List of specialized services or products offered

2.1. Service Offerings by tMA

tMA has the following four strategic business units that are aligned with our market focus and key industries that we address.

tMA Business Units

1.   Monitoring and Evaluation

We help organizations measure what they do and the results they achieve. We manage and implement comprehensive monitoring, evaluation, and learning projects, including methods to assess advocacy and long-term policy change efforts. Depending on project needs, our team typically employs a mixed-method approach to monitoring and evaluation, utilizing both quantitative and qualitative data points as well as providing gap analyses and disaggregated data for gender and vulnerable groups. Our services are motivated by learning and evidence-based decision making and aided by data visualization and communications products. Beginning with development of performance and results frameworks, we design data collection processes that ensure projects are meeting targets and measuring their successes. As a complement to our monitoring and evaluation services, we also help develop knowledge management tools and products to support project outcomes. Our clients rely on our firm to efficiently design, implement, evaluate, and disseminate results from our research and evaluations to enable them to communicate their successes and challenges to key stakeholders.

1.1. **Logic and Results Frameworks:** We work collaboratively with clients to develop logic and results frameworks to ensure their projects and initiatives progress as planned. Our team starts by conducting a situation analysis to assess needs and existing resources. We facilitate a program clarification process with clients to clarify a theory of change and develop a robust results framework. Our specialists will then design a tailored MEAL framework that suits our client's project and organizational context. Informed by qualitative and quantitative data, we help identify key indicators and metrics to capture and embed into existing systems.

1.2. **Data Collection and Analysis:** We blend quantitative and qualitative methods to conduct rigorous data collection for design, implementation and evaluation of projects, programs, and policies. We help our clients determine whether initiatives work by testing hypothesis and identifying the most cost-effective avenues to attain sustainable results. We design evidenced-based monitoring systems and tracking tools so that our clients are able to monitor and adaptively manage their programs in order to achieve maximum impact.

1.3. **Research Support:** We offer hands-on assistance in conducting research, including primary data collection in the field, to assist in the design, implementation and evaluation or client projects, often in complex environments and spanning a wide myriad of sectors and industries. Our team has extensive experience coupling original market research with a deep understanding of local contextual considerations to give clients the information and evidence-based recommendations they need to succeed.

1.4. **Program and Project Evaluation:** Our firm works with government, multilateral institutions, civil society and private firms to clarify, measure and improve their results. Whether our team is determining how best to measure outputs and outcomes, or identifying the reasons for current levels of performance and impact, we design evaluation methodologies to pinpoint what will best help our clients. Our specialists have extensive experience implementing both formative

(process) and summative (outcome) evaluations at the project, program, and organizational levels of analysis. Ultimately, we provide our expertise in evaluation to help clients assess process, performance, and impact.

1.5. Knowledge Management: Knowledge management helps organizations turn human capital into intellectual capital by creating value. Our specialists collaborate with clients to develop knowledge management strategies based on organizational goals and project objectives. We work with graphic designers and knowledge management specialists to collaboratively generate, share and maintain knowledge attained over the course of a project for our clients. From producing infographics to complement an impact assessment to visually mapping quantitative data to strengthen an overview of lessons learned, our firm helps our clients make the most of their knowledge.

2. Program Design and Inception

Investing time and effort on the front end of programs helps us deliver a lasting impact for our clients. Our approach to program design is research based and takes into account local contextual considerations, building on our team's regional and technical expertise. In keeping with our mission to promote meaningful and lasting change, we design sustainability strategies into all our programs, focusing on local ownership and private sector buy-in when appropriate. We provide our clients with a range of research, analysis and planning services that help them to continue building on strengths while creating new initiatives aligned to their values and vision. Our team designs programs and projects with clear goals and outcomes that can be easily measured, designed to align with the mission, organizational capacity, funding sources and core competencies of our clients. Ultimately, we provide our clients with meaningful support during program design and inception, helping to clarify desired outcomes, reinforce a shared vision among project partners and providing a roadmap for implementation.

2.1. Program Design and Logic: We ensure all of our design and program logic work include outcome models that identify key inputs, activities, outputs and outcomes across a wide timeline. Our program logic sets out what a project will do and how it will do it. In other words, it represents a project's theory of change. Developing a program logic in design requires 'backward mapping'. That is, we start with the intended outcomes and map backwards to think through what would be the essential preconditions needed to achieve these outcomes. Eventually we map down to consider strategies or theories of action for interventions. Utilising participatory approaches when developing program logic and design models often helps stakeholders reach consensus about realistic ways of achieving valued outcomes.

2.2. Business Process Analysis Organizations: today face myriad challenges of a changing environment. In support of this changing environment we apply a process targeted at defining initiatives and projects that will assist in the transformation process. Our functional competencies include incorporating business analysis and business process improvement services, facilitation and decision support services, and defining what needs to be built or developed before it is implemented.

2.3. Feasibility Study and Needs Assessment: Our team undertakes needs assessments and feasibility studies that inform our clients' critical programmatic decisions from an independent, analytical, and data-driven perspective. Depending on the client and project being assessed, our team normally provides a market, technical and financial analysis to advise our clients on the best course of action. Our reports and assessments are proportion to the scale and complexity of the project, and can lead to a more detailed business case or plan where required.

2.4. Procurement Support: Our specialists and experts provide a full range of procurement support for clients, including navigating complex aid and development finance architecture. Our team provides support on a myriad of procurement activities, including preparation of tender documents, development of technical and financial evaluation criteria, comparative analysis of local procurement regulations and practices, and ultimately recommendations on how to best move forward while meeting partner preferences and funding conditionality.

2.5. Stakeholder Analysis and Engagement: Effective stakeholder engagement and consultation are critical to all areas of our work. We work with our clients to identify key stakeholder groups and establish appropriate engagement and consultation strategies to implement throughout the life of a project. Our team employs our deep network of local contacts, coupled with extensive experience facilitating high-level consultations, key informant interviews (KII), focus group discussions and validation workshops and meetings regionally to deliver meaningful results.

3. Policy and Planning

Our team of specialists understand the impact of policy across a wide range of issues facing the region. Our clients —government, private firms and civil society organizations — are making complex decisions involving regulated industries and complicated commercial arrangements, taxation and public/private partnerships that necessarily operate at the intersection of legislative, political, regulatory and commercial considerations. We work in collaboration with clients and project partners to undertake public policy research, design, analysis, strategic planning, evaluation and stakeholder consultation. On the basis of evidence-based research findings, we provide for institutions responsible for planning and implementation of public policy suggestions and recommendations regarding relevance, efficiency and impact of the decisions at all stages of public policy process - from planning of political agenda to reporting to the public and other stakeholders.

3.1. Policy Design and Mapping: We undertake intensive research, analysis and stakeholder engagement to develop policies or propose improvements to mainstream emerging issues into existing strategic documents. Policy mapping provides a unique analytical capability that enables strategic decision-making in complex policy environments. Generating a visual mapping of a policy landscape provides clients with a distinctive, holistic perspective on the policies that affect them and their stakeholders.

3.2. Policy Analysis: Our team applies a systemic approach to policy analysis and considers different areas of public policy as an integral part of overall public governance. Therefore, we do not solely focus on the specific issues of the policy analysed but also take into consideration the overall context of the policy, regulatory and legislative landscape. Besides specific sectorial knowledge, our policy analysis also encompasses a wide spectrum of economic, social, political and cultural consideration, which in concert form a comprehensive research methodology.

3.3. Strategic Planning: We provide our clients with support to plan and implement strategies that enable their organisations to achieve their long-term goals despite the uncertainty of the future. Our team will facilitate meetings, conduct research, identify requirements and gather the necessary data to develop the strategic plan for our clients. From market research to holistic business reorganization, our firm is dedicated to a thorough, personalized consultation strategy that bolsters confidence and helps our clients realize their greatest potential. We also create the planning documents and provide an executive presentation to communicate the strategy to senior management and the staff. Our firm's collective experience in the region spans a wide range of sectors, enabling us to design and facilitate a strategic process that suits our clients' workplace culture, industry, and desired outcomes.

4. Gender, Youth and Human and Institutional Capacity Development (HICD):

Mirroring development objectives agenda, our service integrates the cross-cutting themes of Gender, Youth and HICD throughout our offer. tMA's approach combines training with collaborative engagement mechanisms with local partners that bring forth new ideas to increase effectiveness in achieving inclusive development results.

5. Innovative and integrated M&E solutions with deep capabilities:

Effective strategic analysis requires integrated and interactive systems for collaborating, learning and adapting. Conducting some evaluations per year, tMA's specialized services in performance management, capacity building, knowledge management, performance evaluation and impact evaluation mirror partner requirements for technical and process-based CLA support. tMA is known as one the most innovative M&E partners having worked closely with international partners to develop many of the tools, quality assurance checklists and "How to" guidance notes for these services that are used by international partners worldwide. Our Team's specialized M&E capabilities provide Government of Liberia learning partners, and IPs with "one-stop shopping" and fully integrated solutions covering all of development partners learning needs, thus maximizing efficiency and integration of services, both critical factors in such a complex operating environment.

6. The Geographic information system (GIS) Program:

tMA acts in support of National Statistical surveys, Population Census, electoral mapping initiatives including deployment to a census process. Also, it examines the need for cartographical information usefulness, in zooming areas that will call for more health, education, democracy civic, and electoral education. It uses demographic and spatial data collections and analysis including the formulation of policy advisories related to this field.

7. The Information Communication Technology (ICT) Program :

tMA deals with the provision of effective systems for communication. This involves web-based interconnectivity, deployment of upgraded software for ease in program access, information profile packaging for real time delivery. In general, mainstreaming ICT within the wider communication framework focused on capacity building and technical assistance.