Update on USAID M&E Policies

M&E and Gender PoCs Meeting

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USAID
FROM THE AMERICAN PEOPLE

SERIES 100
AGENCY ORGANIZATION
& LEGAL AFFAIRS

SERIES 200
PROGRAMMING

SERIES 300
ACQUISITION
& ASSISTANCE

SERIES 400
HUMAN RESOURCES

SERIES 500
MANAGEMENT SERVICES

SERIES 600
BUDGET & FINANCE

ADS Glossary

The ADS contains the organization and functions of USAID, along with the policies and procedures that guide the Agency's programs and operations. It consists of over 200 chapters organized in six functional series: Agency Organization and Legal Affairs, Programming, Acquisition and Assistance, Human Resources, Management Services, and Budget and Finance. The information is continuously updated to align USAID's policies with the latest Federal regulations, Administrator policy statements, and other overarching guidance.

Table of Content

- **U.S. Government Foreign Assistance**

- **The Standard Program Structure and Definitions**

- **USAID Program Cycle**

- **USAID Mission's Country Development Cooperation Strategies**

- **Mission-wide PMP**

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- **Activity M&E Plans**

- **Data Quality**

U.S. Gov't. Foreign Assistance Goal & Objectives*

Goal:

Helping to build and sustain democratic, well-governed states that will respond to the needs of their people and conduct themselves responsibly in the international system

Objectives

Peace and Security	Governing Justly and Democratically	Investing in People	Economic Growth	Humanitarian Assistance

* As of October 12, 2006

Standardized Program Structure and Definitions

Standardized Program Structure and Definitions

- U.S. foreign assistance is **categorized** using a specific system known as the Standardized Program Structure and Definitions (SPSD).

- This is important for the following reasons:

  o The SPSD is comprised of broadly agreed-upon definitions for foreign assistance programs, providing a common language to describe programs.

  o By utilizing a common language, information for various types of programs can be aggregated within a country, regionally or globally allowing for the comparison and analysis of budget and performance data.

Recently, the Office of U.S. Foreign Assistance Resources (F), in concert with stakeholders from State and USAID, conducted the **first major update** to the Objectives since its inception in 2006.
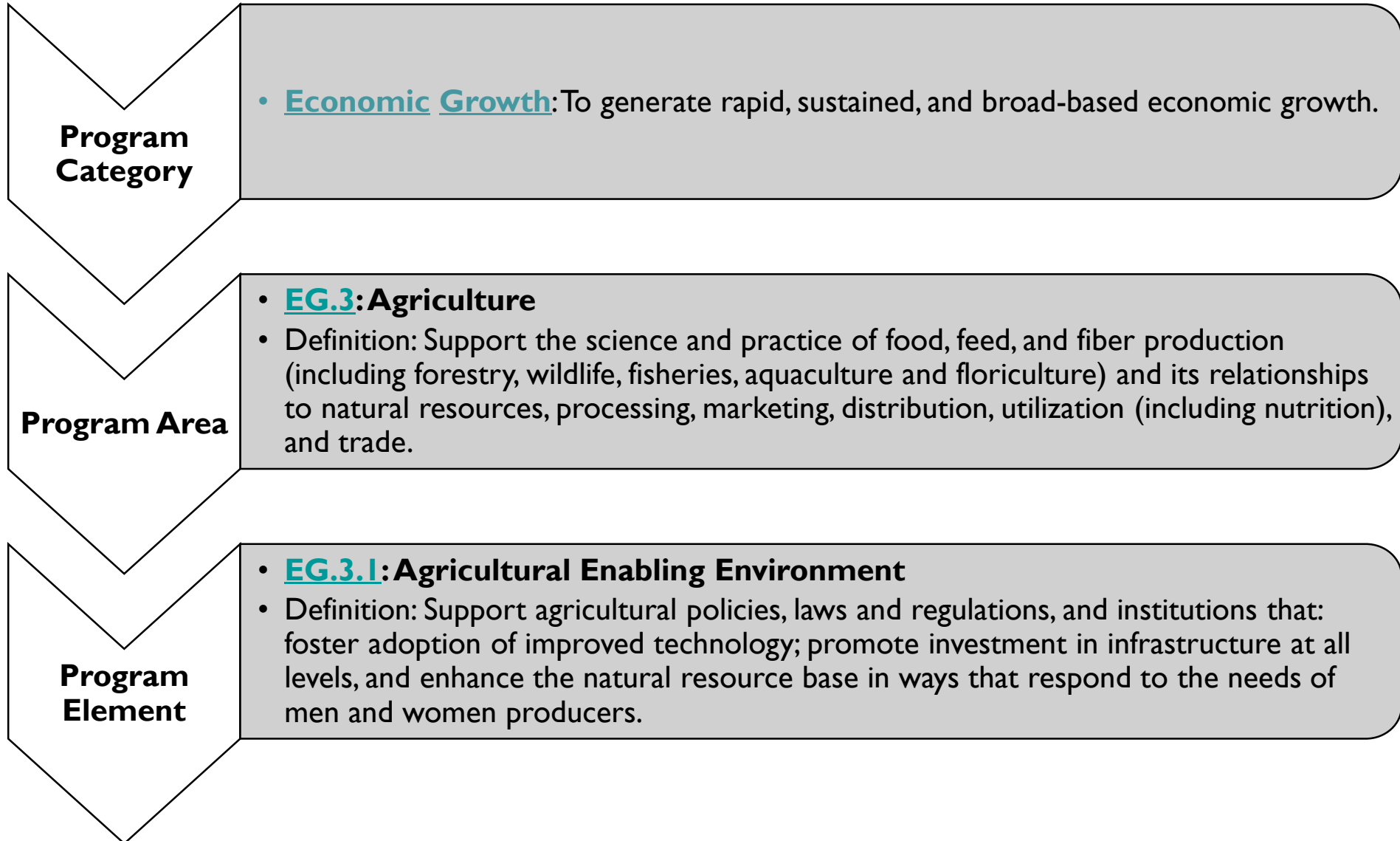
Old Objectives/Categories

Peace and Security	Governing Justly and Democratically	Investing in People	Economic Growth	Humanitarian Assistance

New Objectives/Categories

Peace and Security	Democracy, Human Rights and Governance	Health	Economic Growth	Humanitarian Assistance	Program Development and Oversight
		Education and Social Services			

The SPS & EG examples

Program Category

- **Economic Growth:** To generate rapid, sustained, and broad-based economic growth.

Program Area

- **EG.3: Agriculture**
- Definition: Support the science and practice of food, feed, and fiber production (including forestry, wildlife, fisheries, aquaculture and floriculture) and its relationships to natural resources, processing, marketing, distribution, utilization (including nutrition), and trade.

Program Element

- **EG.3.1: Agricultural Enabling Environment**
- Definition: Support agricultural policies, laws and regulations, and institutions that: foster adoption of improved technology; promote investment in infrastructure at all levels, and enhance the natural resource base in ways that respond to the needs of men and women producers.

Detailed information about the SPSD can be found at:

https://www.state.gov/f/releases/other/255986.htm#EG5

Master Indicator List

The Master Indicator List contains standard Foreign Assistance Indicators for Standardized Program Structure Categories, Areas, and Elements.

[Category 1 - Peace and Security](#)

[Category 2 - Democracy, Human Rights, and Governance](#)

[Category 3 - Health](#)

[Category 4 - Education and Social Services](#)

[Category 5 - Economic Growth](#)

[Category 6 - Humanitarian Assistance](#)

[Cross-Cutting Indicators](#)

New Indicator ID	Old Indicator ID	Indicator Title	Status
EG	4	EG Economic Growth	category
	4--15	Growth in (real) gross domestic product (GDP) per capita	Archive 2016
	4--15a	Numerator	Archive 2016
	4--15b	Denominator	Archive 2016
	4--16	Ease of Doing Business rank	Archive 2016
	4--17	Prevalence of Poverty: Percent of people living on less than $1.25/day	Archive 2016
	4--17a	Female no Male Adult households (FNM)	Archive 2016
	4--17b	Male no Female Adult households (MNF)	Archive 2016
	4--17c	Male and Female Adult households (M&F)	Archive 2016
	4--17d	Numerator	Archive 2016
	4--17e	Denominator	Archive 2016
	4--17f	Child no Adults household (CNA)	Archive 2016
	4.4-8	Number of beneficiaries receiving improved infrastructure services due to USG assistance	Archive 2016
	4.4-8a	Number of men	Archive 2016
	4.4-8b	Number of women	Archive 2016
	4.7-4	Prevalence of households with moderate or severe hunger	Archive 2016
	4.7-4a	Female no Male Adult households (FNM)	Archive 2016
	4.7-4b	Male no Female Adult households (MNF)	Archive 2016
	4.7-4c	Male and Female Adult households (M&F)	Archive 2016
	4.7-4d	Child no Adults households (CNA)	Archive 2016
	4.7-5	Commercial Bank Accounts per 1,000 adults	Archive 2016
EG.1	4.1	EG.1 Macroeconomic Foundation for Growth	category
	4.1-1	Three year average in the fiscal deficit as a share of GDP	Archive 2016
	4.1-3	Inflation Rate, consumer prices, annual	Archive 2016
	4.1-3a	Numerator	Archive 2016
	4.1-3b	Denominator	Archive 2016

The USAID Program Cycle

The Program Cycle, codified in the [Automated Directive Systems (ADS) 201](#), is USAID's operational model for planning, delivering, assessing, and adapting development programming in a given region or country to achieve more effective and sustainable results in order to advance U.S. foreign policy.

Principles of USAID Program Cycle Policy

The Program Cycle policy is based on four principles that are essential for good development

and serve as the foundation for ADS 201:

•**Apply analytic rigor:** Make strategic choices based on conclusions supported by evidence.

•**Manage adaptively:** Make adjustments in response to new information and context changes.

•**Promote sustainability:** Generate lasting changes that can be sustained by local actors.

•**Utilize diverse approaches for increased flexibility:** Use a range of modalities to address

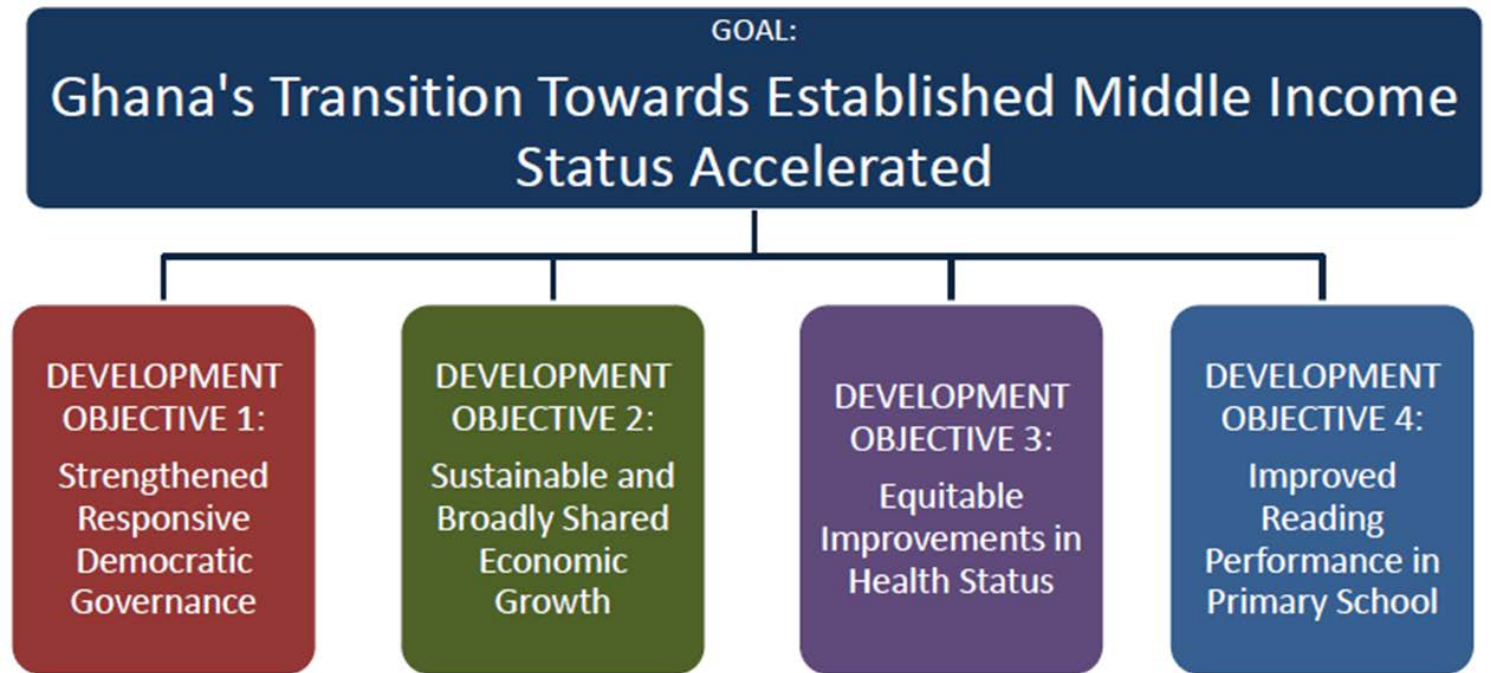diverse development challenges.

USAID Missions

The Country Development Cooperation Strategy

- In any context in which USAID operates, there are competing priorities, including:

  o Development challenges in the country,

  o U.S. foreign policy priorities, and

  o Constraints placed on a Mission by the funding it receives.

- Strategic planning helps a Mission take into account all relevant factors and choose the most effective way of working in a particular country context.

- A Mission's strategic plan is a multi-faceted document with the principal purpose of defining the Mission's strategic approach to achieving results, with particular emphasis on why choices were made and how results in particular sectors **contribute** to the Mission's overarching **Goal** and Development Objectives (DOs).

USAID|Ghana Results Framework

- The RF shows the **results** that USAID, in collaboration with its partners, expects to contribute to, or achieve during, the strategy period.

- It is a type of logic model, based on a clear set of development hypotheses that explains the logic and causal relationships between the building blocks needed to achieve a long-term result.

GOAL:
Ghana's Transition Towards Established Middle Income Status Accelerated

DEVELOPMENT OBJECTIVE 1:
Strengthened Responsive Democratic Governance

DEVELOPMENT OBJECTIVE 2:
Sustainable and Broadly Shared Economic Growth

DEVELOPMENT OBJECTIVE 3:
Equitable Improvements in Health Status

DEVELOPMENT OBJECTIVE 4:
Improved Reading Performance in Primary School

Source: USAID|Ghana CDCS, 2013 to 2017

DEVELOPMENT OBJECTIVE 2:

Sustainable and Broadly Shared Economic Growth

INDICATORS: Percentage change in agriculture sector GDP, Empowerment of Women in Agriculture Index, prevalence of stunted children

IR 2.1: Increased competitiveness of major food chains

(Ref. FTF IR 1)

IR 2.2: Improved enabling environment for private sector investment

(Ref. FTF IR 1.3)

IR 2.3: Improved resiliency of vulnerable households and communities and reduced under-nutrition

(Ref. FTF IR 2)

IR 2.4: Increased government accountability and responsiveness

The Mission-wide Performance Management Plan

Section 1: Development Objective Monitoring Plans

Section 2: Evaluation Plan

Section 3: Collaborating, Learning, and Adapting (CLA) Plan
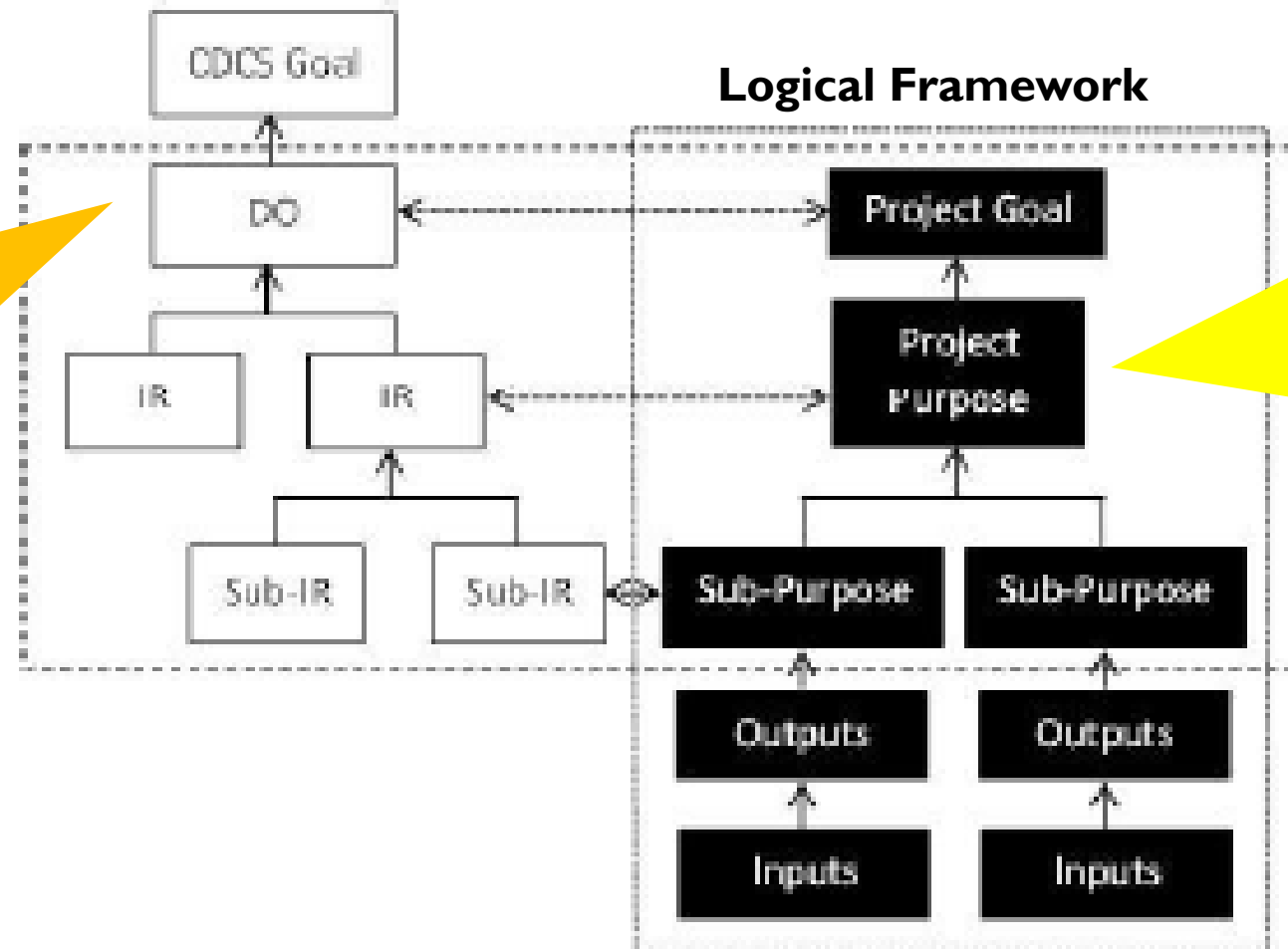
Bottom line

Monitoring, Evaluation and Learning are important for adaptively managing the implementation of the strategy.

Project/Activity Logical Framework

The Mission's Results Framework & Project's Logical Framework

Results Framework

Logical Framework

The project "goal" is related to the CDCS Development Objective. Implementing the project contributes to this high level result;

The outcome or project "purpose":
- the aggregate result of the outputs to be achieved by the project.
- Corresponds to one of the IRs of the CDCS Results Framework or to the DO level for highly integrated or small programs.

A Typical Format of Activity M&E Plan

Activity Monitoring and Evaluation Plan Requirements

Key Performance Monitoring Requirements

- Between 1 and 3 indicators for each level of project results

    (Project Goal, Purpose, and Outputs)

- Indicators/means of tracking assumptions

- Gender: report person-level indicators

- Plan for baseline data collection

- Data Sources and Collection Methods (primary and/or secondary data collection)

- Performance Indicator Reference Sheets (PIRS) and

- Performance Indicator Tracking Table (PITT)

Project Monitoring and Evaluation Plan Requirements

Key Evaluation Requirements

- Indicate whether evaluation is planned / or not

- Type of evaluation to be conducted

- Internal/External Evaluation

- When evaluation will be conducted

METSS' Observed Challenges – based on review of AMEPs

❖ Challenges in designing good Results Frameworks

❖ Challenges in selecting appropriate indicators to demonstrate progress and attainment of outcomes

❖ Inappropriate wording of indicators makes it difficult for indicator data collation at the Mission level

❖ Inadequate information on following areas:
  – Baselines and targets for performance indicators and rationale for establishing targets
  – Performance evaluations and special studies/Learning
  – Data Quality Assessments

❖ AMEPs without a Table for Performance Management Tasks and Responsibilities Table

Recommendation for mitigating observed challenges

❖ Assemble a team

❖ Collect and review background information

❖ Develop a team workplan

❖ Conduct Team briefing

❖ Review Results/Logical Framework

❖ Select and define performance indicators

❖ Identify data sources and collection methods

❖ Collect baseline data and verify the quality

❖ Establish performance targets

❖ Plan for evaluations and other assessments

❖ Implement the AMEP

❖ Review/Revise and update the AMEP as necessary

Data Quality

Why do we care about <u>high quality</u> data?

- Data informs decisions--- from planning and setting goals, to designing projects and activities, to making course corrections and informing other management decisions.

- USAID's and IPs' credibility when communicating and reporting performance information requires a realistic understanding of the limitations of the data.
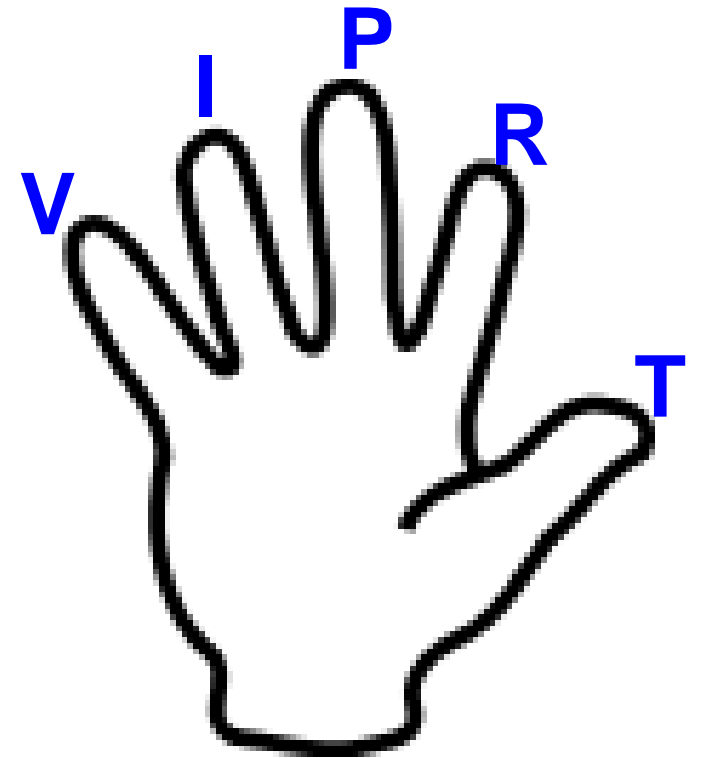
The Data Quality Standards

Validity: data clearly and adequately represent the intended result

Integrity: data have safeguards to minimize risk of transcription error or data manipulation

Precision: data have sufficient level of detail to permit management decision-making

Reliability: data reflect stable and consistent data collection processes and analysis methods over time

Timeliness: data available at a useful frequency, are current, and timely enough to influence management decision-making

Two Key USAID M&E related Policy Documents that you need to have:

- **ADS 201**

- **Evaluation Policy**

Thank you