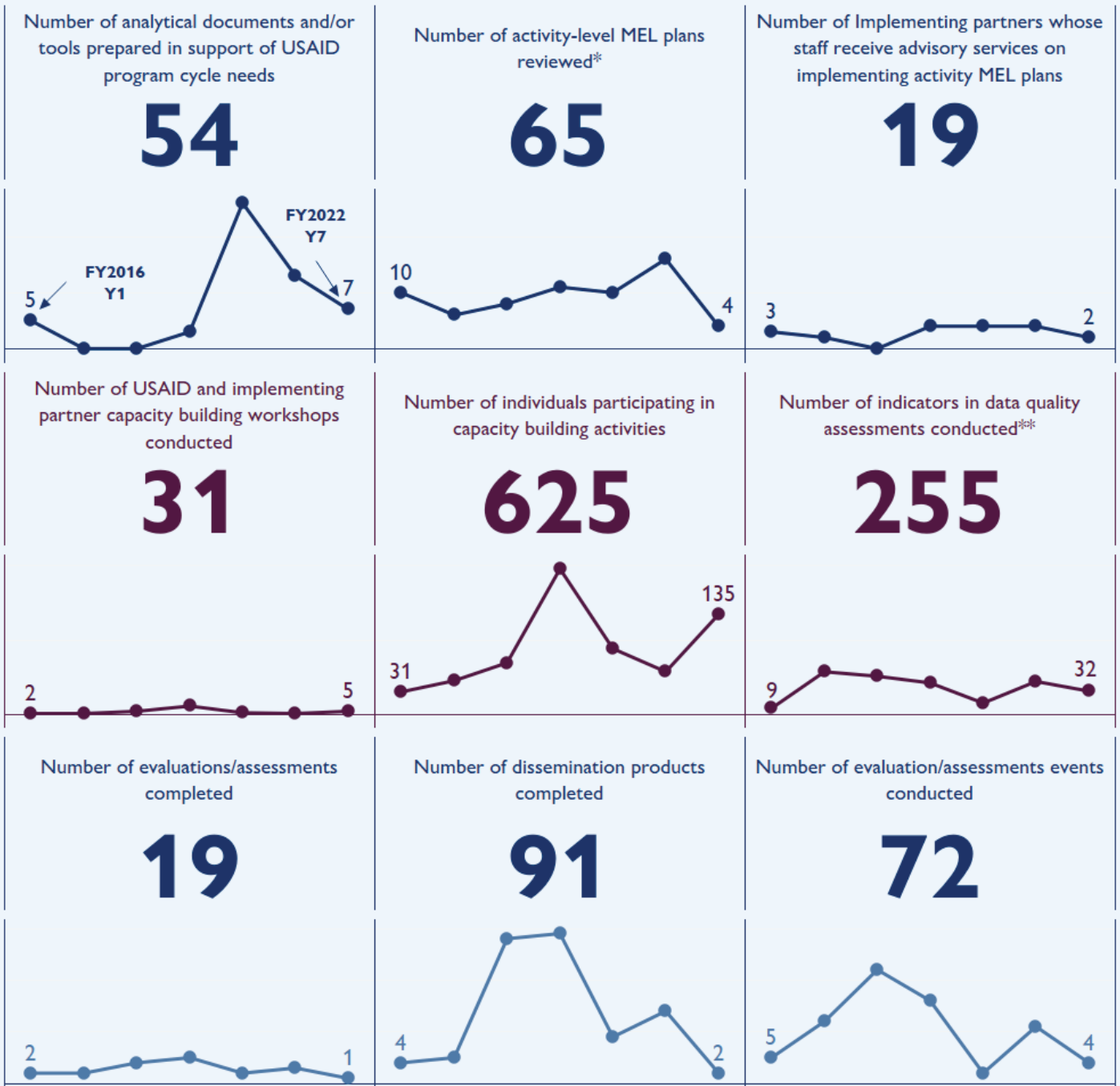
Reflecting on the tasks, their lessons, and their combined impact, we believe:

- SIMPLE gained stronger **trust** across the Mission and among IPs that led to an even bigger impact due to the increase in touch points.
- By being adaptive and expanding the toolbox and remaining able to deliver solutions during the COVID-19 pandemic, SIMPLE **expanded its repertoire**, which in turn expanded its touch points and increased demand.
- High-quality products are key to generating efficient learning, but learning is an ongoing process that requires a deliberate step-by-step approach in which we **make sure various tasks complement each other to achieve a stronger impact**.

If we could summarize it in one sentence, we would say that the willingness of SIMPLE and the Mission to adapt to a changing environment amplified the impact of this partnership. A new generation of this platform will no doubt reach new heights, but it will surely benefit from the strong foundation and transformational path left by this project – the SIMPLE legacy.



LIFE OF PROJECT (LOP) VALUES AND TRENDS FOR KEY INDICATORS



* Each MEL Plan review per activity is counted once per year; revisions are counted only if done in a different year.

** These figures include overlap of participants across capacity building activities when brief (such as 1-1.5 hour MEL sessions); for more intensive training SIMPLE counts participants once only (such as Graduate Scholarships for Professionals Task Order trainees).

SIMPLE MILESTONES

FY2016

EVALUATION SYNTHESIS 2010-2015

Summarized the salient achievements, findings, lessons, challenges and recommendations of 17 USAID/Egypt evaluations to inform decision making.

EVALUABILITY ASSESSMENT

Assessed the evaluability of a workforce development activity leading to a decision by the Mission to commission a later performance evaluation.

MEL PLAN REVIEWS

Strengthened performance management by reviewing 10 partners' MEL plans to ensure they meet the Mission's quality standards and met with some of them to offer further support.

DATA QUALITY ASSESSMENT EFFORT

Improved data-quality management by completing a DQA for the Mission involving nine indicators.



TRADE FACILITATION ACTIVITY EVALUATION

This final performance evaluation informed decisions regarding the effectiveness of the project's approach, technical assistance policy, and potential future programming.

NORTH SINAI ACTIVITY PERFORMANCE REVIEW

The Promoting Civic Participation among Students in North Sinai activity review helped validate achievements and determine resulting outcomes linked to youth political participation.



LEADERSHIP OPPORTUNITY TRANSFORMING UNIVERSITY STUDENT (LOTUS) EVALUATION

This mid-term performance evaluation provided crucial information to help improve the performance of LOTUS and its contribution to the Mission's development objectives.



LEADERSHIP FOR EDUCATION AND DEVELOPMENT (LEAD) SCHOLARSHIP PROGRAM EVALUATION

This final performance evaluation provided important information regarding LEAD's efficacy and informed the design of subsequent scholarship programs.

DEVELOPED PARTNER MEL CAPACITY

Delivered an intensive, on-the-job M&E training program to the Ministry of Higher Education's Central Department of Missions that strengthened its institutional M&E capacity to better track, monitor, and report on a USAID-supported graduate scholarships for professionals program.

MEL PLAN REVIEWS

Strengthened performance management by reviewing six partners' MEL plans to ensure they met the Mission's quality standards and met with some of them to offer further support.

DATA QUALITY ASSESSMENT EFFORT

Improved data-quality management by completing a large DQA for the Mission involving 58 indicators.





FIRST PERSONS WITH DISABILITIES IN HIGHER EDUCATION ASSESSMENT

Groundbreaking needs assessment of persons with disabilities in the Egyptian higher and technical education system that shed light on their needs and the services that can improve education accessibility. The assessment informed policymaking and programming.



EGYPT STEM SCHOOLS PROJECT EVALUATION

This final performance evaluation analyzed the activity and provided recommendations toward ensuring that USAID-supported Science, Technology, Engineering, and Math (STEM) activities have the highest potential to achieve their intended results sustainably.



EFFECTIVE PLANNING AND SERVICES ACTIVITY EVALUATION

This final evaluation examined the effectiveness of the activity, in particular its Citizen Service Centers and capacity-building programs; it documented lessons and recommendations to inform future programming.



WORKFORCE IMPROVEMENT AND SKILLS ENHANCEMENT ACTIVITY EVALUATION

This mid-term evaluation informed improvements in the activity mid-way through and helped to shape the next and expanded generation of this activity.

MEL PLAN REVIEWS

Strengthened performance management by reviewing eight partners' MEL plans to ensure they met the Mission's quality standards and met with some of them to offer further support.

DATA QUALITY ASSESSMENT EFFORT

Improved data-quality management by completing a large DQA for the Mission involving 52 indicators and holding partners' debriefings.



LEADERSHIP DEVELOPMENT SUPPORT

Provided support to the 2019 Senior Management Retreat at the Mission that laid the groundwork for a strategic vision and future direction. The discussions informed the Mission's implementation of the Agency's Journey to Self-Reliance vision and the future CDCS.

PROVIDED TOOLS TO STRENGTHEN MEL CAPACITY

Strengthened capacity by deploying a comprehensive MEL Starter Pack to guide the development of high-quality MEL plans that consider both the Agency's requirements and the Mission's country strategy.

PRIVATE-SECTOR ROUNDTABLE DISCUSSION

Designed and facilitated a roundtable consultation with private-sector stakeholders from around 40 firms that informed the Mission's private-sector engagement effort and programming.

MEL PLAN REVIEWS

Strengthened performance management by reviewing II partners' MEL plans to ensure they met the Mission's quality standards and met with some of them to offer further support.

DIRECT TRAINING DELIVERY

Designed and delivered a foundational MEL training series that developed capacity and paved the way for more intensive training to follow.

DATA QUALITY ASSESSMENT EFFORT

Improved data-quality management by completing a large DQA for the Mission involving 43 indicators and holding partners' debriefings.





FINAL EVALUATION OF TWO AGRICULTURE ACTIVITIES

The evaluation of two activities under the Agribusiness for Rural Development and Increasing Incomes (ARDII) project unveiled key findings on results achieved and challenges faced that informed continued and new agricultural programming at the Mission.



STRENGTHENING ENTREPRENEURSHIP AND ENTERPRISE DEVELOPMENT (SEED) EVALUATION

This mid-term performance evaluation examined progress against envisioned results and assessed the effectiveness of the approach to implementing sustainable models to stimulate entrepreneurship and develop micro, small, and medium enterprises – informing the design of a follow-on effort.



'SAFE CITIES' ENDING VIOLENCE AGAINST WOMEN EVALUATION

This mid-term performance evaluation examined the effectiveness of the interventions undertaken, provided guidance for sustainability, and drew recommendations that informed a key area of the Mission's programming: women's empowerment and gender.



SUSTAINABLE INVESTMENT IN TOURISM IN EGYPT (SITE) EVALUATION

This final evaluation looked at two USAID-funded activities supporting cultural heritage sites in Egypt to understand the human development and economic impact of the interventions at the selected sites. Findings informed decision-making for support in this crucial development sector in Egypt: cultural tourism.



COUNTER-TRAFFICKING IN PERSONS ASSESSMENT

This assessment shed light on the drivers and scope of early child and seasonal marriage in Egypt, identified challenges and opportunities, and put forward actionable recommendations for fighting this problem – all of which informed timely programming decisions in this area.

PERFORMANCE INDICATOR TRACKING TABLES (PITT) DEPLOYMENT

Greatly improved management and tracking of data at the Mission by developing and deploying the first and second generation of the PITT for FY2019 and FY2020. This online tool provides a one-stop shop for data on all activities in the USAID/Egypt portfolio. Four generations of the PITT were deployed during the project's lifetime.

LEADERSHIP DEVELOPMENT SUPPORT

Supported a Senior Management Retreat at the Mission with a strong focus on team-building and which was preceded by separate office planning sessions.

COUNTRY DEVELOPMENT COOPERATION STRATEGY SUPPORT

Supported the Mission in all stages of development of the new CDCS, resulting in a five-year strategy that will drive cooperation with Egypt in the years ahead.

MEL PLAN REVIEWS

Strengthened performance management by reviewing 10 partners' MEL plans to ensure they met the Mission's quality standards and met with some of them to offer further support.

DATA QUALITY ASSESSMENT EFFORT

Improved data-quality management by completing a DQA for the Mission involving 16 indicators and holding partners' debriefings.

SCHOLARSHIPS AND TRAINING FOR EGYPTIAN PROFESSIONALS (STEP) EVALUATION

This final performance evaluation drew important findings, conclusions, and recommendations that informed the design of a new scholarship program.

WATER AND WASTEWATER SMALL-SCALE CONSTRUCTION PROGRAM AND JOB CREATION EVALUATION

This ex-post performance evaluation examined the effectiveness and sustainability of the interventions undertaken and identified approaches that could be institutionalized in future efforts in what is historically a key sector of USAID support in Egypt: water and sanitation.



RESEARCH AND LEARNING SUPPORT

Deep dived into key areas for the Mission – such as measuring behavior change and climate resilience – through topical research that provided the evidence for the new PMP. Facilitated 12 learning events that fed crucial information mainly linked to the PMP.

PERFORMANCE MANAGEMENT PLAN (PMP)

Supported the Program Office in developing a learning-driven PMP using participatory approaches to identify learning priorities and design a MEL system that will enable the Mission to collaborate, learn, and adapt continuously.

MEL PLAN REVIEWS

Strengthened performance management by reviewing 16 partners' MEL plans to ensure they met the Mission's quality standards and met with some of them to offer further support.

DATA QUALITY ASSESSMENT EFFORT

Improved data-quality management by completing a large DQA for the Mission involving 45 indicators and holding partners' debriefings.

GENDER ANALYSIS AND ASSESSMENT

This landmark assessment provided a holistic overview of how gender advances and constraints influence social and economic outcomes in Egypt. It was completed in time to inform the new CDCS and programming onwards.

EGYPT FOOD SECURITY AND AGRIBUSINESS SUPPORT (FAS) EVALUATION

This final performance evaluation generated many lessons both on what worked well and the opportunity areas. It informed current and future programming in the agricultural sector.





FY2022

MEL PLAN REVIEWS

Strengthened performance management by reviewing four partners' MEL plans to ensure they met the Mission's quality standards and met with some of them to offer further support.

DIRECT TRAINING DELIVERY

Built partners and USAID staff capacity via a training task order providing CLA- and MEL-targeted and intensive training and generating a cadre of skilled trainees equipped with skills and knowledge to become MEL/CLA champions.

DATA QUALITY ASSESSMENT EFFORT

Improved data-quality management by completing a large DQA for the Mission involving 32 indicators and holding partners' debriefings.

LEARNING, COLLABORATION AND LEADERSHIP DEVELOPMENT

Facilitated six learning and collaboration events mainly linked to a Mission of Leaders organizational development effort underway at the Mission and making history. The effort has included a Mission Leadership Charter, Mission-wide staff retreats, organizational health assessment, executive coaching and more.

FIELD-BASED PORTFOLIO REVIEW (FBPR)

Supported the Mission in its first FBPR that visited seven activities and generated the information needed for the portfolio review through a learning lens.



EGYPT'S FAMILY PLANNING PROGRAM (SEFPP) EVALUATION

This mid-term performance evaluation identified areas to focus on for the remaining period and evidence of good practices. Findings led to important course corrections mid-way to implementation.

YOUTH ASSESSMENT

Conducted a two-part groundbreaking youth assessment set to inform a holistic effort to consolidate a youth strategy across the Mission's portfolio.

ANNEX: TREND ANALYSIS

SIMPLE Trend Analysis

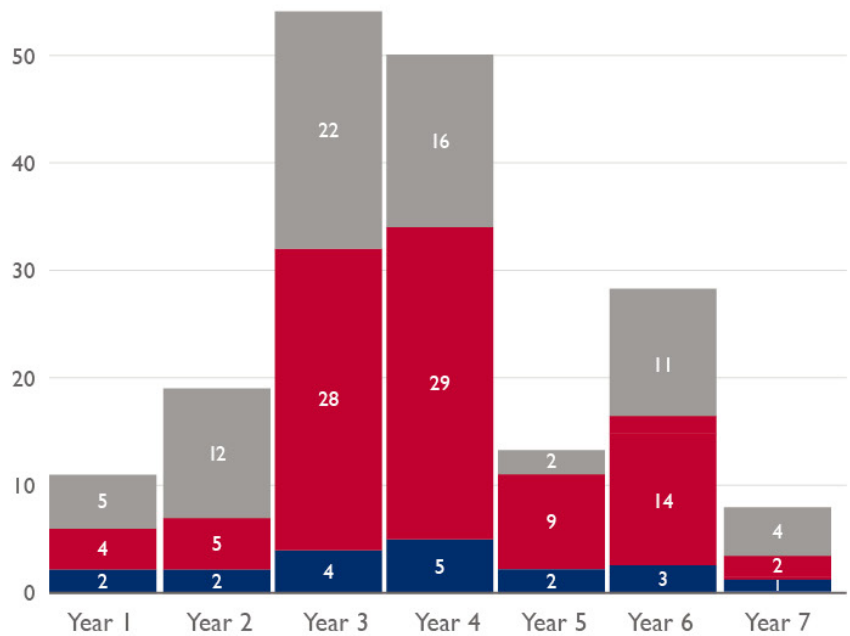


Services to Improve Performance Management, Enhance Learning and Evaluation (SIMPLE) is a seven-year, \$24.5 million USAID-funded activity based in Cairo, Egypt. SIMPLE provides a host of services to support USAID/Egypt's Program and Technical Offices in areas including monitoring, evaluation, learning, program design, and information management. The primary purpose of SIMPLE is to improve performance management at all levels to help USAID/Egypt meet Agency requirements, make better informed strategic and management decisions, and advance Agency learning.

Increased Access and Utilization of Evaluation and Assessment Evidence

As delivery increased over the years, the number of evaluations and assessments completed doubled between Year 2 and 3 and reached its highest in Year 4 (Figure 1). A similar pattern was recorded for dissemination products. Evaluations and assessment-related events peaked in Year 3. Years 5, 6 and 7 saw lower numbers for these indicators as SIMPLE support focused in other areas. Proportionally, the Office of Economic Growth (OEG) and the Office of Education and Health (OEH) are the two largest beneficiaries of these three product categories (Figure 2-4).

FIGURE 1
Number of Evaluations/Assessments, Dissemination Products and Related Events



- Evaluation/Assessment Events
- Dissemination Products
- Evaluations/Assessments

FIGURE 2
Dissemination Products per Office

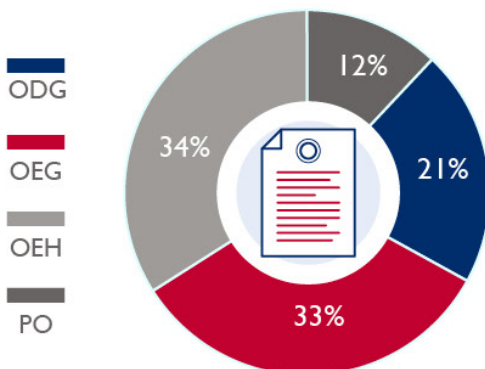


FIGURE 3
Evaluation/Assessment Events per Office

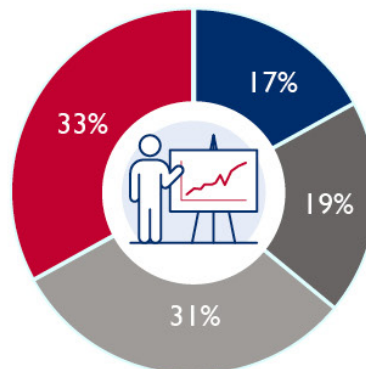
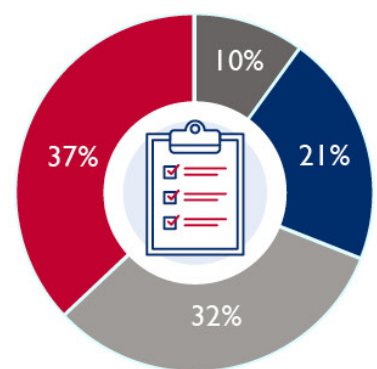


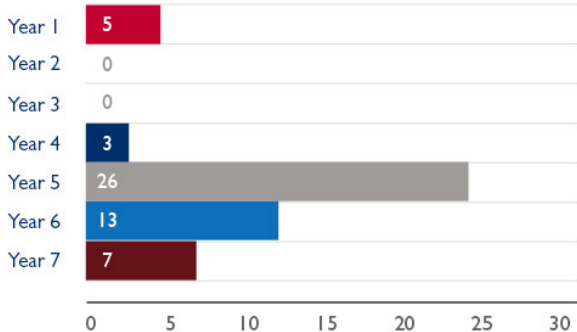
FIGURE 4
Evaluations/Assessments per Office



Strengthened the Performance Management Plan Process

FIGURE 5

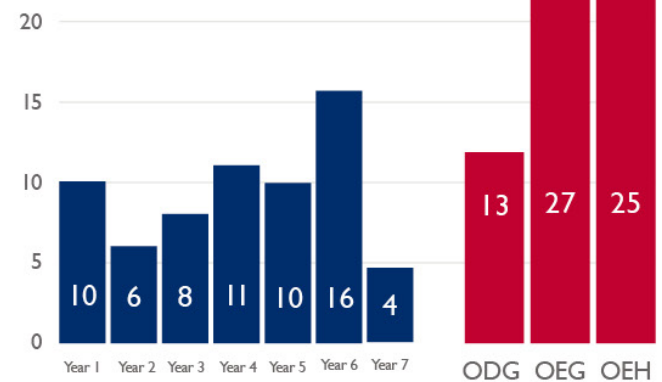
Analytical Documents and/or Tools Prepared in Support of USAID Program Cycle Needs



In year 5, SIMPLE services in support of USAID's Egypt's program cycle needs peaked and consisted mainly of delivery of analytical documents and/or tools mostly linked to the development of the Mission's new Country Development Cooperation Strategy (CDCS) (Figure 5).

FIGURE 6

MEL Plans Reviewed



The number of MEL Plans reviewed by SIMPLE peaked in Year 6. The OEG and OEH are the largest recipients of this support. (Figure 6).

Improved Performance Management and Monitoring Capacity of USAID/Egypt Staff and Implementation Partners (IPs)

To date, SIMPLE has carried out **31 capacity building activities**, reaching a total of 625 individuals since project inception (Figure 7), including overlap of participants across these activities. Women represented over half (59%) of the participants in these activities (Figure 8), which targeted IPs and USAID staff, with a slightly higher proportion of IP participants (Figure 9).

FIGURE 7

Individuals Participating in Capacity Building Activities

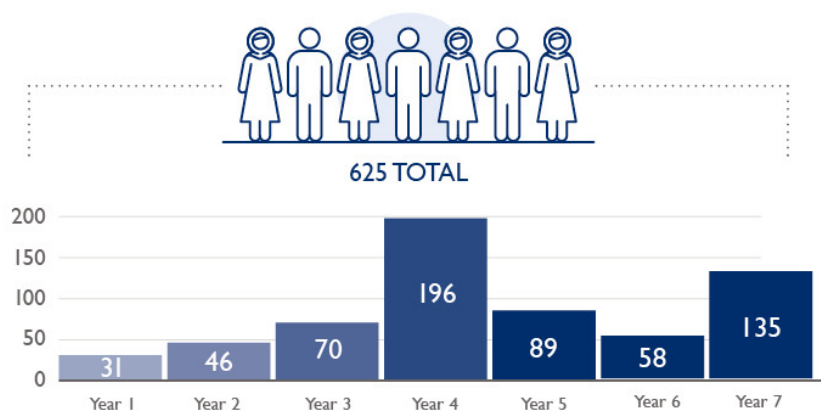


FIGURE 8

Gender Split

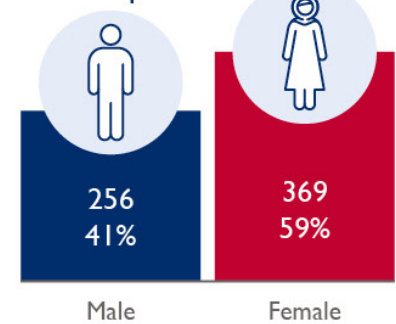
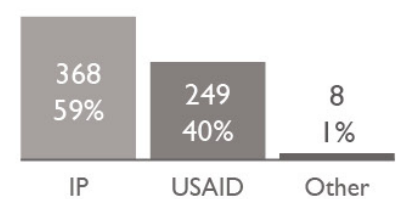


FIGURE 9

Participants Category Breakdown



Chief of Party
Adriana Abreu-Combs



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