

## Considerations for the M&E of G2G Assistance

### ADS 220 M&E Requirements (in conjunction with ADS 201 and ADS 203)

- ADS 220 outlines considerations for the monitoring and evaluation of **risk** AND the monitoring and evaluation of **performance**.
  - The “monitoring” of G2G projects involves a range of mission staff to develop a comprehensive monitoring approach (e.g. technical and program office staff for performance monitoring; controllers for monitoring and oversight of risk mitigation measures and projects that build institutional capacity for PFM).
- Per ADS 220.3.b(5), the Project Appraisal Document (PAD) for G2G projects should:
  - Include an M&E plan, per ADS 203, that encompasses [performance] monitoring of all project activities; and
  - Specifically address the coordination, oversight, monitoring, and evaluation of any risk mitigation measures. The monitoring plan should:
    - Include provisions to ensure partner government follow-up on any risk mitigation measures
    - If appropriate, incorporate the results of the PFMRAF (stages 1 and 2) and any technical assistance to address diagnosed weaknesses.
- Per ADS 220.3.4.1, the Approval for Use of Partner Government Systems (AUPGS) must:
  - Outline the management, monitoring, and reporting roles and responsibilities over the project’s G2G activities (including adherence to the risk mitigation plan); and
  - Document that the PFM systems that will be used for project implementation will be subject to evaluation of **the outcomes and effectiveness of the project’s G2G activities and of related capacity building support** to implementing partner government entities.
- USAID and its partner government counterparts must agree on a reporting plan that includes periodic progress reports from the responsible government counterpart, including:
  - Reporting on the performance indicators identified in the M&E plan that measure progress towards goals and objectives of the USAID-funded project;
  - Periodic implementation progress meetings; and
  - Subsequent, jointly-agree plans of action to address implementation problems.

### Considerations during Project Design that Inform M&E

- **Theory of Change.** What is the rationale for using G2G assistance? What is the role of the government entity vis-à-vis other local actors in achieving desired development outcomes?
- **Systems Lens.** What resources, (formal and informal) roles, relationships, and rules guide the system or network in which the partner government entity is embedded?
- **Capacity Development Objectives.** What capacities (e.g. individual, institutional, system) are needed to achieve and sustain which results? (Also consider: incentives for capacity development, different actors’ perspectives of “capacity,” time horizons, sequencing, emergent capacity needs).

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- **Multi-actor Monitoring of Performance.** What are the roles and responsibilities of the potential actors, in addition to USAID, which will be engaged in monitoring (e.g. partner government M&E or audit offices; USAID-contracted third party technical assistance providers; USAID M&E platforms; partner government IPs (e.g. sub-national government entities or NGOs); third party stakeholders in oversight, quality assurance, or accountability roles, such as CSOs/CBOs engaged in citizen monitoring, local engineering or construction firms, etc.)
- **Sustainability.** Which institutional capacities, intersecting with the actors, interrelationships, and incentives of the system as a whole, are needed to achieve and sustain development outcome? (see ADS 220.3)

## Considerations for Identifying Performance Metrics and Evaluation Questions

- Selection of **performance metrics** requires thinking through the logic chain associated with measuring capacity development and performance outcomes.
  - Identification of Needed Capacities to Improve Performance Outcomes → Strengthened Institutional Capacity (within a System) → Improved Performance and More Effective Delivery of Services → Sustainability of outcomes (within a system)
  - PFMRAF or like assessments (e.g. Public Expenditure and Financial Accountability Framework (PEFA)) may inform metrics or be used as a baseline to track and document progress.
  - As generally we can only measure our contribution, as compared to attribution, to observed outcomes, we made need to think creatively through measurement approaches (e.g. complexity-aware monitoring).
- Consider **evaluation questions** that include the **effectiveness and sustainability** of the use of PGS in meeting assistance objectives and the effectiveness of related capacity building support to partner government entities.

## Opportunities to Engage Partner Government Entities on M&E

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| <ul style="list-style-type: none"><li>• Defining mutually agreed upon objectives</li><li>• Problem analysis and solution identification</li><li>• Identifying performance indicators (particularly those aligned with data already collected through government systems)</li><li>• Clarifying/negotiating roles and responsibilities <u>upfront</u>, including with regard to performance monitoring, data collection, and reporting (ADS 203 applies)</li><li>• Clarifying expectations with regard to site visits, DQAs, reporting, and other oversight and accountability measures</li><li>• Reviewing assumptions and risks and how these will be monitored</li></ul> | <ul style="list-style-type: none"><li>• Determining how the project will collect needed data from project inception (baseline data) and periodically over the life of the project</li><li>• Data collection in ongoing performance monitoring</li><li>• Analysis and interpretation of monitoring data</li><li>• Identifying priority evaluation questions</li><li>• Engagement in the dissemination and utilization of findings from evaluations and assessments</li><li>• Identifying opportunities for joint implementation reviews and collaborative reflection and assessments on progress</li></ul> |
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*For more in-depth discussion, please see the discussion paper “Considerations for the Monitoring and Evaluation of G2G Assistance,” which is available on [ProgramNet](#).*