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Importance of M&E in Economic Development Projects

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Feed the Future Ghana PBS Dissemination Conference

Alisa Hotel

March 17, 2016



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Outline of Presentation

- Elucidate the relevance of M&E in Economic Development Projects
- Effective M&E System - USAID Example
- Developing M&E Systems -Opportunities at METSS



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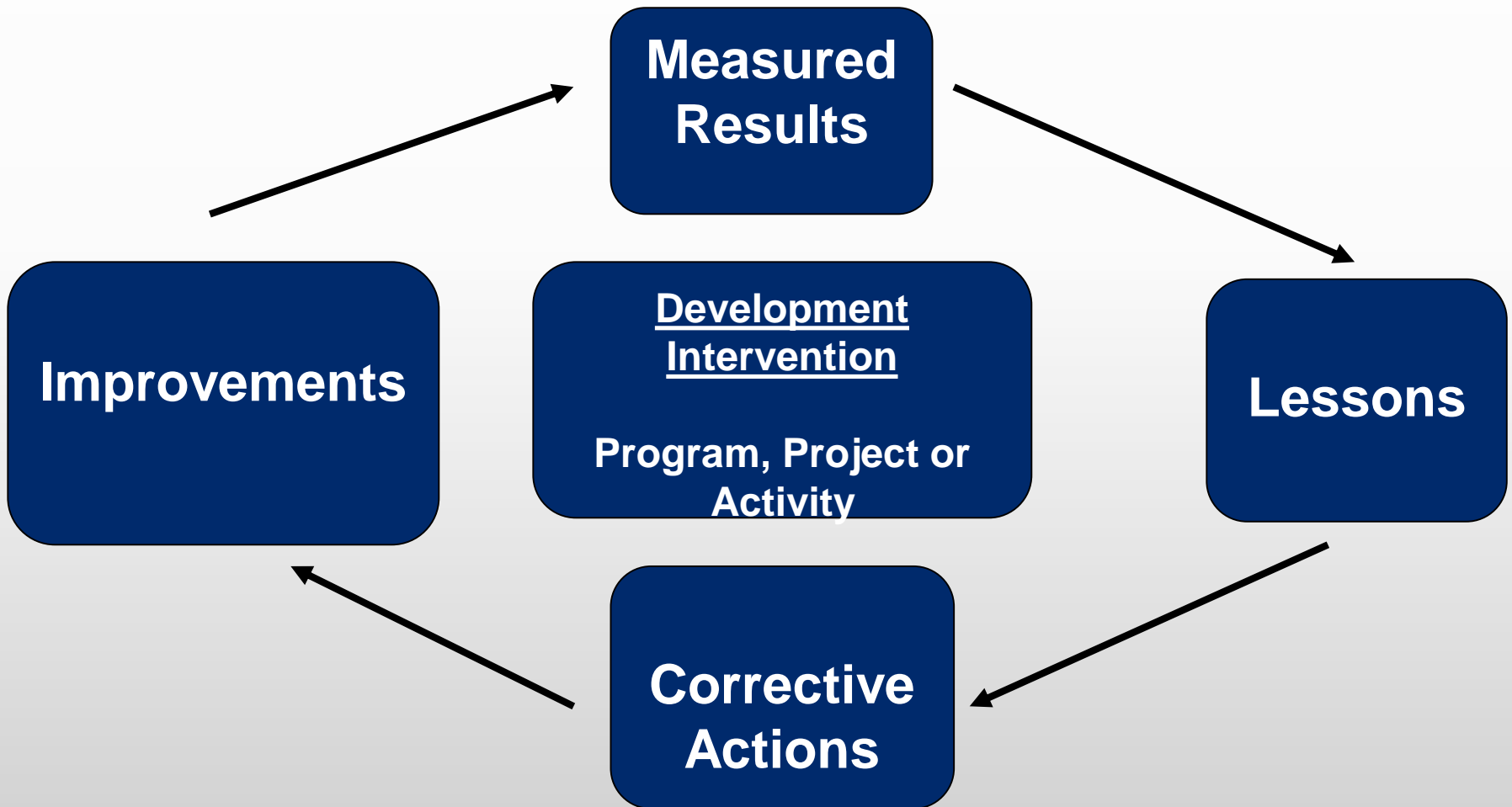
Power of Measuring Results

- If you do not measure results, you cannot tell success from failure
- If you cannot see success, you cannot reward it
- If you cannot see success, you cannot learn from it
- If you cannot recognize failure, you cannot correct it
- **If you can demonstrate results, you can win public support**

Source: Kusek and Rist



METSS Results Measurements Empowerment Cycle





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Meaning of Monitoring and Evaluation



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What is Monitoring?

- The systematic process of collecting, analyzing and using information generated from data to track a program's progress towards reaching its objective(s) and to guide management decisions.
- It focuses on processes, such as:
 - when activities occur;
 - who delivers them; and
 - how many people or entities benefited.
- It is conducted after a program has begun and continues throughout the program implementation.
- It is sometimes referred to as process, performance or formative evaluation.



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What is Evaluation?

- The systematic assessment of an activity, project, program, strategy, policy, topic, theme, sector, operational area or an institution's performance.
- It focuses on:
 - Expected and achieved accomplishments
 - Examines the results chain (inputs, activities, outputs, outcomes and impacts), processes, contextual factors and causality, in order to understand achievements or their lack thereof.



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What is Evaluation?

- Evaluation aims at determining the relevance, impacts, effectiveness, efficiency and sustainability of interventions and the contributions of the interventions to the results achieved
- Evaluation provide credible, reliable and useful evidence-based information to inform and guide future decisions regarding current and similar initiatives.
- Evaluation answers the “And so what” question



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Importance of M&E in Economic Development

- M&E is critical for building a strong, global evidence-base reporting for assessing the wide and diverse range of interventions being implemented to address economic challenges (poverty and hunger)
- It serves as a tool for identifying and documenting successful programs and approaches and tracking progress towards common indicators across related (poverty alleviation) projects
- It provides lessons from which future actions may be guided



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Importance of M&E in Economic Development

- It forms the basis of strengthening understanding around the many multi-layered factors underlying economic development and people's experiences with economic challenges,
- It provides evidence-based information on the effectiveness of development interventions at the service provider, community, national and international levels
- M&E is critical for understanding the kinds of strategies that are effective in engineering sustainable and broadly shared economic growth, particularly for resource poor developing countries



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Importance of M&E in Economic Development

- At the project level, the purpose of M&E is to track implementation and outputs systematically, and measure the effectiveness of programs:
 - It helps determine exactly when a program is on track and when changes may be needed
 - It forms the basis for modifications of interventions and assessing the quality of activities being undertaken



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Importance of M&E in Economic Development

- M&E is also used to demonstrate that program efforts have had a measurable impact on expected outcomes and have been implemented effectively.
 - It helps stakeholders (managers, planners, implementers, policy makers and donors) acquire the information and understanding they need in order to make informed decisions about program operations
- It helps in identifying the most valuable and efficient use of resources
- It is critical for developing objective conclusions regarding the extent to which programs can be judged as successful



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Importance of M&E in Economic Development

- In conclusion, monitoring and evaluation together provide the necessary data (information) needed to guide strategic planning, to design and implement programs and projects and to allocate, and re-allocate resources in better ways.



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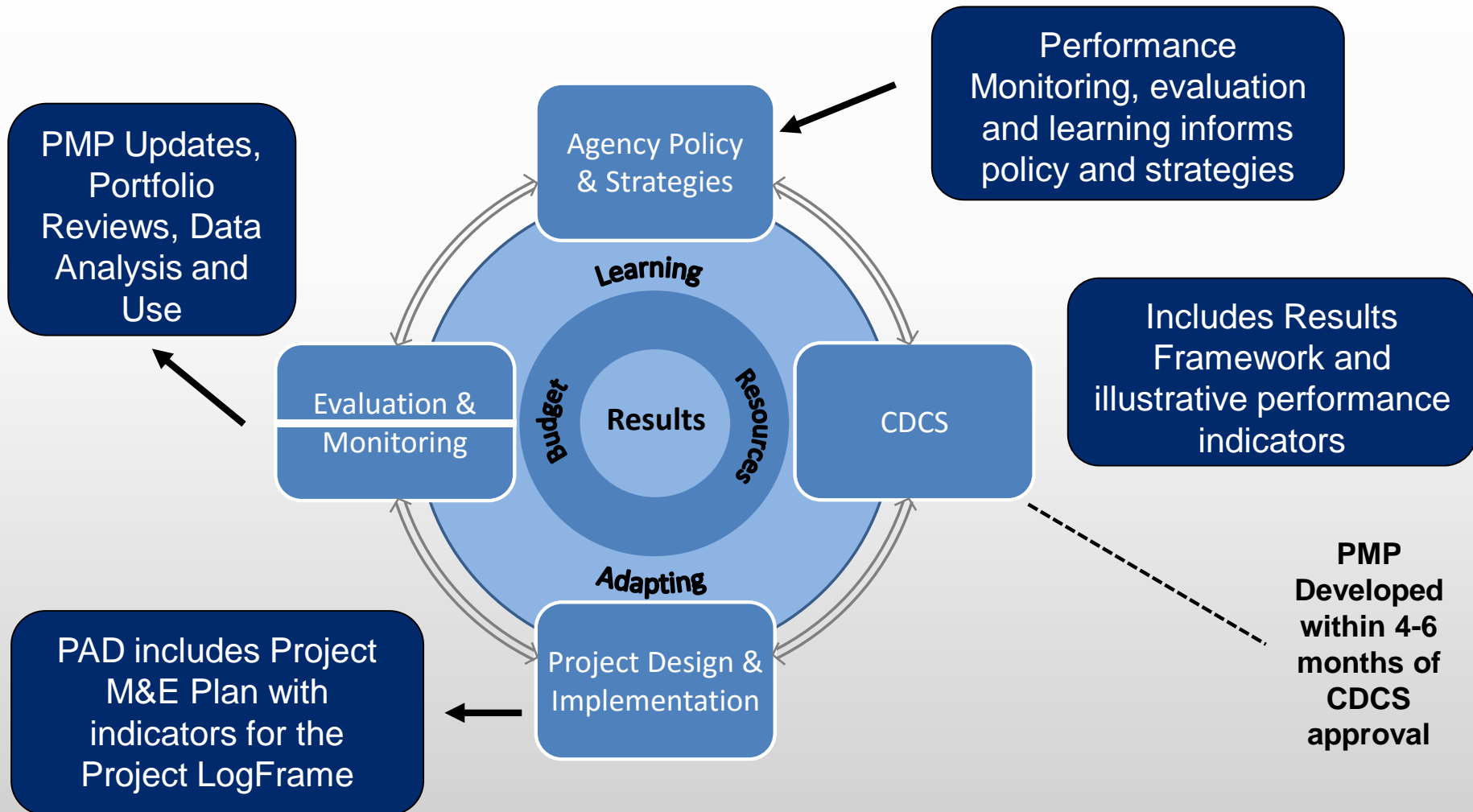
Doing M&E the right way – USAID FTF M&E Strategy

- For initiatives addressing poverty and hunger:
 - M&E is more than a cost-effectiveness exercise.
 - It is a way of ensuring that people are able to live their lives free from deprivation of their basic needs in a sustainable manner; and
 - People are able to participate effectively and equally in the economic development activities taking place within their economy (jurisdiction).



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USAID Program Cycle and M&E Integration





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FTF M&E Framework

- Review and finalize the project Results Framework (RF)
- Identify and select indicators (Indicators **MUST** be SMART), and appropriately define them
- Develop data collection tools and methodologies to collect, analyze and report performance data
- Undertake data quality assessments of the M&E system periodically, and verify data reported annually



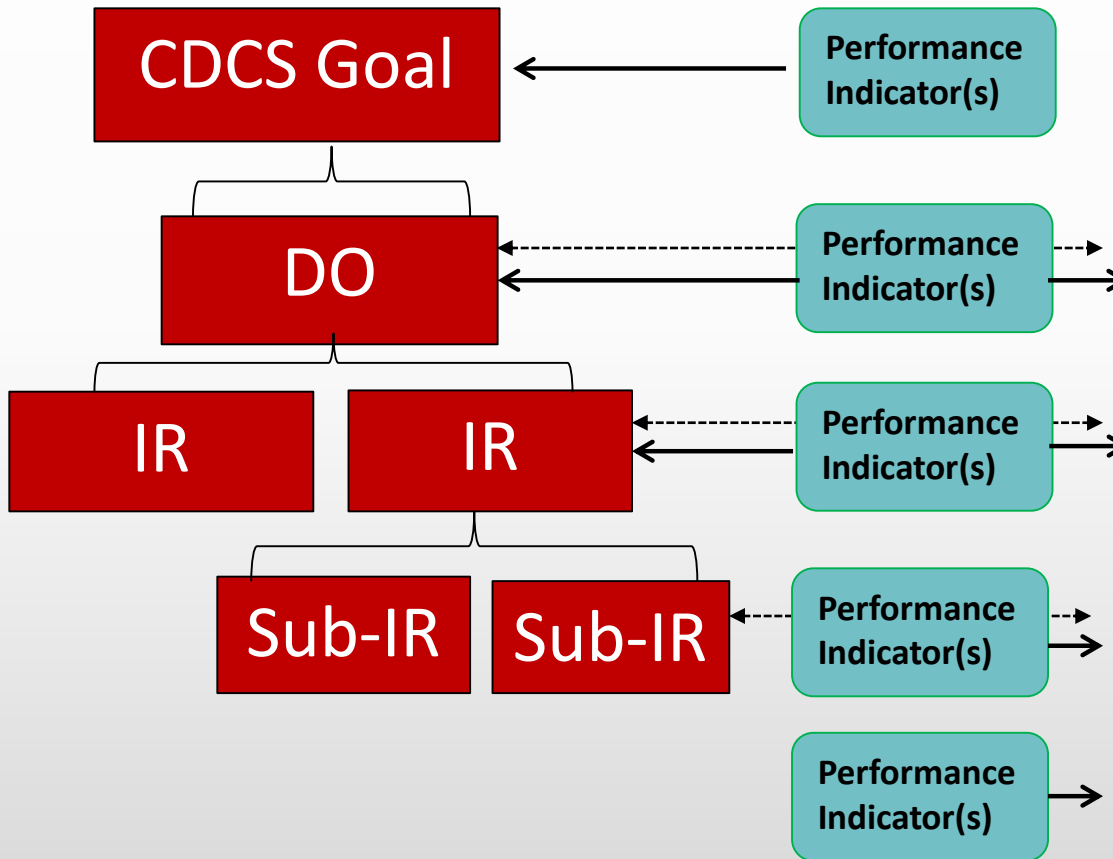
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FTF M&E Framework

- Undertake evaluation (baseline, mid-term and end of project performance evaluations) and special studies, where necessary
- Report, use and share the performance data among stakeholders for decision making
- Train staff to understand and operationalize the M&E framework
- Review, reflect and update the M&E Plan



CDCS Results Framework



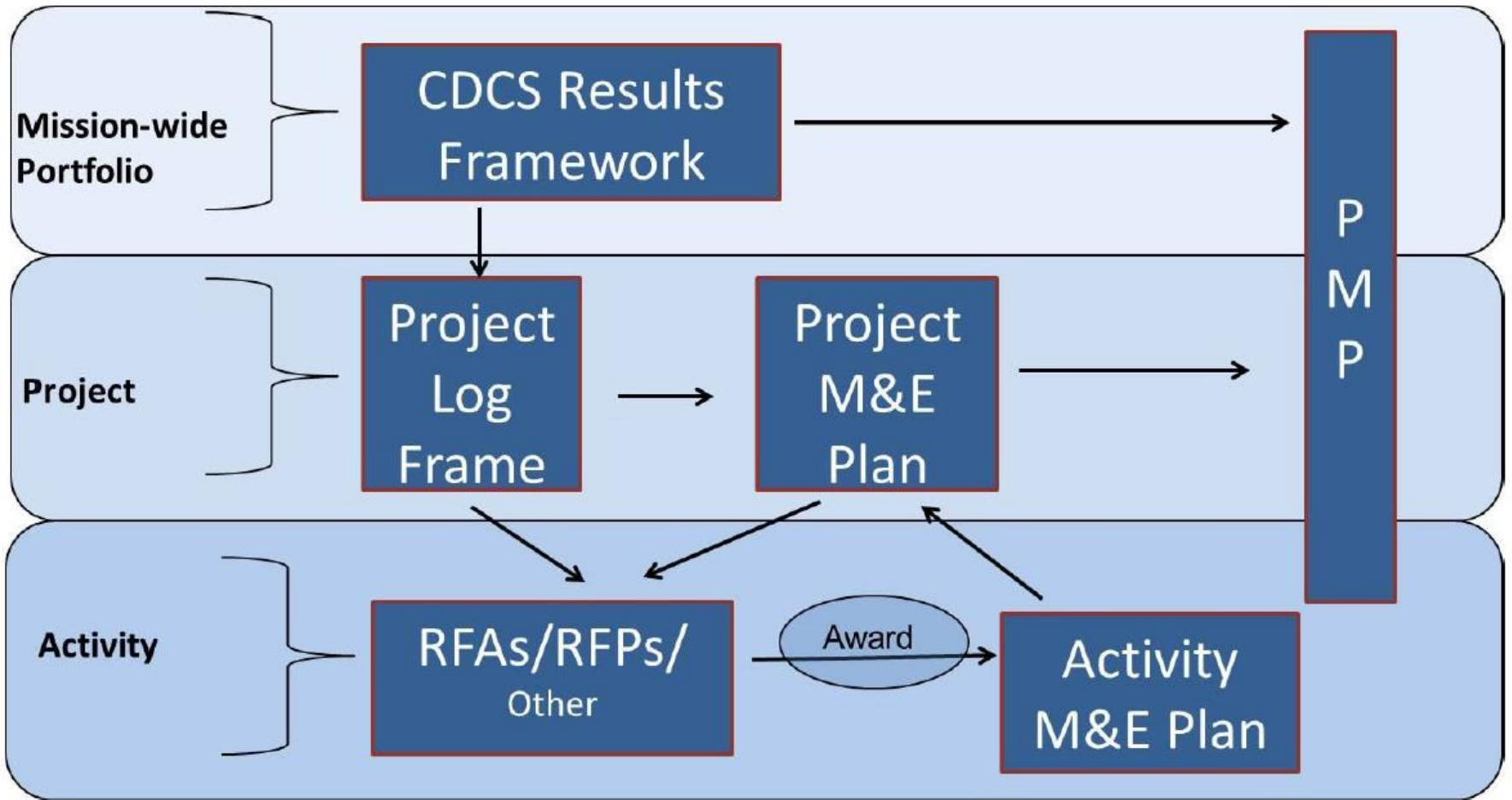
LogFrame

NARRATIVE SUMMARY	INDICATORS	DATA SOURCES	ASSUMPTIONS
Goal			
Purpose			
Sub-Purposes			
Outputs			
Inputs			



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Activity Level M&E Framework





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Lessons

- Country development strategies are developed and approved at the outset of the agency policy
- Results frameworks are developed to state clearly what is to be achieved
- Indicators are selected and appropriately defined to measure progress.
- Methodologies for collecting and analyzing performance data are developed and shared
- Projects (activities) are developed out of the country strategy to produce the desirable results



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Lessons

- Project M&E Plans are among the first set of deliverables from every project awarded
- Baselines are established within the first 6 months of project implementation
- M&E data are collected, collated, verified and reported to:
 - Demonstrate attainment of results achieved
 - Enable decision making at all levels
 - Account for resources allocated to the project
- Data quality assessments are undertaken to ensure that the data reported are credible enough to permit decision making



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Lessons

- Evaluations are undertaken on time and with the rigor required
- Data is disseminated
- The creation of a “back office” project to support with M&E and Research and Special Studies
- Continuous training of the M&E staff, including some key management staff, is a building block to undertaking effective M&E



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So what?.....Take away

- Develop Results Framework
 - every project or organization is focused on attaining some objectives and/or a goal.
 - Use your goal and/or objectives to develop a RF
 - **METSS can help you with developing your RF**
- Identify and appropriately define indicators to track progress
 - Use standard indicators if they exist – visit the USAID, World Bank, UN systems websites for guides
 - **METSS can help with identifying and defining indicators**
- Develop tools and methodologies for collecting, analyzing and reporting the data/information
 - **METSS can help with developing tools for data collection**



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So what?.....Take away

- Develop protocols for ensuring that quality data/information are generated and reported
 - Adapt protocols on the USAID website
 - **METSS can help with DQA capacity building**
- Build capacity within your projects/organizations to understand the M&E system and operationalize it
 - Make M&E attractive to staff and stakeholders
 - **METSS can help with capacity building**
- Routinely review your M&E systems and update it in line with the changing context and content



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Show by hands if you do not have an M&E Plan

- You may not be measuring results
- You may not be able to tell success from failure
- You may not be rewarding success
- **You may be glorifying failure as success**
- You may not be able to correct failure
- You definitely may not be able to learn from success
- The public may be angry with you because you are unable to demonstrate results



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- Visit the METSS website and download necessary guidance documents to help with your design of M&E plans

www.ghanalinks.org



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THANK YOU