Module 18

Adapting Standardized Mission Orders
Module Objectives

By the end of the module participants will:

1. Review finalized Mission Order on Evaluation (based on the standardized template) in their Operating Unit.

2. Understand how Mission Orders contextualize and serve as a framework for the operationalization of policies at operating unit level.

3. Be able to produce a rolling Mission Evaluation Plan.

4. Understand the relationship between Mission Orders, PMPs, and M&E Plans.
### ADS References for this Module

<table>
<thead>
<tr>
<th>ADS Reference</th>
<th>Topic or Issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADS 203.3.1.2</td>
<td>Each of the Agency’s operating units will prepare a Mission Order on evaluation describing the context-specific approaches and expectations regarding evaluation.</td>
</tr>
<tr>
<td>ADS 203.3.14</td>
<td>Each of the Agency’s operating units will, on a yearly basis, prepare an inventory of evaluations to be undertaken during the following fiscal year, as well as those completed in the previous year. The information will be included in the annual Performance Plan and Report (PPR).</td>
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Mission Order on Evaluation

Mission Orders Operationalize USAID Policies in Context

• Text based on standard template found on Program Net (internal USAID website: https://programnet.usaid.gov).

• A MO on Evaluation describes how an operating unit will implement evaluation policy guidance -- who, what, when.

• Takes into account a Mission’s size, organizational structure and other context-specific factors.

• A MO references and operationally applies information already contained in ADS chapters, EP, and associated reference documents.

• Includes links to TIPS and other “how to” guides.
Benefits of Mission Orders

- Provides support to encourage good practice and the implementation of USAID evaluation policy.
- Can be used to consolidate policy guidance from several sources:
  - **ADS 201** (on program and project level plans and budgets)
  - **ADS 203**, on evaluation procedures, SOWs, reports, post-evaluation follow up and action plans,
  - **ADS 578** (on applicability of information quality standards to evaluations).
Overview of Roles and Responsibilities

- Senior Mission Management
- Program Office and M&E specialist
- Technical teams with M&E specialists and CORs
- Contracting Officers
- Roles of implementing partners and other partners/stakeholders

Standard template for Mission Orders on Evaluation can be found on Program Net
Exercise 18-1

➔ Review Draft Standard MOE

➔ What is standard, i.e. would apply across Missions?

➔ What would need to be adapted to the Mission’s context?

➔ Examples?
What is a PMP? Why develop a PMP?

A PMP is an active, living tool and resource used to plan and manage the process of monitoring, evaluating, and analyzing progress toward achieving results identified in a CDCS and Project LogFrames.

- Analyze progress on achieving Results identified in a CDCS and in Project LogFrames.
- Plan, manage, and budget for data collection, evaluations, and strategy analysis.
- Serves as central repository providing a complete picture of how the CDCS and Projects will be monitored and evaluated.
- Provide data for Portfolio Reviews and other learning activities.
- Inform decision-making, resource allocation, evaluation questions, and portfolio adjustments.
PMPs Then and Now

**PMPs Then**

- Terms Performance Management Plan, Performance Monitoring Plan, and M&E Plan used interchangeably
- Tended to focus on DO-level performance monitoring
- Often incorporated aspects of strategic planning
- Performance data tracked in many different formats
- Data Quality Assessments were cumbersome and varied widely
- Evaluation plans rarely included in the PMP

**PMPs Now**

- Performance Management Plan is a Mission-level tool. Projects and Activities have Monitoring & Evaluation Plans
- Incorporates project-level performance monitoring
- Focuses on measurement of the strategy; does not change strategy
- Performance Indicator Tracking Tables in electronic format
- Data Quality Assessments streamlined
- Evaluation Plan is integrated into the PMP
Relationship between Mission PMP and Project- and Activity-level M&E Plans

**Project M&E Plans**
- Developed by mission staff during project design
- Specifies M&E plan for results in the Project LogFrame
- Indicators at the output level and higher of LogFrame included in PMP

**Activity M&E Plans**
- Developed by implementers post-award
- Specifies M&E plan at activity/implementing mechanism level
- Select indicators from this plan align with and feed into Project M&E Plan
- Includes activity indicators needed by IP

**PMP**
- Mission-wide, internal management tool
- Used to plan and manage monitoring and evaluation of the CDCS and Project LogFrames
Mission PMP: Includes Evaluation Plan

CDCS Results Framework & Project LogFrames

Performance Monitoring
- Full set of performance indicators: CDCS RF & Project LogFrame
- Context/Assumption Indicators
- Performance Indicator Reference Sheets (PIRS)
- Performance Indicator Tracking Tables (in electronic system)
- Data Quality Assessment Procedures

Evaluation
- Evaluation Plan

Performance Monitoring (and Evaluation) Task Schedule
- Other (e.g. PMP budget, Learning Plan)
Multi-Year Plans

Multi-year plans monitor what is planned, has been completed, or shifted

| Rolling Evaluation Planning and Management Framework – Part A: Completed Evaluations |
|-----------------------------------------------|----------------|----------------|----------------|----------------|
| Name of Program/Project/Activity | 2008 | 2009 | 2010 | 2011 | 2012 |
| XXX | Completed | | | | |
| XXXX | | Completed | | | |
| XXXX | | Postponed | | • | |
| XXXX | | | | Completed | |

- Quick reference to past evaluations
- Helps ensure that evaluations that were not undertaken when originally planned are rescheduled if they remain important.
Multi-Year Plans

Multi-year plans provide a long view of evaluation intent

<table>
<thead>
<tr>
<th>Name of Program/Project/Activity</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td>XXX</td>
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• PMPs and project evaluation plans searched for commitments to evaluate.
• Discussions with Technical teams capture information on changes in plans, including evaluations added to the schedule after implementation began.
Long Term Evaluation Plan

<table>
<thead>
<tr>
<th>Project</th>
<th>Project start/end date</th>
<th>Evaluation Type and projected use</th>
<th>Eval. Budget</th>
<th>Design and SOW start date</th>
<th>Final SOW/Solicitation by:</th>
<th>Award by:</th>
<th>Conduct Evaluation</th>
<th>Report due by:</th>
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<tbody>
<tr>
<td>Increased use of modern family planning methods</td>
<td>Jan 2011/Dec 2013 with two option years</td>
<td>Performance; to decide whether to exercise option years or re-compete</td>
<td>275,000</td>
<td>June 2012</td>
<td>Oct 2012</td>
<td>Feb 2013</td>
<td>April – May 2013</td>
<td>June 2013</td>
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Identifies all projects that will be evaluated over a period of years, and includes:

- An approximate budget for each study;
- Intended management use;
- And a timeline for completing each step required to design, award and conduct the evaluation.
Detailed Calendar for Current FY

<table>
<thead>
<tr>
<th>Name of Program/Project/Activity</th>
<th>Eval. (Y/N)</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
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<tr>
<td>XXXX</td>
<td>Y</td>
<td>SOW due</td>
<td>SOW review</td>
<td>Field Work</td>
<td>Draft due</td>
<td>Draft Review</td>
<td>Post-E Meeting</td>
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- Aggregate information in a way that highlights when key personnel need to be engaged in specific tasks and block their personal calendars.
- Identify potential conflicts and bottlenecks
- Negotiate alternative time frames for some evaluations if needed
Exercise

→ Use R-19, R-20, and R-21

→ Develop a detailed evaluation schedule. You may have to work out some rules of thumb – for example, how long it will take from the time an SOW is approved until an evaluation team begins work.
Each of the Agency’s operating units will, on a yearly basis, prepare an inventory of evaluations to be undertaken during the following fiscal year, as well as those completed in the previous year.

Information will be included in the annual Performance Plan and Report (PPR).

PRR Requirements:
• All evaluations completed in last year
• All evaluations in progress
• All evaluations planned for next 2 years
Reporting in the PPR: Sources of Information

Program Level
- Performance Management Plan (PMP)

Project Level
- Project M&E Plan

Mission Evaluation Plan
(e.g., a rolling multi-year plan)

Activity Level
- Activity M&E Plan

Annual PPR Evaluation Review & Forecast
PPR Evaluation Registry

Information needed for Evaluation Registry

- Evaluation Title
- Agency Conducting Evaluation
- Status
- Evaluation POC
- Evaluation Start Date
- Evaluation End Date
- Date Sent to Washington
- Evaluation Type
- USAID Forward
- Joint Evaluation
- Evaluation Budget
- How will (did) you use the evaluation findings
- Link to Objectives
- Link to the SPS
- Title(s) of what is being evaluated
Operating Units:
Program Office leads on

- Reviews of evaluation SOWs against ADS
- SOW guidelines
- Reviews of evaluation reports against ADS
  Guidance
  Annex 1

PPL/LER:

- Occasional audits of SOWS
- Occasional audits of evaluation reports
- Occasional audits of evaluation utilization
Avoid Looking Bad on a Quality Audit

• Use checklists to review SOW drafts and improve them.

• Use checklists to review and improve draft and final versions of evaluation reports.

• Monitor whether actions agreed to in post-evaluation meetings are actually implemented.
Review Questions

• What are the benefits of an MOE?

• What are some best practices for developing an effective MOE?

• What is the relationship between Mission Orders, PMPs, and M&E Plans?