

USAID|Ghana Economic Growth Office

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M&E Activities implemented in FY2017: Lessons Learned

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Brief Description of Your Project

- Project Goal: Development of commercial agriculture in obtaining full food security in Ghana, by addressing a key constraint: access to finance.
- Key project activities:
 - Improving Access to Business Advisory Services
 - Increasing Private Sector Investment / Enhancing Agriculture Commerce
 - Increasing Capacity of PFIs to Develop Agriculture Finance Product
- Targeted beneficiaries: SMiLEs with a hypothesized impact on smallholder farmers
- Implementation Period: 2013 to 2017

M&E Activities Implemented in FY 2017

- M&E Activities implemented between October 2016 and September 2017:
 - Routine monitoring data collection and reporting
 - Midterm performance assessment
 - Midterm “Activity” evaluation – METSS

To help in drawing the broad implications, a set of lessons learned have been organized under three key headings below:

- Drivers for M&E,
- Implementing the M&E system, and
- Capacity building.

Lessons Learned – Drivers of M&E:

To be successful, there ought to be a real need for M&E information.

- Lesson 1

M&E information is not an end in itself; it needs to be linked to particular management and decision-making roles. *The case of consciously including Female-led Business Advisory Service (BAS) Providers into the USAID FinGAP network of BAS Providers.*

- Lesson 2

The capacity to use M&E information relies on the nature of the **incentives** in the system for managers to demand such information and actually use it as part of their normal operations. Incentives can take many forms, both sanctions for not complying, as well as rewards for meeting requirements. *The case of Ecobank IST*



Lessons Learned - Implementing the M&E system:

Over time, as M&E – “fatigue” appears, as it surely will in some parts of the system, there need to be reminders of why M&E is important.

- Lesson 3

A formal policy document (PMP) is a useful basis for clarifying roles, responsibilities, and accountabilities of key players. **Why FinGAP COP collects data?**

- Lesson 4.

There needs to be sufficient communication (and forums for information sharing) across stakeholder about the role of M&E and how it can help management, so as to link the demand and supply of M&E information, that is, to ensure that what gets produced is what is needed, and delivered in a timely way. **Why two assessment? We are busy!**



Lessons Learned - Capacity building :

A critical element associated with the sustainability of an M&E system relates to the adequacy of staff with the needed skill sets across stakeholders.

- Lesson 5

Building an adequate supply of human resource capacity is critical for the sustainability of the M&E system, and **is generally an ongoing issue.** **What is agriculture finance?**

- Lesson 6.

Do not Assume!

Program and senior managers are important audiences for less technical training on M&E and results-based management. They need to have enough understanding to trust and use M&E information. This type of broad training/orientation is critically important in building a results culture within “Activities”.

You Get What You Measure

- Oil teams that were set in competition
- Teams were evaluated on the number of meters drilled
- The winning team drilled an impressive number of 100-meter, dry holes, no oil at all, they never even came close to striking oil, but they did create a lot of 100 meter holes.
- So, the question is, because the drilling teams were being evaluated on number of meters, could you think of a better basis for evaluating the performance of the drilling teams?
- The point is this. If you set up a performance evaluation system that rewards drilling of meters, what are your people going to do? They're going to drill meters. They're not going to care about going down deep enough to potentially find oil.

THANK YOU