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USAID/ETHIOPIA M&E WORKSHOP FOR USAID STAFF:
SUMMARY REPORT FOR PARTICIPANTS

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ETHIOPIA PERFORMANCE MANAGEMENT SYSTEM

USAID/ETHIOPIA M&E WORKSHOP FOR USAID
STAFF: SUMMARY REPORT FOR PARTICIPANTS



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Ethiopia Performance Management System Project

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ACRONYMS AND OTHER ABBREVIATIONS

ADS	Automated Directives System
ALT	Assets and Livelihood Transitions Office
AMDe	Agribusiness and Markets Development
AOR	Agreement Officer's Technical Representative
CDCS	Country Development Cooperation Strategy
COP	Chief of Party
COR	Contracting Officer's Representative
DEC	Development Experience Clearinghouse
DFAP	Development Food Assistance Program
DO-1	Development Objective 1 (Economic Growth with Resiliency in Rural Ethiopia)
DO-2	Development Objective 2 (Increased Utilization of Quality Health Services)
DO-3	Development Objective 3 (Improved Learning Outcomes)
DQA	Data Quality Assessments
EG&T	Economic Growth and Transformation
EPMS	Ethiopia Performance Management Systems
GRAD	Graduation with Resilience to Achieve Sustainable Development
HAPN	Health, AIDS, Population and Nutrition Office
IP	Implementing Partners
M&E	Monitoring and Evaluation
MSI	Management Systems International
PIRS	Performance Indicator Reference Sheet
PITTS	Performance Indicator Tracking Tables
PME	Performance Monitoring and Evaluation
PMP	Performance Management Plan
PPR	Performance Plan and Report
PRIME	Pastoralists Resiliency Improvement and Market Expansion
PRM	Program Office

SO Supporting Objectives
SOW Statement of Work
TA Technical Assistance
USAID United States Agency for International Development

ABOUT THE USAID/ ETHIOPIA M&E WORKSHOP

EPMS has conducted a series of workshops ranging from Monitoring and Evaluation (M&E) to more specific topics like conducting DQAs for both USAID staff and implementing partners. These workshops are an important component of a multi-pronged approach for building capacity within the mission and among IPs to strengthen evidence based management practices. These workshops are designed with the following principles in mind:

- The use of adult learning techniques, meaning that training is interactive and incorporates the experiences and expertise of participants.
- Training the right staff at the right time. We try to sequence training at the right time so that it occurs in a timely manner (when new policies emerge or just prior to working on tasks).
- Following training with one-on-one support and technical assistance on specific tasks.
- Ensuring a critical mass of trained staff in each organization.
- Bringing together subject matter experts with training expertise. Many of our trainers have practical, on-the-ground experience in setting up these systems.

Each workshop has been customized to some extent to address the specific needs of each group. From October 1-3, 2013, EPMS conducted a three day M&E workshop for USAID CORs and AORs. The key objectives of this workshop were to:

- Develop, strengthen and/or operationalize key performance M&E elements, including PMPs, DQAs, performance indicators, M&E plans, baselines and targets, and evaluation SOWs.
- Analyze and utilize data to better measure, plan, report, and manage activities.
- Identify the mission's prioritized performance M&E activities (in short and middle term) and MSI's role in supporting them.

Workshop Objectives

1. Develop, strengthen and/or operationalize key performance M&E elements, including PMPs, DQAs, performance indicators, M&E plans, baselines and targets, and evaluation SOWs.
2. Analyze and utilize data to better measure, plan, report, and manage activities.
3. Identify the mission's prioritized performance M&E activities (in short and middle term) and MSI's role in supporting them.

KEY CHALLENGES AND SOLUTIONS

Participants of the training for CORs/AORs were grouped according to the three development objectives (DOs) and democracy and governance (D&G), the supporting objective, and those from the Program Office as a special group. During group exercise sessions, participants were tasked with pointing out the challenges they face while working on M&E issues within their respective Dos, and for the PO as a unique team. A discussion was also held on how to solve these challenges and take corrective actions. In addition, a plenary discussion was carried out to discuss the challenges faced by the DO teams when setting targets.



Table 1 summarizes the key challenges and their solutions suggested by the participants.

TABLE 1: KEY CHALLENGES AND SUGGESTED SOLUTIONS BY PARTICIPANTS

No.	Key Challenges	Suggested Solutions
1	Some of the existing indicators do not directly measure the results.	Review the validity of the PMP indicators.
2	There are usually discrepancies in progress of indicators toward targets, because some targets are set too low or too high.	Set ambitious but realistic targets.
3	When assessing performance, results toward the DOs level is generally stagnant.	Review the results framework by conducting an evaluation to understand whether the intermediate results are being achieved, which will contribute to the achievement of the DO. Need to analyze the critical assumptions.
4	Failure to consider critical assumptions.	Consider the importance of critical assumptions during M&E planning.
5	Low level of expertise in managing the M&E system.	Conduct additional capacity-building training.
6	Some indicators are not measurable, specific, etc.	Create consensus when developing indicators.
7	Lack of teamwork, especially technical team.	Invite participation of all teams, as much as possible.
8	Data-quality issues.	Conduct systematized DQA at all levels.
9	Reporting on too many indicators.	Limit the number of indicators.
10	Development of M&E plan just for the sake of accountability.	Develop M&E plans for the sake of performance monitoring, adaption, and learning.
11	Determining the number of indicators.	Require commitment from leadership.
12	Centralized data management, storage, and documentation of problems by the mission.	Mission needs a centralized data management and storage system.
13	Issues related to setting targets: <ul style="list-style-type: none"> ▪ <i>Low quality and lack of baselines with respect to time</i> ▪ <i>Indicators</i> 	Conduct high-quality and evidence-based targets and baselines. Update the targets based on the reality. Consider externalities.

- *Out of manageable interest/implementation of partners*
 - *Changing targets (priorities), particularly with governments*
 - *Expectation of higher impact than USAID resources allow (education sector)*
 - *Understanding contributions to targets and how that affects target setting*
 - *Time and cost of setting targets*
 - *Lack of historical data*
-

The Way Forward

USAID/Ethiopia CORs/AORs identified priority key action areas that are critical for strengthening the USAID/Ethiopia M&E system. A comprehensive summary of the mission's M&E priority activities and MSI's assistance role from all the trainings can be found in Annex A. The key action themes identified during the action planning session during the performance monitoring and evaluation training were: 1) PMP (Project and Activity M&E Plan); 2) New implementing partners' orientation and technical assistance for implementing partners; 3) DQA; and 4) Evaluation.

ANNEX A. USAID/ETHIOPIA PRIORITY M&E ACTIVITIES IDENTIFIED IN THE WORKSHOP (MIDTERM)

M&E Theme: PMP (Project and Activity M&E Plan)				
Statement on Current Status of PMP, Project, and Activity M&E Plan:				
<ul style="list-style-type: none"> ▪ There are approved DOs/SO level PMPs. 				
Priority Action Areas	Technical/ Program Office Name	Timing	Responsible Office	EPMS Support
1. Develop mission-wide PMP.	PRM	Soon	PRM	Merging all the DO PMPs into one Mission-wide PMP
2. Identify goal-level indicators.	PRM	Soon	PRM	Context indicator identification.
3. Complete DO-level indicators, targets, baselines, etc.	PRM	Soon	Technical office	Consolidating PMP indicators, completing and updating PMP targets and baselines
4. Project-level M&E plan.	DO 1	Three months	PRM/DO 1	Support and review project-level M&E plan.
5. Activity-level M&E plan.	DO 1	Three months	PRM/DO 1	Support and review activity-level M&E plan.
6. Strengthen PIRS.	DO 1	Three months	PRM/DO 1	Review the PIRS and TA.
7. Project-level harmonization and alignment, reviewing project inter-linkages, and document review.	DO 3	December 2013	DO 3/PRM	Provide Technical Assistance (TAs) in terms of orientation for DO3 IPs to align their activities to the Mission level DO results
8. Discuss how to align and update DQA, PMP, and evaluation.	DO 2	November 2013	DO 2	

M&E Theme: IPs orientation**Statement on Current Status of IPs orientation:**

- More than 100 IPs already trained in M&E by MSI, and there is still a need for M&E training to new IPs at branch and sub-partners level.
- Under DO 3, there are four IPs currently awarded for which IP orientation on performance M&E is required.
- Three APS/LCD awarded in October 2013 for which IP orientation on PMP is required.

Priority Action Areas	Technical/ Program Office Name	Timing	Responsible Office	EPMS Support
1. Training needs assessment	PRM	Soon	MSI, in coordination with technical offices	Conduct training needs assessment.
2. Training to IPs	PRM	Soon	MSI, based on the needs assessment result	Conduct training for IPs.
3. RTI orientation on PME	DO 3	December 2013	AOR/PRM	TAs on concepts of Performance Monitoring & Evaluation (PME), completion of the Performance Indicator Reference Sheet (PIRS), and how to develop a Performance Indicator Tracking Table (PITTS).
4. 3 APS/LCD orientation	DO 3	November/ December 2013	AOR/PRM	TA on PM&E, PIRS, PITTS, Baseline alignment and harmonization.

M&E Theme: DQA				
Statement on Current Status of DQA:				
<ul style="list-style-type: none"> ▪ There is a thinking that PRM is the responsible unit for all DQAs, whereas it is in fact the technical offices and in particular AORs' responsibility. ▪ Although PRM takes the guidance side in identifying PPR indicators, the technical office should lead DQA focus on PPR indicators. ▪ EG&T in the process of conducting DQA on PRIME, WATER & AMDe projects ▪ ALT in the process of conducting DQA on GRAD and DFAP projects. 				
Priority Action Areas	Technical/ Program Office Name	Timing	Responsible Office	EPMS Support
1. Technical office DQA action plan	PRM	Ongoing	Technical office	None.
2. DQA tool improvement	PRM	Soon	PRM	Incorporate comments from CORs/AORs to improve the existing DQA tool.
3. Clear guidance on DQA team formation	DO I	TBD	PRM and DO I	Training and follow-up support to IPs on selected indicators and PIRS as well as DQA guidance, data collection, and analysis tool.
4. Clear guidance on DQA team coordination	DO I	TBD	PRM/ DO I	
5. Clear guidance on DQA projects selection	DO I	TBD	PRM/DO I	
6. Clear guidance on indicators selection for DQA	DO I	TBD	PRM/DO I	
7. DQA data collection and analysis tool	DO I	TBD	PRM/DO I	

M&E Theme: Evaluation				
Statement on Current Status of Evaluation:				
<ul style="list-style-type: none"> ▪ Absence of mission-level evaluation contractor, and as a result evaluations are managed between technical offices are the reasons a long procurement process PRM gives guidance of evaluation; the full evaluation plan should come from technical office. ▪ In consultation with PRM, the technical office develops SOW. 				
Priority Action Areas	Technical/ Program Office Name	Timing	Responsible Office	EPMS Support
1. Mission-level evaluation contract	PRM	TBD	PRM.	None.
2. Timely submission of evaluation plan by technical offices to PRM	PRM	Ongoing	Technical offices.	None.
3. Evaluation plan/schedule	DO I	TBD	PRM leads and technical offices participate.	None.
4. More clarification on midterm review in terms of who to manage (DFAP experience)	DO I	Three months	PRM/ DO I.	Facilitate discussions or workshops to better understand the USAID evaluation policy and role of IPs.

ANNEX B. WORKSHOP AGENDA

DAY 1 ~ October 1, 2013		
Time	Session	Facilitator
8:15–8:30 a.m.	Opening ~ USAID	Awoke; PO
8:30–9:45 a.m.	Introduction and Course Overview	Ramon and Rosern
9:45–10:15 a.m.	Session 1. Setting the Context	Ramon; Rosern
10:15–10:30 a.m.	Coffee Break	
10:30 a.m. to 12:15 p.m.	Session 2. Performance M&E at the mission level	Ramon; Rosern
12:15–1:15 p.m.	Lunch	
1:15–2:45 p.m.	Session 3. Indicators	Ramon; Rufael
2:45–3:30 p.m.	Session 4. PIRS and PITTS	Ramon; Rosern
3:30–3:45 p.m.	Coffee Break	
3:45–5:00 p.m.	Session 5. Baselines and Targets	Rosern; Rufael

DAY 2 ~ October 2, 2013		
Time	Session	Facilitator
8:30–8:45 a.m.	Recap of Day 1	Ramon
8:45–9:45 a.m.	Session 6. Standard Mission Orders (PM)	PO; Ramon
9:45–11:00 a.m.	Session 7. DQAs	Ramon, Rufael
11:00–11:15 a.m.	Break	
11:15 a.m. to 1:15 p.m.	Session 8. Analyzing and Using Data	Ramon, Rosern
1:15–2:15 p.m.	Lunch	
2:15–4:00 p.m.	Session 9. Evaluation Overview and Q&A	Rufael, Ramon

4:00–4:15 p.m.	Break	
4:15–5:00 p.m.	Session 10. Performance Task Schedule	Ramon

DAY 3 ~ October 3, 2013		
Time	Session	Facilitator
8:30–8:45 a.m.	Recap of Day 2	
8:45–9:30 a.m.	Session 11. Performance M&E @ Project Level	Ramon, Rosern
9:30–10:45 a.m.	Results Jeopardy	Rosern, Rufael
10:45–11:00 a.m.	Coffee Break	
11:00 a.m. to 12:45 p.m.	M&E Priority Planning	Rosern, Rufael
12:45–1:00 p.m.	Closing and Evaluation	PO, Awoke, Rosern
1:00–2:00 p.m.	Lunch	
2:00–4:30 p.m.	Optional TA Sessions (45 minute blocks)	Rosern, Rufael, Ramon

ANNEX C. FACILITATOR BIOGRAPHIES

Dr. Rosern Rwampororo (EPMS COP and Facilitator). Dr. Rwampororo serves as the Chief of Party for the MSI–EPMS project. She has extensive experience in supporting numerous missions and their implementing partners on the establishment of effective M&E systems, including Tanzania and Uganda. She brings a depth and breadth of knowledge regarding the technical support and capacity-building required to promote effective performance measurement systems. Dr. Rwampororo has technical expertise in both quantitative and qualitative data collection design and implementation for both M&E systems and evaluations. She has designed numerous guides and frameworks for performance measurement and impact evaluations, including the *How-to Guide on Conducting Evaluations (Midterm, Final, and Impact) 2006*, a handbook prepared for USAID mission and IPs; and the *How-to Guide on Performance Monitoring and Utilization 2005*, a handbook prepared for USAID/Uganda IPs. In her prior position within USAID, she was responsible for management of a \$50 million agriculture and trade project. She has worked for international development organizations such as USAID, UNDP, UNCDF, the World Bank, and the Bill and Melinda Gates Foundation in several countries, including Kenya, Malawi, Nigeria, South Sudan, Sudan, Tanzania, Uganda, the United States, Zambia, and Zimbabwe. Dr. Rwampororo holds a Ph.D. in Development Sociology with Program Evaluation and Agricultural Economics from Cornell University, Ithaca, New York.

Dr. Rufael Fassil (EPMS Senior M&E Specialist). Dr. Fassil serves as the Senior Monitoring and Evaluation Specialist for the EPMS project at MSI. He has more than 15 years' extensive technical expertise in designing and conducting evaluations, data-collection methods, and statistical analysis. He designed organizational strategic planning and performance measurement systems for USAID, Development Training Services, FHI360, the German Development Service, MSI, Tetra Tech ARD, and World Vision International, to monitor progress made in delivering their results commitments. Dr. Fassil has successfully managed various project grants funded by USAID (where he is a certified grants manager), AUSAID, CIDA, DFID, EC, UNDP, and WFP. He worked in East Timor, Ethiopia, Germany, Iraq, Kenya, and South Africa. He holds a Ph.D. in Economics from the University of Oldenburg, Germany, and M.A. in International Development from the University of Bremen, Germany.

Mr. Ramon Balestino (MSI Technical Director). Mr. Balestino is an organizational development (OD) expert that specializes in the strengthening of public and private sector institutions and their services. He possesses more than 23 years of experience in OD approaches and tools, including performance monitoring, evaluation, strategic planning, rapid assessment, results-based management, training design and delivery, reengineering, and change management. Leveraging this functional expertise, Mr. Balestino has conducted numerous technical assistance and training efforts that include a) working with USAID/PPL to design and deliver two performance monitoring trainings in East Africa; b) in partnership with USAID/PPL, facilitating client-led CDCS/RDCS efforts with USAID missions in East Africa, the Eastern Caribbean, Kosovo, and South Africa; c) leading performance evaluations and organizational assessments for public and private sector actors; and d) spearheading the integration of a Results-Based Management system into the U.S. Department of Agriculture's Food Assistance Division.