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MONITORING, EVALUATION, AND TECHNICAL SUPPORT SERVICES II (METSS II) PROJECT FINAL REPORT (September 2023)

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Disclaimer:

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MONITORING, EVALUATION, AND TECHNICAL SUPPORT SERVICES II (METSS II) Project: Final Report

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DISCLAIMER

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Acronym List

ADS	Automated Directive System
ADVANCE	Agricultural Development and Value Chain Enhancement Project
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AGI	Association of Ghana Industries
AGOA	Agricultural Growth and Opportunity Act
AGRA	Alliance for Green Revolution in Africa
AGREE	Agriculture Governance Resilience and Economic Empowerment
AMCHAM	American Chamber of Commerce
AMELP	Activity Monitoring and Evaluation Learning Plan
ANSI	American National Standard Institute
AOR	Agreement officer representative
APS	Agricultural Production Survey
ASWG	Agricultural Sector Working Group
AT+	AIDtracker Plus
BBS	Beneficiary-based survey
BIAT	Boosting Intra-African Trade
CAPI	Computer-assisted personal interview
CARES	COVID-19 Alleviation and Revitalization of Enterprises Support
CCBSS	Communication and Capacity Building and Support Services
CCC	Collaborative Circle of Chiefs of Parties
CDCS	Country Development Cooperation Strategy
CLA	Collaborating, learning, and adapting
COO	Chief of operations
COR	Contracting officer representative
CSIR-SARI	Council for Scientific and Industrial Research–Savanna Agricultural Research Institute
DEC	Development Experience Clearinghouse
DIS	Development Information Solution

DO	Development objective
DP	Development partner
DQA	Data quality assessment
EG	Economic Growth
EC	Energy Commission
ECG	Electric Company of Ghana
ECOWAS	Economic Commission of West Africa
EPA	Economic Partnership Agreement
ERP	Effective Rate of Protection
EU	European Union
FAS	Foreign Agricultural Service
FAS/OCBD	Foreign Agriculture Service/Office of Capacity Building and Development
FI	Financial institution
FTF	Feed the Future
FTFMS	Feed the Future Monitoring System
FY	Fiscal year
G2G	Government to government
GFRA	Ghana Fisheries Recovery Activity
GFSS	Global Food Security Strategy
GHC	Ghanaian Cedi
GIMPA	Ghana Institute of Management and Public Administration
GIRSAL	Incentive-Based Risk Sharing Systems for Agricultural Lending
GIS	Geographical information system
GITC	Ghana International Trade Commission
GoG	Government of Ghana
GRIDCo	Ghana Grid Company
GSA	Ghana Standards Authority
GSS	Ghana Statistical Service
GTI	Ghana Trade and Investment Activity
IFSSP	Improving Food Safety System Project

IMF	International Monetary Fund
IP	Implementing partner
IR	Intermediate result
ITAC	International Trade Administration Commission
IWAD	Integrated Water and Agricultural Development
JCAP	Joint Country Action Plan
JSC	Joint Steering Committee
JSR	Joint Sector Review
KML	Knowledge Management and Learning
KNUST	Kwame Nkrumah University of Science and Technology
KNUST/BIRD	Kwame Nkrumah University of Science and Technology/Bureau of Integrated Rural Development
KSU	Kansas State University
LCS	Local Capacity Strengthening
LOA	Life of activity
M&E	Monitoring and evaluation
MDAs	Ministries, departments, and agencies
MEL	Monitoring, evaluation, and learning
METSS	Monitoring, Evaluation, and Technical Support Services
MFA	Mobilizing Finance Activity
MMDA	Metropolitan, municipal, and district assembly
MoF	Ministry of Finance
MoFA	Ministry of Food and Agriculture
MoEn	Ministry of Energy
MoTI	Ministry of Trade and Industry
NEDCo	Northern Electricity Company
NGGA	Northern Ghana Governance Activity
NGO	Non-governmental organization
NSAICU	Northern Sector Agricultural Investment Coordination Unit
PA	Power Africa
PASA	Participating agency service agreement

PBS	Population-based survey
PC	Petroleum Commission
PERD	Planting for Export and Rural Development
PFG	Partnership for Growth
PIATA	Partnership for Inclusive Agricultural Transformation in Africa
PICA	Power Innovations in Commercial Agriculture
PIRS	Performance indicator reference sheet
PITT	Performance indicator tracking table
PMMP	Performance monitoring and management plan
PMP	Performance management plan
PPRSD	Plant Protection and Regulatory Service Directorate
PSWG	Private Sector Working Group
PURC	Public Utility Regulatory Commission
Q	Quarter
RFJ	Rearing for Food and for Jobs
RFP	Request for Proposal
RFS	USAID Bureau of Resiliency for Food Security
RING	Resiliency in Northern Ghana
RME	Research and monitoring and evaluation
SADA	Savannah Agricultural Development Authority
SOW	Scope of work
SPRING	Strengthening Partnerships, Results, Innovations in Nutrition
SPS	Sanitary and phytosanitary
Sub-IR	Sub-intermediate result
TBT	Technical Barriers to Trade
TFA	Trade Facilitation Agreement
UCC	University of Cape Coast
UG CaBP	University of Ghana Institutional Capacity Building Project
UNDP	United Nations Development Program
USAID	United States Agency for International Development

USAID/Ghana	United States Agency for International Development's Ghana Office
USDA	United States Department of Agriculture
USDA/FAS	United States Department of Agriculture/Foreign Agricultural Service
USITC	United States International Trade Commission
USG	United States Government
VRA	Volta River Authority
WFP	World Food Program
WTO	World Trade Organization
ZOI	Zone of influence

Executive Summary

Purpose

The purpose of this report is to assess the extent to which the goal and objectives of the United States Agency for International Development (USAID)/Ghana Monitoring, Evaluation, and Technical Support Services II (METSS II) Participating Agency Service Agreement (PASA) have been achieved and how the implementation of project interventions contributed to achieving USAID/Ghana Development Objective 2 (DO 2) of “sustainable and broadly shared economic growth” by “improved evidence-based policies and project planning, implementation, and reporting.” The final report is expected to provide USAID, its implementing partners (IPs), and stakeholders with data on outcomes, best practices, and lessons learned to inform future programming by USAID and the United States Department of Agriculture/Foreign Agricultural Service (USDA/FAS) in West Africa.

To streamline the report-writing process, FAS asked the team to focus on three questions¹:

- Question 1: To what extent has the METSS II PASA achieved its purpose and goal, intermediate results (IRs), and sub-intermediate results (sub-IRs)?
- Question 2: To what extent has the METSS II PASA addressed the capacity needs of the Economic Growth (EG) Office and USAID-funded activities that interacted with METSS II staff?
- Question 3: What unintended contribution has METSS II PASA’s approach and activities achieved relative to indirectly supporting USAID’s localization agenda, which was announced during the last year of the project?

Background

In its 2013–2020 Country Development Cooperation Strategy (CDCS), USAID/Ghana committed itself to supporting “sustainable and broadly shared economic growth” (DO 2). In its DO 2 results framework, improved “evidence-based project and program planning, implementation, and reporting” was a cross-cutting theme in all six of USAID/Ghana’s guiding principles for achieving the DO. The METSS II PASA was designed and executed by FAS as a mechanism for helping the USAID/Ghana EG Office provide this type of cross-cutting support to its new and existing programs. The PASA was designed to achieve two IRs and five sub-IRs:

- IR 1: Performance management of USAID/Ghana EG Office-funded projects to better meet USAID monitoring and evaluation (M&E) requirements:
 - Sub-IR 1.1: Improving M&E plans;
 - Sub-IR 1.2: Improving confidence in and quality of the IPs’ performance data; and
 - Sub-IR 1.3: Better surveys, analytical studies, and project assessments to inform project evaluations and new project designs.
- IR 2: Increased knowledge, data, and information for use in policy, strategic planning, project design, and implementation:

¹ Kwame Nkrumah University of Science and Technology, Bureau of Integrated Rural Development (KNUST/BIRD). 2023. Close-Out Reporting Contact Agreement for METSS II PASA. Accra: KNUST/BIRD for METSS II and USAID/Ghana, p. 3. This contract is hereafter referred in the text as the Final Report Scope of Work.

- Sub-IR 2.1: Strengthening the technical capacity of Government of Ghana (GoG) ministries, departments, and agencies (MDAs) for effective policy contributions to the achievement of the USAID/Ghana CDCS, DO 2, and its IRs; and
- Sub-IR 2.2: Increasing access to and use of evidence-based data, information, and knowledge to support better policy and project design and implementation.

Design and Approach

USDA did not require METSS II to develop an Activity Monitoring and Evaluation Learning Plan (AMELP), or to conduct a mid-term or final project evaluation. The PASA was, however, required to submit a final report 90 days after its official closing. Despite the above, the PASA management team developed a project management and monitoring plan (PMMP) to guide its performance measurement and reporting. For this reason, the final report relies on the performance issues reported in the PASA’s quarterly and annual reports and the indicators being tracked in the PASA’s performance indicator tracking table (PITT) (Annex I). The PITT, which is part of the PMMP, guided the construction of the quarterly and annual reports. This information was supplemented by having two former staff persons on the final report team help locate critical files and support the report writing process.

Findings, Best Practices, Recommendations, and Lessons Learned

Question 1: To what extent has the METSS II PASA achieved its purpose and goals, IRs, and sub-IRs?

IR 1: Performance management of USAID/Ghana EG Office-funded projects increased to meet USAID M&E requirements

Findings

Sub-IR 1.1: By the end of Fiscal Year (FY) 2023, all 32 of the targeted IPs and another 11 GoG partners had approved M&E plans. This included: 1) assisting 26 new IP projects (96 percent of target) with the development of approved plans; 2) assisting 11 new GoG partners that were not IPs with the development of approved M&E plans (100 percent of target); and 3) helping 15 IPs revise their approved M&E plans (100 percent of target).

Sub-IR 1.2: METSS II was very successful in achieving its goal to strengthen the capacity of the targeted IPs to collect, analyze, and report quality data on USAID’s standard indicators as well as the indicators associated with the PASA. These results were achieved through active training and consistent follow-up mentoring by the METSS II M&E contact persons assigned to each IP and GoG partner. The intensive front-loading of the training and mentoring (from FY 2014 to FY 2017) resulted in an immediate and sharp increase in the number of USAID/Ghana EG Office partners using documented M&E techniques, tools, protocols, and guidelines² and the percent of USAID/Ghana EG Office partners’ results that were validated by METSS II before being

² One hundred percent of the targeted partners in eight of the nine years, except in the last year (FY 2022) when the funding ended before one partner’s staff could be trained.

uploaded to the USAID Development Information Solution (DIS) system (formerly Feed the Future Monitoring System [FTFMS]).³

METSS II was also very successful in increasing USAID's capacity to execute the data quality assessments (DQAs) of its IP performance indicators before they were first reported externally and then every three years afterward. This included increasing: 1) the percentage of USAID/Ghana EG Office partners that had completed and documented DQAs for all their standard indicators from 40 percent in FY 2014 to 100 percent for the remainder of the PASA (FY 2015–FY 2022); and 2) the percentage of USAID/Ghana EG Office standard indicators for which all IPs that required DQAs had one in that year from 74 percent in FY 2014 to 100 percent in FY 2015–FY 2022.

Sub-IR 1.3: METSS II successfully co-executed (with Kansas State University [KSU] and/or contractors) the nine population-based surveys (PBSs) and beneficiary-based surveys (BBSs) it was tasked with by USAID/Ghana. This represents 300 percent of the original target for surveys (the original contract had a target of three), and 100 percent of the six additional surveys it was asked to support during the PASA's nine-year life of activity (LOA). METSS II also planned and implemented nine performance evaluations executed by qualified consulting teams. One of the best indicators for the success of these evaluations is all nine were approved by the USAID/Ghana EG Office.

Best Practices

Based on this analysis, the team identified eight examples of best practice that could be emulated or replicated by other USAID-funded projects when implementing similar activities:

- 1) Develop an AMELP template with instructions to assist new IPs develop plans that meet USAID AMELP requirements.
- 2) Provide one-on-one capacity strengthening for the PASA's IP monitoring, evaluation, and learning (MEL) specialist, which helps result in IPs generating quality data for DIS reporting and other reporting requirements under the Feed the Future initiative.
- 3) Commit to the capacity strengthening of staff through formal in-house and online training courses, which reduces staff turnover and is critical to developing effective one-on-one capacity building.
- 4) Support a rigorous five-point data verification system to strengthen the capacity of the IPs and government partners to measure and analyze indicators accurately.
- 5) Produce infographic reports from the PBSs to give policy makers access to easily digestible information for decision-making.
- 6) Institute a rigorous process for recruiting consultants to enable the production of good evaluation reports for use by the USAID Mission.
- 7) Work with local university faculty to make survey data available for training of graduate students to facilitate the production of high-quality papers and articles that support USAID's work.
- 8) Train male and female youth from the zone of influence (ZOI) as enumerators to: 1) increase their capacity; 2) improve data collection efficiency and effectiveness; and 3)

³ One hundred percent of target in eight of the nine years, and 83 percent in FY 2017.

strengthen the local governments' understanding of the studies and their willingness and ability to use the results for improved planning and project design.

Recommendations

Recommendation 1. Five-step data quality review—To capitalize on METSS II's successful record in improving data quality, the team recommends the USAID/Ghana EG Office use the five-step data quality review process developed by METSS II on a semi-annual basis for each of its current IP projects.

Lessons Learned

Lesson A. M&E capacity strengthening for USAID IPs and local partners

- 1) Link M&E training to a structured program of one-on-one follow-up mentoring by an MEL focal person and back-up person.
- 2) Develop a strategy for promoting staff recruitment and retention since it takes time for the focal person/persons to understand the beneficiary projects' and GoG partners' M&E needs.
- 3) Ensure M&E specialists charged with mentoring are listened to by creating flexible, bottom-up management structures that empower M&E focal persons as professionals.
- 4) Include a solid, well-thought-out digital plan for tracking trainees and the participants in MEL collaborating, learning, and adapting (CLA) events and an adequate budget for having a skilled firm create and backstop the database to ensure it functions properly.

Lesson B. Data quality for USAID reporting

- 5) Use the METSS II-developed five-point annual data quality review process to ensure all IP performance data is verified before being reported to USAID.

Lesson C. Population- and beneficiary-based surveys

- 6) Encourage USAID IPs and MEL platforms developing long-term research partnerships with U.S. land grant universities to facilitate the design, implementation, and analysis of high-quality mid-term and endline PBSs and BBSs.
- 7) Explore ways these joint programs can capitalize on the FAS's extensive network of land grant university partners (like METSS II did with KSU) to provide this support.

Lesson D. Capacity strengthening using local universities

- 8) Strengthen the capacity of local universities to support USAID-funded PBSs and BBSs by: 1) facilitating qualified graduate students and senior faculty providing hands-on training and mentorship; and 2) encouraging joint publications by their faculty and students with local staff and partners.
- 9) Base new partnership designs on: 1) an honest appraisal of the local university's capacity to support joint research project; 2) whether the local university's administration is willing to facilitate faculty and students working on the projects; and 3) what types of capacity strengthening their staff and students might need to comply with the U.S. land grant university and USAID's quality standards for surveys.

IR 2: Increased knowledge, data, and information for use in policy, strategic planning, project design, and implementation

Findings

There is also clear evidence from project reports, internal records, and Google analytics data that the METSS II PASA strengthened the availability and access of evidence-based data, information, and knowledge to support better policy implementation in Ghana's northern regions (Sub-IR 2.1) by:

- Developing a user-friendly web portal that provides a repository for some of the most critical datasets and reports as well as user-friendly analytical tools that planners need to more effectively use the data; and
- Strengthening the stakeholders' awareness of and ability to both contribute to and use the materials posted on the website to inform their own activities and collaborations with other development partners (DPs) in the ZOI.

Evidence also shows the PASA strengthened the capacity of the GoG MDAs at the national, regional, and district levels in northern Ghana to use evidence-based data, information, and knowledge (Sub-IR 2.2) by:

- Consistently backstopping USAID's commitment to supporting three embedded advisors for three of the most critical ministries that the USAID/Ghana EG Office works with (Ministry of Finance, Ministry of Food and Agriculture, and Ministry of Trade and Industry);
- Strengthening the capacity of the embedded advisors to have the types of broad-based policy impact in these three ministries and the Ministry of Energy's agencies, such as the Electricity Company of Ghana, the Energy Commission, etc., with the other types of capacity strengthening (e.g., M&E training and support for staff as well as CLA events and graphic design assistance with CLA events, proposals, and presentations);
- Building the capacity of ministries and metropolitan, municipal, and district assemblies to communicate and report data with a clarity that complies with USAID standards;
- Strengthening the ability of the 11 agencies working in Ghana's energy sector to collect the types of data needed to co-design a new series of USAID-funded programs to strengthen the Ghanaian people's access to electricity; and
- Providing USAID/Ghana with an efficient and effective mechanism for mobilizing the types of international and national experts the trade team needed to build its capacity to execute some of the key policy reforms that Ghana needed to expand its access to international trade revenues.

Best Practices

Nine examples of best practice that could be scaled up to other USAID/Ghana EG Office programs include:

- 1) Adapt the PBS data and model it to present findings at the sub-national level to give the website a context that directly responded to the needs of its users.
- 2) Use a local firm to design the web portal to ensure local context is integrated, making it easy for users to find the resources in the web portal relevant to their context.

- 3) Provide the types of logistical support inter-sectoral working groups need to enable all partners to come to meetings without the logistical constraints that can impede many members' participation.
- 4) Coordinate the development of responsive agendas for meetings that reflect the concerns of their members to increase attendance and participation.
- 5) Provide inter-sectoral working group meetings with secretarial services such as note taking and make those notes available to members on time to: a) ensure members can follow discussions and know key topical issues were fully addressed; and b) help guarantee members take responsibility for action items assigned to them.
- 6) Strengthen the capacity of the national and regional-level government partners working with USG-funded initiatives to understand and comply with USG's M&E requirements.
- 7) Facilitate staff associated with USG-funded programs to collect and analyze the types of M&E data governments need to monitor and strengthen the programs' impacts.
- 8) Consult extensively with relevant stakeholders across the country to help galvanize the types of popular support that important policy initiatives need to facilitate their being passed by national parliaments.
- 9) Facilitate any parliamentary subsidiary committee likely to play a critical role in supporting this type of policy adoption by organizing meetings outside the national capitals to enable committee members to better understand the technical issues and refine the text of the bill.

Recommendations

Some of the reports, policy papers, and presentations that resulted from the high-quality PBSs and BBSs METSS II supported are still on the Ghanalinks.org web portal. Once the web portal shuts down, they will no longer be easily accessible to either USAID/Ghana or its IPs and GoG partners.

Recommendation 2. Northern Ghana Zone of Influence (ZOI) data bank and archive—Given the critical importance of this information to the current generation of USAID/Ghana EG Office programs, the USAID/Ghana EG Office should:

- Sub-Recommendation 2.A: Facilitate one of the technical universities the USAID/Ghana EG Office is already working with in taking over certain elements of the METSS II Ghanalinks.org website that are still relevant to new projects; and
- Sub-Recommendation 2.B: Continue to empower this new project to update the materials on the site and ensure a complete list of METSS II publications, datasets, and reports are filed appropriately on the USAID Development Experience Clearinghouse (DEC).

Lessons Learned

Lesson E. Web portal-based data and information repositories

- 10) Encourage USAID missions to facilitate the development of web-based repositories of evidence-based data and information for the geographical areas where they intervene. Anticipate the development of this repository will necessitate: 1) a process for the initial design, launch, updates, and adjustments; 2) an outreach and training program to strengthen stakeholders' understanding of how to access and use the information on the

web portal; and 3) a process for strengthening the capacity of a qualified local institution—like a technical university or ministry office—to manage and update the web portal both during and after USAID funding ends.

- 11) Strengthen stakeholders' access to and use of the evidence-based datasets and information in the online repositories by having MEL projects develop an outreach strategy that includes the multi-donor sector working groups USAID already participates in and supports.

Lesson F. Graphics and editorial support

- 12) Encourage new and existing MEL platforms to support graphics and editorial support services to strengthen the use of evidence-based data, information, and knowledge for more effective policy. This support helps IPs and GoG partners: 1) simplify the results of PBSs and BBSs so local GoG partners and beneficiary groups can understand them; and 2) strengthen their capacity to comply with the USAID publishing guidelines for posting on the DEC.

Lesson G. Contracting mechanisms for new program design

- 13) Encourage USAID to use flexible award mechanisms that allow field missions to respond to the emerging needs of their IPs and GoG partners. If this level of flexibility is not achievable with a conventional USAID contract, consider developing a hybrid partnership with a non-USAID mechanism like a USDA PASA that has greater flexibility.
- 14) Anticipate what types of joint planning, M&E, and reporting guidelines these hybrid programs might require to be effective and efficient in achieving their expected results. This includes: 1) developing a simple PMMP to make it easier to monitor and report on the mechanism's activities and results in the quarterly and end-of-year results report; and 2) insisting on including a final assessment or final survey in the original contract, even if the new flexible mechanism (like the USDA PASA) does not require these.
- 15) Encourage stable agreement officer representative (AOR) and contracting officer representative (COR) backstopping of innovative hybrid programs, especially in the early stages when the partners (e.g., USAID and FAS) are getting to know each other and co-developing their joint planning, M&E, and reporting models.

Question 2: To what extent has the METSS II PASA addressed the capacity needs of the EG Office and USAID-funded activities that interacted with METSS II staff?

IR 1: Performance management of USAID/Ghana EG Office-funded projects increased to meet USAID M&E requirements

The METSS II PASA's IR 1 activities were very effective in addressing USAID/Ghana and the IPs' most pressing capacity needs by: 1) creating a mechanism for the USAID/Ghana EG Office to keep its IPs and GoG partners up to date on new guidance and indicators; 2) providing the office with a simple data quality control system; and 3) providing the office with high-quality technical backup (through KSU) for the design and execution of large PBSs and BBSs.

IR 2: Increased knowledge, data, and information for use in policy, strategic planning, project design, and implementation

METSS II's IR 2 activities were very effective in addressing USAID/Ghana and the IPs' most pressing capacity strengthening needs, which evolved over the LOA, by:

- Helping the USAID/Ghana EG Office in the routine design and execution of its activities;
- Providing technical and M&E assistance the IPs and GoG partners needed to support the activities the USAID/Ghana EG Office was co-executing with them; and
- Facilitating the exchange of information between its different IPs and GoG partners and other donors working in the same geographical and technical areas, which supported more effective layering, sequencing, and coordination of donor-funded initiatives in the ZOI.

Question 3: What unintended contribution has METSS II PASA's approach and activities achieved relative to indirectly supporting USAID's localization agenda, which was announced during the last year of the project?

The IPs and GoG partners benefited from enhanced M&E capacity and were able to develop systems to collect and utilize data. They also had access to high-quality district-level representative data that enhanced their decision-making capacities at the sub-national level. The two universities that were the local managers of the PASA strengthened their capacity to manage donor-funded grants in ways that generated overhead and research and training activities for their faculty and students.

The decentralization of many core PASA management functions to the local university partners and the extensive use of local staff, government partners, and consultants to execute most of the key activities contributed to a much higher percentage of the USAID funding (approximately 60 percent) remaining in Ghana than is typical or even recommended for the current round of transition funding for localization, which is 20 to 30 percent.

1.0. Overview

1.1. Activity Background

1.1.1. Mechanism Description

The United States Agency for International Development (USAID)/Ghana implemented innovative Feed the Future (FTF) interventions through numerous implementing mechanisms and Government of Ghana (GoG) partners and required accountability and quality measure of progress from each partner. For this reason, FTF, through the USAID Economic Growth (EG) Office, instituted rigorous monitoring and evaluation (M&E) requirements to guide all partners' data collection and reporting. To meet these requirements without overburdening the USAID EG Office, the USAID/Ghana Mission, the USAID/Ghana EG Office, and the United States Department of Agriculture (USDA) Foreign Agriculture Service's (FAS's) Office of Capacity Building and Development (OCBD) entered a four-year (June 2010–February 2014) Participating Agency Service Agreement (PASA) to initiate the first phase of the Monitoring, Evaluation, and Technical Support Services (METSS) Project. The second phase of the METSS PASA started with a four-and-half-year agreement (Fiscal Year [FY] 2014–2018), later extended to March 31, 2023. USDA has oversight of METSS II and contracted Kansas State University (KSU) to provide management and research support to the project. The University of Cape Coast (UCC) and Kwame Nkrumah University of Science and Technology (KNUST) were key partners for the PASA at different times.

The project design was guided by a hypothesis and a results framework to strengthen the USAID/Ghana EG Office's ability to support "improved evidence-based project planning, implementation, and reporting."⁴

1.1.2. Goals and Objectives

The USAID METSS II PASA activities were designed around four programmatic components at different phases of the project:

- M&E;
- Research and special studies;
- Capacity building and support services; and
- Knowledge management.

These activities were designed to achieve two intermediate results (IRs) and five sub-intermediate results (sub-IRs):

- IR 1: Performance management of USAID/Ghana EG Office-funded projects increased to meet USAID M&E requirements:
 - Sub-IR 1.1: Improved M&E plans;
 - Sub-IR 1.2: Improved confidence in and quality of the implementing partners' (IPs') performance data; and

⁴ Improved "evidence-based project/program planning, implementation, and reporting" was a cross-cutting guiding theme in all six of USAID/Ghana's guiding principles for its performance management plan (PMP) process (USAID. [2014]. *PMP*. Accra: USAID, p. 6).

- Sub-IR 1.3. Better surveys, analytical studies, and project assessments to inform project evaluations and new project designs.
- IR 2: Increased knowledge, data, and information for use in policy, strategic planning, project design, and implementation by:
 - Sub-IR 2.1: Strengthening the technical capacity of GoG agencies for effective policy contributions to the achievement of the USAID/Ghana Country Development Cooperation Strategy (CDCS) Development Objective 2 (DO 2) and its IRs; and
 - Sub-IR 2.2: Increasing access to and use of evidence-based data, information, and knowledge to support better policy and project design and implementation.

1.1.3. Project Development Hypothesis and Results Framework

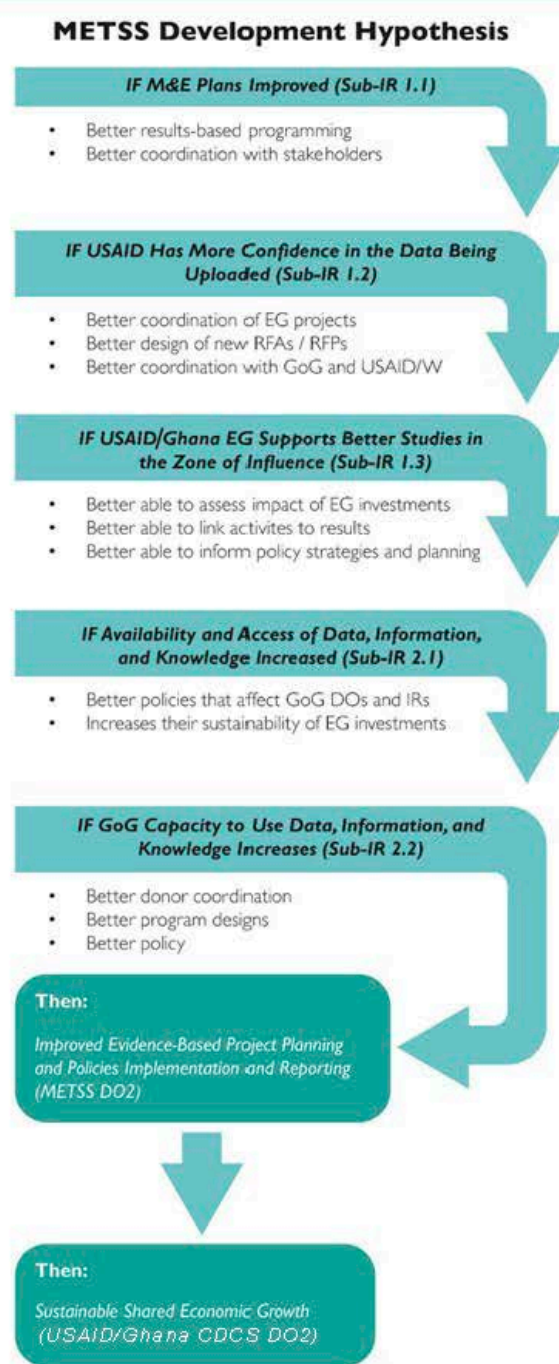
The underlying development hypothesis for METSS II is that (Figure 1):

- IF the USAID/Ghana EG Office partners have improved M&E plans (Sub-IR 1.1);
- IF the USAID/Ghana EG Office has greater confidence in the M&E data being generated by its partners (Sub-IR 1.2);
- IF the USAID/Ghana EG Office increases its capacity to conduct policy-relevant surveys, analytical studies, and project assessments in the zone of influence (ZOI) (Sub-IR 1.3);
- IF there is more easy-to-access, evidence-based data, information, and knowledge to support better policy and project design and implementation (Sub-IR 2.1); and
- IF the GoG ministries, departments, and agencies (MDAs) increase their capacity to use this data, information, and knowledge (Sub-IR 2.2);

THEN, ...

- Improved evidence-based project planning, implementation, and reporting will occur in the USAID/Ghana EG Office ZOIs of Northern Ghana and the Western and Central regions of Ghana (METSS II DO), as well as all USAID-funded FTF projects and the various presidential initiatives that support it (like the Trade Africa and Power Africa initiatives), which contribute to improve poverty and nutritional levels; and
- There will be sustained and broadly shared economic growth in Ghana (USAID/Ghana CDCS DO 2).

Figure 1. METSS II Development Hypothesis



1.1.4. Results Framework

The METSS II results framework provides a graphical representation between the FTF goal, USAID/Ghana's DO 2, METSS II's DO, and the project's IRs and sub-IRs (Table 1).

Table 1. Draft Results Framework for METSS II—Proposed in 2016

FTF Goal: Poverty and hunger in focus countries sustainably reduced.			
<i>USAID/Ghana DO 2: Sustainable and broadly shared economic growth.</i>			
METSS II DO: Improved evidence-based policies and project planning, implementation, and reporting.			
<i>IR 1: Performance management of USAID/Ghana EG Office-funded projects increased to meet USAID M&E requirements.</i>		<i>IR 2: Increased knowledge, data, and information for use in policy, strategic planning, project design, and implementation.</i>	
Sub-IR 1.1: Improved M&E plans developed by USAID/Ghana EG Office partners meet USAID M&E requirements.	Sub-IR 1.2: Improved confidence in and quality of the USAID/Ghana EG Office partners' performance data and information.	Sub-IR 2.1: Increased availability and access to evidence-based data, information, and knowledge to support better policy, project design, and implementation.	Sub-IR 2.2: Strengthened capacity of GoG MDAs to use evidence-based data, information, and knowledge for more effective policy and programmatic contributions to the achievement of USAID/Ghana DO 2 and GoG goals.
Sub-IR 1.3: Increased capacity of USAID/Ghana EG Office to conduct ⁵ surveys, analytical studies, and project evaluations.			

Source: METSS II project, August 2015. Amended November 30, 2016.

1.2. Final Report Purpose and Approach

1.2.1. Purpose

The purpose of this final report is to document the goal, targets, achievements, lessons learned, and management and staffing strategies used to achieve the METSS II PASA activities under each IR. The report also documents the impact of the METSS II PASA on USAID/Ghana, its implementing partners, and the GoG MDAs that collaborated with METSS II during the implementation of the PASA.

To streamline the consultants' tasks, USDA asked the team to focus its data collection (from the PASA's archives) and analysis on three questions:⁶

- Question 1: To what extent has the METSS II PASA achieved its purpose and goals, IRs, and sub-IRs?
- Question 2: To what extent has the METSS II PASA addressed capacity needs of the EG Office and USAID-funded activities that interacted with METSS II staff?

⁵ The term *conduct* implies the full process (i.e., procurement, undertaking the surveys, managing the process, reviewing the reports, and publishing the findings).

⁶ Final Report Scope of Work (SOW), p. 3.

- Question 3: What unintended contribution has METSS II PASA’s approach and activities achieved relative to indirectly supporting USAID’s localization agenda, which was announced during the last year of the project?⁷

1.2.2. Data Sources

USDA did not require the METSS II PASA to develop an Activity Monitoring, Evaluation, and Learning Plan (AMELP), or to conduct a mid-term or final project evaluation. The PASA was, however, required to submit a final report 90 days after its official closing. Despite the above, the PASA management team developed a project management and monitoring plan (PMMP) to guide the PASA’s performance measurement and reporting. For this reason, the final report relies on the performance issues reported in the PASA’s quarterly and annual reports and the indicators tracked in the PASA’s performance indicator tracking table (PITT) (Annex I). The PITT, which is part of the PMMP, guided the construction of the quarterly and annual reports. This information was supplemented by having two former staff persons on the final report team to help locate critical files and to support the report writing process.

⁷ In January 2022, USAID renewed its commitment to Local Capacity Strengthening (LCS) as a central goal of its development programs in Africa and added a new generation of contractual and budget targets and processes for monitoring the agency’s progress in achieving these targets. The agency’s goals for localization were first laid out in a series of presentations by USAID Director Dr. Samantha Powers in December 2021 (<https://www.devex.com/news/usaids-chief-samantha-powers-details-localization-push-102256>). In November 2022, USAID issued four additional documents: 1) USAID. 2022. Local Capacity Strengthening Policy. Washington, DC: USAID; 2) USAID. 2022. Local Capacity Strengthening Policy. Public Feedback. Washington, DC: Environmental Incentives for USAID (October 2022); 3) USAID. Local Capacity Strengthening Policy. Guide to Distinguishing Tools Used for Local Capacity Strengthening. Washington, DC: USAID; 4) USAID. 2022. Policy for Localization of Humanitarian Assistance. Washington, DC: USAID (Draft October 2022). See also <https://www.usaid.gov/local-capacity-strengthening-policy>.

2.0. IR 1: Performance Management of USAID/Ghana EG Office-Funded Projects Increased to Meet USAID M&E Requirements⁸

The activities under this component were designed to:

- Sub-IR 1.1: Ensure all the IPs have a well-designed, approved M&E plan that meets USAID's high-quality standards.
- Sub-IR 1.2: Provide training and data quality assessments (DQAs) to ensure USAID's high-quality standards are being met.
- Sub-IR 1.3: Support the types of research, analysis, and surveys, such as population-based surveys (PBSs), USAID needs to both design and assess the impact of its current and projected IPs and GoG partnerships.

FY 2014–FY 2016: METSS II's initial strategy for achieving this capacity strengthening focused on formal trainings and oversight by five to six M&E specialists.⁹ The specialists were organized into two sub-groups—Research and Special Studies and M&E. Both groups shared a single team leader. All PBS activities (Sub-IR 1.3) were co-executed with the Department of Agricultural Economics at KSU, just as they were under METSS I.

FY 2017–FY 2022: METSS II increased the number of M&E specialists from six to eight as the number of IPs, GoG partners, special studies, and evaluations increased. A new chief of operations (COO) was appointed for the entire project. One of his first activities was to have the IR 1 staff conceptualize a new strategy for managing this expanded portfolio, which included:

- Merging the Research and Special Studies and M&E sub-groups into a single Research and Monitoring and Evaluation (RME) team;
- Hiring a senior M&E specialist to lead the new team;
- Creating a new system assigning each IP or GoG partner both designated and alternative points of contact at METSS II;¹⁰
- Scaling up the formal and informal capacity building of staff to build their skills, confidence, and investment in the PASA;¹¹ and
- Continuing METSS II's existing partnership with KSU for the major large-scale PBSs and beneficiary-based surveys (BBSs).

2.1. Sub-IR 1.1: Improved M&E Plans Developed by USAID/Ghana EG Office Partners to Meet USAID M&E Requirements

2.1.1. Targets

USAID believes a well-designed M&E plan is the first step to ensuring compliance with USAID data quality requirements, so its projects are required to submit one for review 90 days after the awarding of a contract. To ensure compliance and speed up the process of USAID/Ghana EG

⁸ The USAID/Ghana EG Office-funded projects were the principal focus, which included five government to government (G2G) projects.

⁹ METSS II had five M&E specialists in FY 2014, six in FY 2015, and six in FY 2016 (Annex III.C.1).

¹⁰ At the beginning, most points of contact were backstopping at least two IPs. The number of IPs to points of contact was scaled up and down depending on need and staff availability (for a case study of this process, see Annex III.E).

¹¹ Annex III.B.

Office IPs meeting the 90-day timeline,¹² METSS II provided backstopping support to IPs' and GoG partners' M&E plan development/revision. Because the requests for this type of assistance were generated annually, there were no life of activity (LOA) targets. By the end of the project, the USAID/Ghana EG Office requested this assistance for 32 IPs and 11 GoG partners that were not IPs but USAID partners under the Partnership for Growth (PFG) initiative.

2.1.2. Achieved

By FY 2022, all but one of the 32 targeted IPs and 11 GoG partners had approved M&E plans (42, or 98 percent of the target). This included (Table 2):

- Assisting 26 new IP projects with the development of approved plans (Output Indicator 1.1.1.a; 96 percent of target);
- Assisting 11 new GoG partners with the development of approved M&E plans (Output Indicator 1.1.1.b; 100 percent of target); and
- Helping 15 IPs revise their approved M&E plans (Output Indicator 1.1.2; 100 percent of target).¹³

Table 2. Targets vs. Achievements for the METSS II Sub-IR 1.1 Indicators (FY 2014–FY 2022)

Indicators	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	Total
1.1. # of USAID/Ghana EG Office partners (IPs and GoG partners) with approved M&E plans	10/10	16/16	6/6	2/2	0/0	0/0	0/0	1/1	7/8 ¹⁴	42/43 (98%)
1.1.1. # of new USAID/Ghana EG Office partners with approved M&E plans										
<i>1.1.1.a. New EG projects</i>	10/10	5/5	6/6	2/2	0/0	0/0	0/0	1/1	2/3 ¹⁵	26/27 (96%)

¹² This is because a majority of USAID IPs were unfamiliar with USAID's M&E plan structure and requirement.

¹³ Indicator 1.1.2 only includes approved plans that required major changes to their indicators because of new custom or standard indicators, which required them to resubmit their M&E plans to the USAID/Ghana EG Office for approval.

¹⁴ The original target was eight: Partnership for Inclusive Agricultural Transformation in Africa (PIATA), Mobilizing Finance Activity (MFA), Agriculture Governance Resilience and Economic Empowerment (AGREE), Peace Corps, Ghana Fisheries Recovery Activity (GFRA), Trade Hub, Advancing Nutrition Activity, and Ghana Trade and Investment Activity (GTI). Trade Hub's plan was developed but not approved by the time the PASA closed.

¹⁵ Assistance provided but plan not approved before the PASA closed.

Indicators	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	Total
<i>1.1.1.b. New GoG partners</i>	0/0	11/11 ¹⁶	11/11	11/11 ¹⁷	0/0	0/0	0/0	0/0	0/0	11/11 ¹⁸ (100%)
1.1.2. # of existing partners assisted in revising their M&E plans¹⁹	0/0	0/0	8/8	1/1	3/3	0/0	1/1	1/1 ²⁰	1/1 ²¹	15/15 (100%)

Source: Annex I.

2.2. Sub-IR 1.2: Improved Confidence in and Quality of the USAID/Ghana EG Office Partners' Performance Data and Information

2.2.1. Targets

METSS II was also tasked with strengthening the capacity of IPs and GoG partners to meet USAID's quality standards. Its strategy for achieving this sub-IR focused on strengthening:

- Local partners' capacity through training in M&E techniques and the utilization of the Development Information Solution (DIS) reporting system;²² and
- USAID's capacity to complete and document external DQAs to ensure the information being reported in the standard indicators was collected and analyzed correctly.

2.2.1.1. Targets for Capacity Strengthening: METSS II provided IPs with capacity building in: 1) general M&E techniques; 2) USAID-documented M&E techniques, tools, protocols, and guidelines; 3) utilizing DIS; and 4) DQA and verification support. METSS II relied on feedback from each IP and GoG partner to determine which staff members needed which training in which area. For this reason, there were no fixed annual or LOA targets for the number of people trained. There was, however, an implicit target of 100 percent for ensuring all USAID/Ghana EG Office partners METSS II was tasked with assisting were:

- Using USAID's documented M&E techniques, tools, protocols, and guidelines (Output Indicator 1.2.2); and
- Oriented and trained in the utilization of DIS (Output Indicator 1.2.3).

¹⁶ The 11 GoG energy partners are not USAID/Ghana EG Office IPs. They are, however, GoG partners for the USAID/Ghana support for Power Africa. This support was given at the request of USAID/Ghana.

¹⁷ In FY 2016, METSS II worked with the same 11 energy sector agencies to design their agency-specific results framework, select appropriate indicators to measure performance, and develop performance indicator reference sheets (PIRSs) for the indicators. In FY 2017, METSS II assisted the same agencies to develop their data collection protocols, assign roles and responsibilities for implementing the M&E plans, and define their data quality assurance standards. The work done in FY 2017 culminated in the development of full M&E plans for the agencies.

¹⁸ This is 11 because the same 11 GoG partners were supported from FY 2015 to FY 2017.

¹⁹ This number reflected the number of IPs or GoG partners that conducted major revisions. It did not track the routine revisions and support that METSS II staff provided that did not require agreement officer representative/contracting officer representative (AOR/COR) approval.

²⁰ MFA project.

²¹ AGREE project.

²² The AIDtracker Plus (AT+) and Feed the Future Monitoring System (FTFMS) became DIS.

2.2.1.2. Targets for DQAs: METSS II was expected to:

- Strengthen USAID's capacity to execute the DQAs of its IPs' performance indicators before they are first reported and then every three years thereafter (Output Indicators 1.2.1 and 1.2.4);²³ and
- Review the quality of all the custom and standard indicator data IPs were reporting on in their quarterly and annual reports before these were submitted to USAID through DIS (Output Indicator 1.2.5).

The annual target for the DQA indicators (Output Indicators 1.2.1 and 1.2.4) was the number of IPs that needed to have a DQA done for their performance indicators in that particular year (i.e., new projects that were expected to have a DQA within six months of an indicator being active, and existing projects that should have a DQA every three years). To facilitate this process, USAID created a DQA worksheet that activity agreement officer representatives/contracting officer representatives (AORs/CORs) and the METSS II PASA used in assessing and documenting DQAs.

The annual target for the METSS II data validation process was 100 percent. To facilitate this process, METSS II created a five-step system:²⁴

- Step 1: IPs submit their draft annual reports to METSS II through USAID/Ghana for verification before the DIS data entry window opens in October.
- Step 2: IPs enter their verified indicator data with a deviation narrative into the DIS when they exceed or underachieve an indicator target by 10 percent.
- Step 3: USAID/Ghana reviews both the revised narrative report submitted in October and DIS data.
- Step 4: Where the data is questionable, USAID staff and the IP point of contact at METSS II are designated to go on-site to identify the data bottleneck and provide information on whether to approve the data.²⁵
- Step 5: Once USAID/Ghana and METSS II determine all the issues are satisfactorily addressed, the IPs' DIS data are approved as credible and submitted to USAID/Washington.

2.2.2. Achieved

METSS II was very successful in strengthening the capacity of the targeted IPs to collect, analyze, and report on USAID's standard indicators as well as the custom indicators associated with their projects. This includes achieving 100 percent of the PASA's original targets for the indicators except in the first year (FY 2014) (Table 3).

These results were achieved through active training of the IP and GoG partner staff (Output Indicator 1.2.1, Table 3) and consistent follow-up mentoring by the METSS II M&E contact persons assigned to each IP and GoG partner.

²³ USAID AORs/CORs were required to assess IPs once every three years in compliance with Automated Directive System (ADS) 203.35 and other derivative directives.

²⁴ METSS II 2022 Semi-Annual Progress Report, p. 16.

²⁵ These on-site field visits/verification visits were often timed to when the METSS II focal person for an IP or GoG partner was already in the field for an activity related to a survey or training workshop.

Table 3. Targets vs. Achievements for the METSS II Sub-IR 1.2 Indicators (FY 2014–FY 2022)

Indicator	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	% Achieved
1.2. # of USAID/Ghana EG Office standard indicators for which all IPs <u>that required DQAs</u> have had a DQA (in that year only)	14/19 (74%)	24/24 (100%)	31/31 (100%)	22/22 (100%)	23/23 (100%)	19/19 (100%)	30/30 (100%)	19/19 (100%)	24/24 (100%)	100% ²⁶
1.2.1. # of USAID/Ghana EG Office partners' staff trained in M&E techniques	23	24	58	60	81	3	3	4	8	N/A
1.2.2. # of USAID/Ghana EG Office partners using documented M&E techniques, tools, protocols, and guidelines	10/10 (100%)	16/16 (100%)	19/19 (100%)	23/23 (100%)	17/17 (100%)	8/8 (100%)	6/6 (100%)	5/5 ²⁷ (100%)	8/9 (88%)	88%– 100%
1.2.3. # of USAID/Ghana EG Office partners oriented and trained in the utilization of the DIS	10/10 (100%)	16/16 (100%)	19/19 (100%)	23/23 (100%)	17/17 (100%)	3/8 ²⁸ (37%)	6/6 (100%)	6/5 (120%)	8/9 (89%)	37%– 120%
1.2.4. # of USAID/Ghana EG Office partners <u>that required DQAs</u> that have completed and documented DQAs for all of their indicators	4/10 (40%)	12/12 (100%)	10/10 (100%)	13/16 (62%)	7/7 (100%)	6/6 (0%)	5/5 (100%)	5/5 (100%)	8/8 (100%)	100% ²⁹
1.2.5. % of USAID/Ghana EG Office partners' results validated by METSS II	100%	100%	100%	83%	100%	100%	100%	100%	100%	83%– 100%

Source: Annex I.

²⁶ Eight out of nine years.

²⁷ This does not include the MFA project, which is a new activity and was assisted to develop an AMELP in FY 2021. MFA will be counted under this indicator when its M&E plan is approved by USAID.

²⁸ Most of the IPs in FY 2019 were existing IPs that did not require much support to enter data into the system. This notwithstanding, METSS II IP points of contact availed themselves to IPs to help.

²⁹ Eight out of nine years.

2.3. Sub-IR 1.3: Increased Capacity of USAID/Ghana’s EG Office to Conduct Surveys, Analytical Studies, and Project Evaluations

2.3.1. PBSs and BBSs

2.3.1.1. Targets: METSS II was also tasked with producing the evidence-based data and information that the USAID/Ghana EG Office and its IPs and GoG partners needed to inform policy planning and decision-making. The original PASA focused on the co-execution of three large PBSs (baseline and final)³⁰ with METSS II’s principal research partner, KSU’s Department of Agricultural Economics (Surveys 1–3). This target was later expanded at USAID/Ghana’s request to include two METSS II/KSU co-executed PBSs (Surveys 4–5) and four PBSs and BBSs for USAID/Ghana EG Office IPs executed by contractors that METSS II supervised (Surveys 6–9) (Table 4).

Table 4. Number of PBSs Completed Directly by or with Assistance from METSS II (FY 2014–FY 2022)

Research Study/Periods	Scope	Brief Description
Major PBSs		
1. FTF Phase 1 PBS (baseline FY 2012; mid-term FY 2015; endline FY 2019) (executed in FY 2019 and submitted the final draft to USAID in FY 2022) 2. FTF Phase II PBS (baseline FY 2020 under the Global Food Security Strategy [GFSS]) (data collection completed in 2020 and submitted the cleaned data and the draft report to USAID in FY 2022)	Northern, Upper East, and Upper West Regions, and parts of Brong-Ahafo Region	The PBSs are designed to gather data at the population level to measure changes in outcomes of higher-level standard indicators. Random sampling techniques are used to select enumeration areas and households within the enumeration areas to respond to a core questionnaire that will collect data on consumption expenditures, which are used to estimate the levels of poverty and well-being in the ZOI. Other indicators of interest include malnutrition, women’s empowerment in agriculture, household resilience, and agriculture productivity. Co-designed and co-executed with KSU.
3. Agricultural Production Survey (APS) (baseline FY 2013–FY 2014; follow-up data collection and analysis FY 2016–FY 2017) (submitted to USAID in FY 2017)	Northern, Upper East, and Upper West Regions, and parts of Brong-Ahafo Region	This PBS was designed to gather quantitative data on the predominant agricultural systems in the FTF Phase 1 ZOI. Key indicators tracked are yield per hectare and gross margins per hectare of targeted crops. Co-designed and co-executed with KSU.
4. Ghana Poultry Survey (research in FY 2016; analysis and write-up in FY 2016–FY 2017)	National	This PBS was national in scope but focused on the production aspects of the poultry sector. Data was collected from more than 4,000 poultry farms across the country. The data served as a census of the productivity and production practices in Ghana’s poultry sector. Co-designed and co-executed with KSU.
5. Suppressed Demand and Willingness to Pay for Electricity Survey (FY 2017)	National	This PBS was national in scope, focusing on residential, non-residential, and industrial establishments’ total unmet demand and their willingness to pay for electricity. Co-designed and co-executed with KSU.

³⁰ These original targets included: 1) a mid-term follow-up of the FTF Phase 1 baseline PBS conducted in FY 2012 and an endline survey; 2) the FTF Phase II baseline PBS baseline; and 3) the final analysis and write-up of the baseline Agricultural Production Survey (APS), which started in FY 2013 as well a mid-term follow-up in FY 2016–FY 2017.

Research Study/Periods	Scope	Brief Description
Other Surveys		
6. Resiliency in Northern Ghana (RING) Project BBSs (FY 2015 and FY 2017)	Northern Region	Baseline survey (FY 2015): METSS II conducted the survey. Endline BBS (FY 2017): METSS II: 1) helped review proposals and select a suitable consultant to execute the RING BBS; 2) helped review the computer-assisted personal interview (CAPI) prior to training enumerators; and 3) helped train the enumerators and monitor data collection and the survey report.
7. Strengthening Partnerships, Results, and Innovations in Nutrition Globally (SPRING) Project (baseline FY 2015; endline BBS FY 2017)	Northern and Upper East Regions	Baseline survey (FY 2015): METSS II conducted the survey. Endline BBS (FY 2017): METSS II: 1) selected a suitable consultant to execute the SPRING endline BBS; 2) helped review the CAPI prior to training enumerators; and 3) helped train the enumerators and monitor data collection and the survey report.
8. Integrated Water and Agricultural Development–Power Innovations in Commercial Agriculture (IWAD-PICA) (baseline FY 2015)	Yagaba District	Baseline survey (FY 2015): METSS II: 1) supported the design of questionnaire, training enumerators on the questionnaire, and data collection supervision; and 2) recommended a consultant to provide analysis and report writing services and supported the consultant.
9. World Food Program (WFP) Joint Study to Explore the Effect of Employing a Nuclear Farmer–Outgrower Model Approach in a Value Chain Project (FY 2016)	FTF ZOI	The objective of the joint study was to assess the economic benefits derived by maize smallholder farmers under the outgrower business model. METSS II supported three clusters of consultants and supervised one. The results were necessary to guide the WFP in its project design decision-making processes, as well as provide USAID/Ghana an opportunity to assess the effectiveness of the nuclear farmer–outgrower business model.

Source: METSS II FY 2022 Mid-Year Results Report, pp. 19–22 (updated with information from the end of FY 2022).

2.3.1.2. Achieved: METSS II successfully co-executed (with KSU and/or contractors³¹) the nine PBSs and BBSs it was tasked with by USAID/Ghana (Output Indicator 1.3, Tables 4 and 5; 300 percent of the original target in the first contract and 100 percent of the nine additional surveys it was asked to support). Each of these surveys was based on a large stratified random sample that was weighted to reflect the outcomes of the population under study.

The PBS results have been used by the USAID/Ghana EG Office and its collaborating development partners (DPs) to examine the global impact of their policies and development assistance (i.e., project interventions) on the lives of the people living in the USAID/Ghana FTF ZOI. USAID/Ghana used the same data to measure the performance of 14 higher-level standard indicators in the USAID/Ghana ZOI. Unfortunately, a series of delays in USAID reviews led to

³¹ METSS II collaborated with KSU to implement large PBSs that measured indicator data at the community/enumeration area level, data that did not exist at that level in the FTF ZOI before METSS. METSS II also worked with a university to write and publish analytical studies, papers, and reports using the survey data discussed under Sub-IR 1.3.

last-minute recalculations and revisions that delayed the draft final report on two of the surveys, which resulted in the final reports not being approved before the PASA closed.³²

Table 5. Targets vs. Achievements for the METSS II Sub-IR 1.3 Indicators (FY 2014–FY 2022)

Indicator	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	Total
1.3. # of research papers, policy papers, and analytical studies conducted with assistance from METSS II (papers and reports only)	5	13	13	7	3	0	0	0	2 ³³	43
<i>1.3.a. Papers</i>	3	12	5	6	2	0	0	0	2 ³⁴	30
<i>1.3.b. Reports</i>	2	1	8	1	1	0	0	0	0	13
<i>1.3.c. Presentations at international professional meetings</i>	8	0	3	2	3	0	0	0	0	16
<i>1.3.d. Presentations at USAID/Ghana</i>	2	0	0	0	1	0	0	1	0	4
<i>1.3.e. District profiles</i>	0	0	0	49	9	0	0	0	0	58
1.3.1. # of PBSs (and BBSs) completed directly by or with assistance from METSS II	1	1	1	2	0	1 ³⁵	1 ³⁶	0	2	9
1.3.2. # of USAID/Ghana EG Office project performance evaluations and assessments conducted with support from METSS	0	0	0	2	0	2	2	2	1	9

³² METSS II began writing the FTF Phase II ZOI baseline report in the first quarter of FY 2022. METSS II submitted the first version of the reporting tables to the USAID Bureau of Resiliency for Food Security (RFS) for review following its preliminary data analysis. The RFS review prompted the need to re-estimate some of the reporting tables. The re-estimation helped METSS II resolve some identified discrepancies relating to the sample sizes of a few indicators. The revised versions of the reporting tables were submitted to the RFS for a second round of review in FY 2022. To enable the analysis of the application/adoption of improved agricultural technologies promoted by USAID/Ghana, the PBS required METSS II to gather information on the Mission-focused, improved agricultural technologies and management practices promoted in Ghana and model an analysis to show the baseline application of these promoted technologies and management practices. METSS II worked with USAID/Ghana EG Office IPs to aggregate the information on the promoted technologies and management practices, which have been used to inform the PBS data analysis and reporting. These actions contributed to the delays in the submission of the final reports, which were not yet finalized by the USAID/Ghana EG Office when the project closed.

³³ Draft.

³⁴ Draft.

³⁵ Although the METSS II and KSU teams attempted to revise the endline report in line with the final comments received from the RFS, this was incomplete when METSS II closed.

³⁶ Although the METSS II and KSU teams attempted to revise the endline report in line with the final comments received from the RFS, this was incomplete when METSS II closed.

Indicator	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	Total
II ³⁷										

Source: Annex I.

2.3.2. Evidence-Based Studies and Reports

2.3.2.1. Targets: There was an expectation that the PBSs and BBSs under IR 1.3 would produce a series of policy papers and analytical studies that would inform USAID/Ghana’s DO 2.³⁸ There were, however, no fixed targets for these deliverables other than an official report submitted to the USAID/Ghana EG Office summarizing the principal results of each baseline, mid-term, and endline survey.

2.3.2.2. Achieved: Between FY 2014 and FY 2022, METSS II co-produced (with KSU) 30 technical papers, 13 reports, 58 district profiles, 16 presentations at international meetings, and 4 presentations at USAID/Ghana (Output Indicator 1.3, Table 5, and Annex II). This number would have been higher had it included all ministry debriefings that used the data.

The FTF ZOI PBSs are a good demonstration of how METSS II and KSU harnessed the PBS data to enhance the USAID/Ghana EG Office’s capacity for stakeholder consultations/outreach and access to the data. Examples include: 1) the 43 policy papers, research papers, and analytical papers, and 58 district profiles made use of the FTF ZOI PBS data to provide USAID, its IPs, and its other GoG and international donor DPs (including the United Nations Development Programme [UNDP] and the World Bank) with district- and regional-level, easily digestible information on commonly shared indicators to help inform planning at all levels; 2) six workshops disseminated the results to diverse USAID IP and non-IP audiences; and 3) an online database was created from the Mid-Term FTF ZOI Indicator Assessment Report (survey data) that includes a series of customized dashboards and mapping options to make it easy for stakeholders to conduct further and additional analyses.

The Ghana Poultry Industry Survey in FY 2016 was leveraged to produce: 1) a policy brief to the Ministry of Food and Agriculture (MoFA) and a number of research papers to support both government and private-sector investment decision-making; and 2) three workshop presentations to national poultry industry stakeholders, one ministry-level debriefing, and two presentations at USAID/Ghana.

Over time—through METSS II’s outreach activities—faculty members of Ghanaian universities and other stakeholders have been made aware of the existence of METSS II’s data and how to access it. The data have since been accessed and used across the country and beyond to produce food policy research papers and guide programming.

³⁷ See Annex II for a complete list of the evaluations completed by the project.

³⁸ METSS II DO: “Improved evidence-based policies and project planning, implementation, and reporting.”

2.3.3. Performance Evaluations

2.3.3.1. Targets: The PASA was also tasked with the implementation of nine evaluations from FY 2014 to FY 2022. Most of the evaluations were scheduled in the annual work plans or to support USAID project design or target setting. Whatever the timing, METSS II always accommodated scheduled or ad hoc evaluation requests from the USAID/Ghana EG Office.

2.3.3.2. Achieved: METSS II planned and implemented nine performance evaluations executed by qualified consulting teams. One of the best indicators for the success of these evaluations is all nine were approved by the USAID/Ghana EG Office (Output Indicator 1.3.2; 100 percent of target; Table 5; and Annex II.C). Although METSS II ensured each performance evaluation respected USAID's rules and regulations for stakeholder debriefings, only two of the nine evaluations were posted to the Development Experience Clearinghouse (DEC). In conjunction with the preparation of the final report, the USDA is supporting the costs of a qualified consultant to review all reports to ensure that they are 508 compliant before posting.

2.4. Key Factors that Contributed to or Detracted from Results

Contributed to

- METSS II's strong commitment to a rigorous recruitment process and strengthening of the professional capacity of its RME staff:
 - Helped motivate staff and reduce staff turnover;³⁹
 - Enabled more consistent, high-quality backstopping of IP and GoG partner programs and the nine PBSs and BBSs they supported; and
 - Helped make staff both willing and able to work semi-autonomously responding to the PASA's IPs, GoG partners, and community-based partners (Annex III.C).
- METSS II was a PASA, not a standard USAID contract or grant, which increased its ability to respond to ad hoc requests from the USAID/Ghana EG Office sometimes added after the annual work plan for the fiscal year had been approved.
- The PASA's strategy of having both an RME focal person and a back-up focal person for each of the IPs and GoG partners made it easier to maintain the project's activities under Sub-IRs 1.1 and 1.2 while scaling up and down the RME's support for the PBSs and BBSs under Sub-IR 1.3 (Annex III.E).⁴⁰
- The PASA's development of a five-step process used to verify all data reported to USAID provided a back-up to the labor-intensive USAID DQA process, which was only every three years.
- The extensive involvement of key GoG partners at the national, regional, and district levels in all collaborating, learning, and adapting (CLA) events, formal trainings, PBSs, and BBSs strengthened the GoG's capacity to collect and analyze some of the secondary data IPs needed for its indicators.
- METSS II's decision to continue to collaborate with the same international partner it successfully worked with under Phase I reduced the transaction costs (and risks) of

³⁹ Out of ten staff who worked in the RME unit between FY 2014 and FY 2022, six stayed for five years or longer, one for three to four years, and two for two years (Annex III.A).

⁴⁰ For a concrete case study of how this system worked, see Annex III.E.

identifying qualified research partners and increased the efficiency with which the new PBSs and BBSs USAID requested could be designed, executed, and written up.

Detracted from

- The departure of a KSU staff person created a vacuum that needed to be filled, leading to a delay in cleaning the final PBS data, analysis, and reporting.
- While there is considerable evidence that various IR 1 activities were very successful in strengthening USAID project staff and stakeholder capacity, this was hard to demonstrate because the METSS II PASA was not required to have either a mid-term or final assessment or evaluation.

2.5. Conclusions

2.5.1. Conclusion 1⁴¹

There is clear evidence from the project reports, internal records, and written feedback from USAID/Ghana filed in the project archives that the METSS II PASA was successful in its IR 1 goals:

- Sub-IR 1.1: Strengthened the capacity of the targeted IPs and GoG partners to develop, execute, adjust, and revise M&E plans that meet USAID's quality standards.
- Sub-IR 1.2: Improved USAID's confidence in and the quality of the EG Office partners' performance data through: 1) a formal training program; 2) one-on-one mentoring by an assigned METSS II M&E specialist; and 3) using a five-step review process the PASA followed before validating any of the EG Office partners' results being reported to USAID.
- Sub-IR 1.3: Increased the capacity of the USAID/Ghana EG Office to conduct surveys, analytical studies, and project evaluations that it needed to assess the results of its current programming and design new programming.

2.5.2. Conclusion 2⁴²

The METSS II PASA's IR 1 activities were very effective in addressing USAID/Ghana's and the IPs' most pressing capacity needs by: 1) creating a mechanism for the USAID/Ghana EG Office to keep its IPs and GoG partners up to date on new guidance and indicators; 2) providing the USAID/Ghana EG Office with a simple data quality control system that reduced the risk of variation in how some of the most complicated standard indicators were being reported; and 3) providing the USAID/Ghana EG Office with high-quality technical back-up (through KSU) for the design and execution of large PBSs and BBSs.

⁴¹ Cross-cutting Question 1 asked in the SOW for the preparation of the METSS II Final Report: "To what extent has the METSS II PASA achieved its purpose and goals, IRs, and Sub-IRs?"

⁴² Cross-cutting Question 2: "To what extent has the METSS II PASA addressed capacity needs of the Economic Growth Office and USAID-funded activities that interacted with METSS II staff?"

2.5.3. Conclusion 3⁴³

One unintended contribution of the METSS II PASA's IR 1 activities has been to demonstrate the utility of its two-pronged M&E capacity-strengthening model (training plus one-on-one mentoring by qualified staff) for the two categories of GoG partners targeted by USAID's new local capacity strengthening (LCS) guidelines.⁴⁴ This includes those serving as IPs through the Government to Government (G2G) funding mechanism and those affected by the IR 1 activities' training and outreach programs who are not IPs such as: 1) the Ministry of Energy (MoEn) and MoFA staff; and 2) the 58 metropolitan, municipal, and district assemblies (MMDAs), regional coordinating councils, and other regional-level government offices that support the MMDAs that benefitted from the PBS data presented in the district profiles. It also includes the two universities that were the local managers of the PASA that strengthened their capacity to manage donor-funded grants in ways that generate overhead, and research and training activities for their faculty and students.

⁴³ Cross-cutting Question 3: "What unintended contribution has METSS II PASA's approach and activities achieved relative to indirectly supporting USAID's localization agenda, which was announced during the last year of the project?"

⁴⁴ The two categories of local partners the new LCS policy focuses on are: 1) Category A: Registered local groups like local consulting firms, associations, non-governmental organizations (NGOs), federations, and cooperatives working with USAID through contracts, sub-contracts, grants, or sub-grants; and 2) Category B: Local groups like associations and cooperatives collaborating with and, in many cases, co-executing activities associated with USAID-funded projects that may or may not be based on a written contract, sub-contract, grant, or sub-grant.

3.0. IR 2: Increased Knowledge, Data, and Information for Use in Policy, Strategic Planning, Project Design, and Implementation

The activities under this component were designed to:

- Sub-IR 2.1: Increase the availability of and access to high-quality PBSs in Ghana's northern regions.
- Sub-IR 2.2: Strengthen the capacity of the GoG's MDAs to use this high-quality, evidence-based data to support better policy and project design and implementation.

FY 2014–FY 2015: During its first two years, METSS II strategized to implement activities under Sub-IRs 2.1 and 2.2 with three METSS II Knowledge Management unit staffers.⁴⁵

FY 2016–FY 2018: In response to a rapid scale-up of its support for three initiatives associated with the U.S. Government (USG) PFG initiative in FY 2016, METSS II created a new capacity-building unit with four additional staff (two specialists in trade, one specialist in energy, and one DP coordinator).⁴⁶

FY 2019–FY 2022: In FY 2019, METSS II downsized its staff to align with the new focus and structure of the PASA, which did not include a lot of activities under capacity building. This resulted in the Knowledge Management and Capacity Building units being merged into a single Communication and Capacity Building and Support Services (CCBSS) unit with one position in each unit.⁴⁷

3.1. Sub-IR 2.1: Increased Availability and Access to Evidence-Based Data, Information, and Knowledge to Support Better Policy and Project Design and Implementation

3.1.1. Web Portal Development

3.1.1.1. Targets: METSS II was tasked by the USAID/Ghana EG Office with the development of a web-based data and information repository to house the datasets produced by the first USAID-sponsored PBS and with facilitating USAID and IP staff's access to the data. METSS II was expected to strategically execute this activity in three phases:⁴⁸

- Phase I covered the design and targeted launch of the user-friendly web-based data and information repository (web portal) called Ghanalinks.org in May 2016.
- Phase II (slated to begin in Quarter [Q] 4 of FY 2016) involved increased awareness and outreach of Ghanalinks.org among IPs and DPs, as well as tool refinement through solicited contributions from key actors.
- Phase III (slated to begin in Q3 of FY 2017) focused on “ramping up GoG collaboration and executing a sustainability plan.”

⁴⁵ The first METSS II Knowledge Management unit included four specialists in FY 2014–FY 2015, and five in FY 2016–FY 2018 (Annex III.A).

⁴⁶ The capacity-building unit had four staffers in FY 2016 and three in FY 2017–FY 2018. The unit was created to provide support to the USG PFG initiative. It reported on Sub-IR 2.2 (Annex III.A).

⁴⁷ These were the graphic designer and the DP coordinator, who also doubled as a communication specialist.

⁴⁸ METSS II FY 2017 Annual Results Report, p. 23.

3.1.1.2. *Achieved*: METSS II began implementation of Ghanalinks.org in FY 2015 with a web portal that was designed by an American firm aWhere and later upgraded it to a new, more user-friendly web portal with technical support from a Ghanaian firm MAK-EDU.⁴⁹ The revised web portal was officially launched in May 2016. METSS II quickly overachieved almost all the original LOA targets for Phases I and II of the web portal, including⁵⁰:

- A 150 percent achievement of the original target for sub-sites (nine vs. the original target of six in the MAK-EDU contract) and constant updates to these components to improve their visual appeal and ease of use (Annexes IV.D.1.A and IV.D.2); and
- An ambitious overachievement of the project's original goals for creating the geographical information systems (GIS) map layers (612 [120 percent] of the LOA target of 508 GIS layers) that fueled the production of USAID's first GIS-based maps, which were widely used in USAID publications and IP and GoG partner reports (Output Indicator 2.1.2, Annex I).

Based on the initial feedback from USAID/Ghana and the agency's IPs, METSS II:

- Hosted 34 formal trainings and learning events (most of them add-ons to trainings organized for other purposes) to strengthen the capacity of USAID, USAID IP staff, local GoG partners, and DPs to access and use the materials and databases on the web portal (Annex IV.B);
- Created a series of well-thought-out, progressively updated, online training programs that explained how the different tools could be used in FY 2017 (Annex III.B);
- Provided one-on-one mentoring to help each USAID IP: 1) develop a sub-site on its specific project; and 2) share a growing stream of regularly updated reports, success stories, events, and published reports uploaded to that site or the Ghanalinks.org e-library or event calendar (Annexes IV.D.1.A and IV.D.2); and
- Ensured that the Ghanalinks.org web portal was user-friendly and served the needs of USAID's principal project and local partner stakeholders by: 1) conducting two internal online surveys for a representative sample of users (the first in FY 2017 and the second in FY 2019); and 2) introducing new Google analytics software that enabled it to track stakeholder usage of the portal in FY 2016 and a system for tracking downloads in FY 2018 (Annex IV.D.2).

One of the first documented peaks in web portal traffic occurred on May 26, 2016—the day after an introduction email was sent to USAID/Ghana EG Office and IP staff. The site experienced a second spike on June 29, 2016, when the first Ghanalinks.org training was conducted at the USAID/Ghana EG Office with the M&E and Communications Working Groups in Kumasi and Accra, respectively. The number of registered users quickly increased from 727 in FY 2017 to an average of about 3,000 per year, with a brief dip in FY 2019 when a large percentage of the first generation of FTF projects closed and a new generation of USAID-funded IP and GoG partner projects started (Output Indicator 2.1, Annex I). Unfortunately, because the analytics were out of date, the team preparing this report was unable to track how this affected the way different stakeholders used different components of the Ghanalinks.org site for different purposes.⁵¹

⁴⁹ See Annex IV.D.2 for a brief summary of this early history and the later phases of the web portal's development.

⁵⁰ Each year, METSS II co-identified (with USAID/Ghana) a series of annual targets rather than LOA targets for most of its activities.

⁵¹ This is because the original version of Google analytics is no longer supported.

By FY 2017 almost all the active IPs had collaborated with METSS II staff on the development of their project sub-sites on Ghanalinks.org by using a generic online format,⁵² and at least one member—in many cases, more—of their staff was trained in the use of the site, although it was hard to determine what tools they were using and to what extent.

Today, seven years after its initial launch in May 2016, the Ghanalinks.org web portal is still widely recognized as the single most important repository of evidence-based data on development in Ghana’s northern regions, though it has not been updated or properly maintained since the project closed in March 2023 (Annex IV.D.1.B). This information is still relevant to a wide range of USAID/Ghana EG Office stakeholders.

Although METSS II was unable to complete a sustainability plan for the Ghanalinks.org web portal before the project closed, there is a strong commitment by the former staff—as well as most of the USAID/Ghana EG Office’s IPs, DPs, and GoG partners—to find a way to hand it over to a GoG partner and/or USAID IP to maintain and scale up the web portal and its nine principal components.

The only area where the PASA did not achieve its original goals for this sub-IR was in new database development (Output Indicator 2.1.1, Annex II).⁵³ The PASA was also unsuccessful in achieving two of the staff’s aspirations (that were not a requirement or task assigned by USAID): 1) executing a mid-term or final assessment of how the materials were being used by the different IPs and GoG partners;⁵⁴ and 2) identifying and training a GoG or USAID project to manage the Ghanalinks.org web portal.

3.1.2. METSS II Strategic Communication and CLA

3.1.2.1. Targets: METSS II was tasked with supporting three broad categories of activities under this component, including:

- Coordinating large CLA events focused on strengthening the capacity of the USAID/Ghana EG Office and its IPs and GoG partners to support evidence-based strategic communication;
- Conducting media outreach to strengthen major media outlets’ capacity for evidence-based reporting on food security and development issues in northern Ghana; and
- Per request, providing graphic design and editing support to the USAID/Ghana EG Office and its stakeholders.

⁵² This simple format (and support from the METSS II staff) made it easy for IPs and GoG partners to develop their own sub-sites and upload materials about their project to that sub-site as well as the Ghanalinks.org e-library.

⁵³ To date, only two of the eight databases METSS II created worked correctly.

⁵⁴ METSS II originally planned to monitor the collective outcome of these activities on the stakeholders’ access to evidence-based data, information, and knowledge through a two-pronged methodology that proposed: 1) using a tool to measure the current level of use of the Ghanalinks.org online resources such as the e-library, analytical database, mapping tools, and online discussion forum by the different categories of stakeholders; and 2) using a tool to measure the analytics that could be obtained from the aWhere database. The METSS II PMMP specified that: “A staff person was to be counted only when he or she had used at least two of the Ghanalinks.org resources, and for more than one occasion.” It was expected that the PMMP tool would help the PASA identify what assistance different partners would need to increase their use of the online tools and resources. Unfortunately, the mid-term assessment the PMMP recommended for FY 2018 was never funded, which explains why the analytics on web portal usage were the only quantitative measures of Sub-IR 2.1 outcomes in the annual results reports.

While there was usually a fixed target and budget for CLA events in the annual work plans, most other requests for support from USAID/Ghana were generated in real-time in response to a request with little or no advance notice.

3.1.2.2. Achieved: Between FY 2017 and FY 2022, the METSS II CCBSS team organized:
CLA events:

- Four regional one-day workshops in FY 2017 to strengthen the capacity of 666 regional- and district-level GoG stakeholders in accessing the 58 district profiles and other types of information on the Ghanalinks.org web portal; and
- Two knowledge management and learning events in FY 2017 for 174 persons, including staff from USAID/Ghana and the 26 IPs, which included follow-up mentoring of the trainees and text presentation, editing, and graphics.

Media engagement:

- A series of one-on-one meetings and information sessions to increase the visibility of USAID FTF activities in three national print media establishments (*Daily Graphic*, *Daily Guide*, *Ghanaian Times*) and two electronic media establishments (*Joy/Multi TV*, *GBC*) in FY 2017;
- A media engagement workshop for 15 journalists from media outlets in the ZOI to share USAID FTF activities in the ZOI and reporting guidelines in FY 2018;
- Press coverage for the USAID IP meeting and one American Chamber of Commerce (AMCHAM) meeting in FY 2017; and
- Graphics and editorial support for 65 events and publications between FY 2017 and FY 2022 that benefitted a wide range of stakeholders (Annex IV.D.3).⁵⁵ Some of the best qualitative evidence of how this graphics support strengthened the execution and impact of various USAID/Ghana EG Office activities is from the effusive notes sent directly to the METSS II graphics specialist (Text Box 1).

Text Box 1. Qualitative Stakeholder Feedback About the Impact of the METSS II Graphics Support on Specific USAID-Funded Projects or Activities

- MoFA Embedded Advisor: *“Thank you METSS for the beautiful food price bulleting design and the details.”* (Feedback on graphic design of USAID/Ghana EG Office food bulleting document)
- Program Management Specialist and Budget Coordinator, USAID/Ghana EG Office (METSS II Supervisor): *“Well done METSS for the graphics in the food price bulleting, they look good.”* (Feedback on graphic design of USAID/Ghana EG Office food bulleting document)
- Agricultural Development and Value Chain Enhancement (ADVANCE) Project staff: *“Well done METSS II for taking the load off our head and helping present our data to the stakeholders as required by USAID.”* (Feedback on graphic design support to ADVANCE learning event)

⁵⁵ These assignments benefitted a wide range of USAID/Ghana EG Office stakeholders, including: 1) USAID/Ghana EG Office’s management and technical operations (13 percent of the 65 requests); 2) METSS II’s core activities, including the regular updates of the Ghanalinks.org website and CLA events and trainings (14 percent of the 65 requests); 3) a wide range of IP conferences, workshops, and reports as well as some of the activities of the USAID-based office of the AMCHAM (38 percent of the 65 requests); 4) the USAID/Ghana EG Office’s principal ministry-, regional-, and district-level partners (41 percent of the 65 requests); and 5) other non USAID-funded, donor-funded DPs in the ZOI (4 percent of the 65 requests) (Annex IV.D.3).

- University of Ghana Institutional Capacity Building (UG CaBP) staff: “*Thank you METSS for the virtual backdrops for the learning events and excellent graphic transmission UG.*” (Feedback on graphic design support offered to UG CaBP learning event)
- Ghana International Trade Commission (GITC) staff: “*Thank you METSS for the logo and web page; it looks good and communicates the message.*” (Feedback on the design of a logo and web page for GITC)

Source: Wendy Martey project records, June 12, 2023.

3.2. Sub-IR 2.2: Strengthened Capacity of GoG MDAs to Use Evidence-Based Data, Information, and Knowledge for More Effective Policy and Programmatic Contributions to the Achievement of USAID/Ghana DO 2 and GoG Goals

3.2.1. Embedded Advisors and Sectoral Working Groups

3.2.1.1. *Targets:* In the original agreement, METSS II was tasked with:

- Support to embedded advisors:
 - Funding the salaries of three embedded advisors in MoFA, the Ministry of Finance (MoF), and the Ministry of Trade and Industry (MoTI); and
 - Facilitating USAID/Ghana EG Office embedded advisors’ activities aimed at strengthening capacity (Table 6).
- *Sectoral working groups:* Continuing to honor USAID’s commitment to supporting the Agricultural Sectoral Working Group (ASWG). Based on METSS II’s highly successful backstopping of ASWG, USAID asked the PASA to support two additional sectoral working groups important to these ministries and other key GoG partners, the Private Sector Working Group (PSWG) (FY 2021–FY 2022) and the Collaborative Circle of Chiefs of Parties (CCC)⁵⁶ meetings (FY 2022).

Table 6. METSS II Support to Embedded Advisors and Their Ministries, FY 2014–FY 2022

	MoF	MoFA	MoTI
National Level			
Embedded advisors	Yes	Yes	Yes
Staff participated in M&E and knowledge management training, and received follow-up technical support	No	No	No
Special training programs in M&E for staff within the ministry or agency	Yes	Yes	Yes
Logistical support for networking working with key DPs and other USAID-funded initiatives	No	Yes	Yes
Assistance with database development, management, and access	No	Yes	No
Editorial/graphics support for internal documents and proposals	Yes	Yes	Yes
Regional and District Levels			
Training and technical backstopping to increase their access to and use of data from the PBSs	No	Yes	No
Assistance with database development	No	Yes	No

Source: Janet A. Y. Tiah, based on METSS II annual result reports, May 2023.

⁵⁶ The CCC is made up of chiefs of party from various USAID activities who come together once a quarter to share ideas and experiences on the implementation of their activities.

3.2.1.2. Achieved:

Embedded advisors: Between FY 2014 and FY 2022, METSS II provided consistent capacity-strengthening support to all three ministries' embedded advisors and other types of technical, logistical, and M&E support requested through the USAID/Ghana EG Office (Table 6).

Sectoral working groups: METSS II structured the working groups to be a good platform for stakeholders in the agricultural sector to engage in discussions and provide input and feedback on sector policy development and implementation to enhance the agricultural sector. On a yearly basis, one of the DPs active in the agricultural sector co-chairs the ASWG with a representative of the MoFA. Between FY 2014 and FY 2022, METSS II provided USAID/Ghana (which headed the DP group from FY 2015 to FY 2017 and from FY 2020 to FY 2022, and co-chaired the ASWG) with coordination support. METSS II also served as the secretariat for the agricultural sector DP collaborations in Ghana. This support included planning and logistical support for: 1) nine to 12 monthly information-sharing meetings per year (on upcoming events, missions, studies, results, projects, and collaboration); 2) six ASWG meetings; and 3) at least one meeting of ASWG's Joint Sector Review (JSR) task team. METSS II also provided coordination and logistical support for two PSWG meetings, of which USAID was the co-chair in FY 2021, and extensive planning coordination and secretariat support for one virtual CCC meeting in FY 2022.

3.2.1.3. Results: Some of the best evidence of impact is from the embedded advisors' quarterly and annual reports to METSS II and the PASA's end-of-year reports (Table 7).⁵⁷

Table 7. Early Impact of the METSS II Support for the Embedded Advisors and Sectoral Working Groups (FY 2014–FY 2022)

Activity	Qualitative Evidence of Policy Impact
Embedded Advisors	
MoF (FY 2014–FY 2022)	Advisors: 1) Provided technical guidance and data to support the development of the “Ghana Beyond Aid” policy and program framework; 2) led the review of numerous Ghana–International Monetary Fund (IMF) programs; 3) facilitated the ministry's engagement with the World Bank and other high-level officials on a number of key policies including the Economic Transformation Project, Financial Inclusion Project, and Development Bank of Ghana Project; 4) provided technical support to a GHC 2 billion guarantee scheme proposed for a COVID-19 Alleviation and Revitalization of Enterprises Support (CARES) program as well as various documents on Ghana's Emergency Preparedness Program for COVID-19 and Ghana's request to the World Bank and IMF for financial support to execute the program; and 5) provided the technical advice on the Energy Sector Levy Act, a debt management act that was expected to pay off the legacy debt of the Volta River Authority (VRA), Tema Oil Refinery, and Ghana Grid Company (GRIDCo), advised on the privatization of selected state assets such as partial

⁵⁷ METSS II originally planned to monitor the outcomes of the Sub-IR 2.2 activities through a tool that would measure the extent to which USAID EG Office's GoG partners used the three categories of reports supported by METSS II (research papers, policy papers, and analytical studies) to inform their policy decision making and project design and planning. Unfortunately: 1) the PASA was never able to collect this information for any of the GoG partners (e.g., the three ministries that had USAID-funded advisors, the Ministry of Energy, or the IPs led by the government or its partners); and 2) the team's efforts to develop a proxy indicator that would measure (retroactively) the number of document downloads from the site for different categories of GoG partners was frustrated by the outdated software.

Activity	Qualitative Evidence of Policy Impact
	privatization of the VRA thermal plants, and advised the ministry's management on the development of Assets Protection Corporation.
MoFA (FY 2014–FY 2022)	<p>Advisors: 1) Worked closely with MoFA's Plant Protection and Regulatory Service Directorate (PPRSD) and its partners in MoTI to maintain compliance with the European Union (EU) fresh produce export requirements; 2) helped facilitate donors' connections with MoFA that enabled the effective management and control of a fall army worm outbreak in FY 2018 and developing a ministry strategy for setting up a loan guarantee scheme to assist distressed companies to mitigate the effect of the COVID-19 pandemic; 3) helped engage the African Development Bank (AfDB) and other USAID IPs in securing the financial, technical, and capacity building support for the implementation and initial scale-up of the Ghana Incentive-Based Risk Sharing Systems for Agricultural Lending (GIRSAL), including setting up a portal to increase access to agricultural data for use in policy planning through the GIRSAL knowledge portal to provide information on agriculture to financial institutions (FIs) so they could assess agriculture-related loans as well as design products suitable for the agricultural sector; 4) worked with the Alliance for Green Revolution in Africa (AGRA) in developing a strategic implementation plan for a new World Bank-funded initiative, Planting for Export and Rural Development (PERD); 5) developed a strategy for helping processors along the rice value chain identify sources of financial support and helping other stakeholders (millers, importers/distributors, FIs, and farmers) address the issue of a sudden glut of paddy rice in the northern parts of the country in FY 2020; 6) helped Ghana launch and inaugurate the board for its first Tree Crop Development Authority in FY 2020; 7) organized field trips to build the capacity of the FI staff participating in GIRSAL; 8) provided input and data source linkages to complete the rapid assessment of the effect of COVID-19 on export trade and financial sectors; 9) participated in the technical committee that designed the Partial Guarantee Fund, now known as the Ghana Cares Guarantee Scheme for MoF; 10) took a lead role in the stakeholder consultations regarding the temporary restrictions on grain exports in FY 2019; 11) engaged in extensive work on the impact of the Ukraine-Russia conflict on food security; 12) provided technical support for the Animal Production Directorate on the implementation of the Rearing for Food and Jobs (RFJ) initiative; 13) made recommendations for the promotion of the nuclear farmer-outgrower models for the development of commodity value chains; and 14) worked toward the development of the Ghana Agriculture Land Information Bank.</p>
MoTI (FY 2014–FY 2022)	<p>Advisors: 1) Provided technical support to MoTI's chief director on various project policies on regional economic integration, unfair trade practices, private-sector competitiveness, the "Ghana Beyond Aid" initiative, and the USG's and GoG's Declaration of Partnership for Cooperation, as well as currency issues related to the depreciation of Ghana's currency against the major foreign currencies; 2) worked extensively with two standards regulatory bodies (Ghana Standards Authority and the Ghana Food and Drug Authority) to enhance the ease of doing business in Ghana; and 3) provided technical support to the Ghana International Trade Commission (GITC) investigation of dumped imports of aluminum coils and circles from China that was submitted to the GITC in FY 2019.⁵⁸ This later feat made "Ghana the only country south of the Sahara to adopt World Trade Organization (WTO) rules and regulations in evidence-based determination of unfair trade practices [which gave] foreign investors the confidence that their businesses would be protected from unfair competitive practices as they take advantage of the market opportunities offered by the African Continental Free Trade Area (AfCFTA) in Ghana."⁵⁹ In FY 2022, the embedded advisor: 4) Played an active role in building the Effective Rate of Protection framework for Ghana and analyzing the rationalization of the export permit policy on specified grains, notably maize, rice, and soyabean; 5) helped develop Ghana's Boosting Intra-African Trade (BIAT) Blue Print; and 6) continued to ensure strong coordination of trade policies between USAID, other DPs, and the GoG.</p>

⁵⁸ This unfair trade practice by China caused a lot of trade losses to Aluworks Ltd., the only manufacturer of aluminum coils and circles in Ghana. Some of the losses included significant declines in sales volume, market share, return on investment, productivity, and incoming cash flow (METSS II FY 2021 Annual Results Report, p. 39).

⁵⁹ METSS II FY 2020 End-of-Year Report, p. 42.

Activity	Qualitative Evidence of Policy Impact
Working Groups	
AWSG (FY 2014–FY 2022)	Extensive coordination and logistical support through the METSS II DP coordinator for the three levels of coordination meetings per year of the DPs/ASWG. Based on stakeholder feedback from end-of-year results reports, this support led to: 1) more active involvement of DPs in providing technical support to policy formulation in the agricultural sector, including the development of initial funding for a COVID-19 MoFA agricultural plan; 2) more effective realignment of DP activities to GoG priorities, especially to mitigate the effects of COVID-19 on food security; and 3) the creation, at the request of USAID/Ghana, of a terms of reference to guide DPs’ operations in Ghana. In addition to this, METSS II supported some of the ASWG DP-facilitated initiatives, including two workshops in support of USAID/Ghana’s Investment Support Program in January 2020 in Tamale and Accra to validate the Agricultural Market Assessment.
PSWG (FY 2021–FY 2022)	METSS II provided coordination and logistical support for two PSWG meetings, of which USAID was the co-chair, in FY 2021.
CCC Meetings (FY 2022)	METSS II provided extensive planning, coordination, and secretarial support for one virtual CCC meeting in FY 2022. METSS II planned the meeting, coordinated the meeting, and provided graphic design support to the meeting, including designed backdrops and name tags.

Source: METSS II Annual Results Reports, FY 2014–FY 2022.

3.2.2. USG-GoG Partnership for Growth

In 2013, Ghana and the USG signed the Statement of Principles for the PFG initiative, which was supposed to resolve two key constraints in the Ghanaian economy—access to credit and reliable power. The PFG initiative had two operational secretariats coordinate project implementation under each constraint area—the Credit Joint Country Action Plan (JCAP) Secretariat and the Power JCAP Secretariat. The operational secretariats report to the PFG Joint Steering Committee (JSC).

3.2.2.1. Power Africa (FY 2014–FY 2022)

3.2.2.1.a. Targets: In FY 2014, an M&E addendum was developed to guide the design of a protocol to track and report on the indicators identified for the Power Africa (PA) initiative in Ghana under the JCAP signed by USAID/Ghana and the GoG. The USAID/Ghana EG Office requested METSS II “work with all key stakeholders under both PFG and PA initiatives to eliminate this data collection and reporting gap.”⁶⁰ In FY 2016, METSS II support to the USAID/Ghana EG Office, MoEn, and its agencies expanded to providing technical energy support to promote the PA initiative. This support ranged from coordinating interagency collaboration meetings to technical energy counsel/guidance. Since then, METSS II’s support for the PFG initiative focused on three key areas:

- Support to the National PFG Secretariat at the MoEn;
- Support to the Technical and M&E Working Group of the Power JCAP Secretariat; and
- Direct technical support to the USAID/Ghana EG Office that oversees PA.

The specific targets were set annually in response to identified needs orchestrated through and approved by the USAID/Ghana EG Office.

⁶⁰ METSS II End-of-Year Results Report FY 2014, p. 11.

3.2.2.1.b. *Achieved:*

- *FY 2014–FY 2016:* During the first two years, METSS II supported MoEn and its agencies through its M&E unit to develop indicators and structure a data tracking system that ensured evidence-based monitoring, reporting, and work plan development and providing assistance with report writing and M&E (Text Box 2).
- *FY 2017–FY 2018:* This support intensified after the PASA added a separate energy position to the CCBSS team in November 2016 and ended in September 2018 because the cost extension did not support the kind of assistance the energy sector specialist provided (Table 8 and Text Box 2).

Text Box 2. Examples of Best Practice in Local Capacity Strengthening:⁶¹ METSS II's Support to Power Africa (FY 2014–FY 2018)

FY 2014: M&E Capacity Strengthening—In Q4 of FY 2014, METSS II facilitated the creation of an Energy Sector M&E Working Group tasked with developing an M&E system for the energy sector that would facilitate communication and comply with USAID's reporting requirements.⁶²

FY 2015: M&E and Reporting—METSS II continued to support the preparation of Ghana's Annual Scorecard report to USAID by: 1) facilitating the organization of two initial planning sessions; 2) conducting one-on-one follow-up meetings with the energy sector agencies to collate data and prepare narratives needed to accompany the indicator data; 3) facilitating the review of this information by the JSC⁶³ needed to approve the data and narrative before reporting to USAID;⁶⁴ 4) organizing two three-day mid-term retreats that provided the forum for revising the year three work plans, M&E plans, and communication; and 5) conducting a baseline M&E training for 11 energy-sector actors.

FY 2016–FY 2018: M&E Capacity-Strengthening—METSS II continued to work with the same 11 energy-sector agencies to: 1) design their agency-specific results framework, select appropriate indicators to measure performance, and develop performance indicator reference sheets (PIRSs) for the indicators; 2) develop their data collection protocols, assign roles and responsibilities for implementing the M&E plans and define their data quality assurance; and 3) facilitate a merged M&E and technical working group that linked all of the key agency actors. A critical turning point was the formal approval of all 11 M&E plans by their agencies and USAID in FY 2017.

FY 2017: Evidence-Based Policy Research—METSS II and its principal research partner KSU oversaw the design and execution of the first national PBS focused on residential, non-residential, and industrial establishments' total unmet demand and their willingness to pay for electricity.⁶⁵ The results of these studies fed into PA's joint planning with USAID.

Source: METSS II FY 2014–FY 2018 End-of-Year Results Reports.

⁶¹ Based on the project reports and feedback from both USAID/Ghana and the GoG, the methodology METSS II adopted for this LCS endeavor was identified as an example of best practice.

⁶² The M&E Working Group was comprised of focal persons from the Ministries of Petroleum and Power, VRA, GRIDCo, Electricity Company of Ghana (ECG), Northern Electricity Distribution Company (NEDCo), Energy Commission (EC), Petroleum Commission (PC), Public Utility Regulatory Commission (PURC), USAID, and METSS II (METSS II FY 2015 End-of-Year Results Report, p. 8).

⁶³ The Joint Steering Committee is comprised of both co-chairs from the GoG and USG; ministers of finance, petroleum, power, and trade and industry; and chief executive officers of the sector agencies. The GoG team was led by Ghana's vice president.

⁶⁴ This first annual report was reviewed and subsequently approved by the JSC.

⁶⁵ This survey was one of the nine PBSs and BBSs described in Section 3 and tracked under IR 1 Output Indicator 1.3.1 in the PITT.

Table 8. METSS II Support to Power Africa (FY 2014–FY 2018)

#	Activities	FY 14	FY 15	FY 16	FY 17	FY 18
1	Initial stakeholder meeting and creation of a PFG/PA M&E Working Group	1/1				
2	Establishment and support of an Energy Sector Working Group	1/1				
3	Facilitate JCAP Secretariat's data collection, review, and approval process for its first PFG/PA report to USAID		1/1			
4	Strengthen JCAP's capacity to conduct a mid-term review of the PFG energy sector headline activities by providing logistical and technical support for:		1/1			
4.a	<i>Two stakeholder retreats (one for finance and one for power); and based on feedback from the retreats:</i>		2/2			
4.b	<i>1) Updating JCAP's plan; and 2) developing a year three work plan, a plan for M&E training and work plan, and a communication strategy</i>		1/1			
5	Routine backstopping for: 1) logistical and planning support for the PFG Secretariat's technical retreats; 2) the PFG Secretariat's annual report; and 3) logistical and planning support for the annual JSC meetings		Yes	Yes	Yes	
6	Capacity strengthening for 11 energy partners (<i>achievement/target of energy agencies trained</i>)			Yes	Yes	
6.a	<i>Basic M&E training</i>		11/11			
6.b	<i>11 energy partners trained in M&E results framework, selection of indicators, and data quality standards</i>			11/11		
6.c	<i>11 energy partners' M&E plans developed and approved</i>				11/11	
7	Organizational and logistical support for JCAP's quarterly technical and M&E working groups		Yes	Yes	Yes	Yes ⁶⁶
8	Two Suppressed Demand and Willingness to Pay for Electricity Surveys (FY 2017)				2/1 ⁶⁷	
9	The METSS II energy specialist reviewed business models of some companies accepted as PA partners				Yes	Yes
10	The METSS II energy specialist attended most of the weekly USAID meetings coordinating the U.S. agencies working in the power sector				Yes	Yes

Source: METSS II FY 2014–FY 2018 Annual Results Reports.

Although there is no specific output indicator for METSS II's technical support to PFG/PA, there is a great deal of qualitative and quantitative evidence in the end-of-year results reports that because of this support, the 11 agencies associated with PA were:

- More efficient with data collection;
- Able to comply with USG standards for reporting on the PFG's required standard indicators; and
- More in touch with their counterparts in each of the other agencies because of the regular meetings of the combined Technical/M&E Working Groups.

⁶⁶ With significant reductions in METSS II funding at the beginning of FY 2018, it was compelled to reduce its organizational and logistical support for the quarterly JCAP Technical and M&E Working Group. METSS II did continue to support the group by: 1) contributing to the development of a conceptual framework for the second phase of the PFG initiative in Ghana; 2) supporting the preparation of a report for the PFG Scorecard at the final JSC meeting in March 2018; and 3) providing some organizational and logistical support toward the final JSC meeting.

⁶⁷ The original target was one, but two surveys were conducted.

One of the best indicators of success was METSS II recorded no challenges in collating data for the FY 2018 JSC meeting in March 2018.⁶⁸ All 11 energy sector agencies' M&E focal persons submitted their data on time with minimal challenges, a dramatic contrast to FY 2015 when this capacity strengthening started (Text Box 2).

3.2.2.2. Trade Africa (FY 2016–FY 2018)

3.2.2.2.a. Targets: The Trade Africa Expansion Program was a second key component of the USG-GoG PFG initiative signed in 2013. In July 2016, the USAID/Ghana EG Office called on METSS II to backstop its support to MoTI. METSS II was supposed to build the ministry's inter-agencies' capacities to better coordinate and implement activities in support of Trade Africa's Component Four, which focused on policies and programs to promote regional integration and trade and investment. This involved a high level of coordination with the two other ministries involved in international trade, MoF and MoFA. METSS II was expected to provide support for:

- The establishment of the Ghana International Trade Commission (GITC);
- The implementation of the US Africa Growth and Opportunity Act (AGOA); and
- Enhancing the advocacy activities of AMCHAM.

METSS II was also tasked with backstopping the USAID/Ghana private-sector lead on the implementation of some of the critical sub-activities that fed into and/or complemented the GITC (Activities 1.1–1.7 in Table 9).

To assist with the implementation of Trade Africa's activities, METSS II hired a Trade Africa private-sector specialist and a Trade Africa advisor in FY 2016 who were managed as part of the METSS II capacity building unit, which also included the DP coordinator for the entire PASA.

3.2.2.2.b. Achieved

Trade Africa: Between FY 2016 and FY 2018, METSS II supported a wide range of activities that (Table 9):

- Provided a framework that facilitated the full operationalization of the GITC (Activity 1.1);
- Strengthened the capacity of key public- and private-sector actors to understand and comply with the rules governing exports to other countries (Activity 1.2);
- Strengthened the capacity of the MoTI staff to understand the Effective Rate of Protection (ERP) accorded to businesses and how to undertake data collection to conduct the ERP (Activity 1.2);
- Built public- and private-sector capacity to comply with World Trade Organization (WTO) guidelines and helped the GoG develop a hybrid enquiry point system called "The Ghana Trade Facilitation Enquiry Point" to ease access to this information (Activity 1.3);
- Supported two studies the government used to estimate ERP accorded to businesses and what measures should be put in place to enhance the competitiveness of certain sub-sectors of the economy, including the manufacturing sub-sector (Activity 1.4);

⁶⁸ METSS II End-of-Year Results Report FY 2018, pp. 30–42.

- Supported the conceptualization and initial rollout of a new plan for strengthening local private- and public-sector capacity on the measurement issues related to trade (Activity 1.4);
- Created training opportunities and working groups that promoted better partnerships among the key GoG actors and served as platforms for the exchange of knowledge and experiences on standards and safety systems in the U.S. and Ghana that could be applied to improve water, energy, and road transport systems (Activities 1.4 and 1.5);
- Strengthened Ghana's capacity for risk-based analysis and developing trade-friendly consumer protection policies and laws (Activity 1.5); and
- Strengthened collaboration between METSS II and another USAID-funded IPs on food safety compliance issues related to Ghanaian fruits and vegetables (Activity 1.6).

By the end of the PASA, Ghana had the capacity to implement a verifiable safety and quality compliance system for vegetable exports that contributed to the European Union's (EU's) willingness to lift the ban on imported vegetables from Ghana. With the GITC established and running, Ghana joined South Africa as the only two Sub-Saharan African countries with trade remedy institutions.

AGOA: The participatory process METSS II used to support the development of Ghana's AGOA national strategy and accompanying work plan helped the private- and public-sector operators have a better understanding of U.S. market access opportunities under AGOA, the scope of product coverage, and requirements for qualification of products, testing, and standards for some of the reportable products (Activity 2.0, Table 9). Ghana's capacity to take advantage of the AGOA preferential market access was greatly enhanced.

AMCHAM: METSS II's extensive support for the high-level policy dialogue at AMCHAM increased its visibility and enhanced its advocacy engagements with governments for improving the business environment (Activity 3.0, Table 9).

Table 9. METSS II Support to Trade Africa (FY 2016–FY 2018) (X: Yes)

#	Activities	FY 16	FY 17	FY 18	Principal Outputs
1.0⁶⁹	GITC bill approved and fully operational with complementary support from other initiatives				
1.1	Activities needed to pass the bill and set up GITC office				Significant progress was made toward the operationalization of GITC. The private sector welcomed GITC's establishment with the inauguration of a nine-member private-sector committee by the Association of Ghana Industries (AGI) to educate its members for effective engagement with GITC. ⁷⁰
1.1.a	Supported a series of sensitization workshops across Ghana to build consensus and understanding of GITC.	X			
1.1.b	Assisted MoTI with the selection and appointment of the five-member GITC government board charged with its operationalization, who were formally appointed on September 28, 2017.	X			
1.1.c	Facilitated the identification and selection of a core team of officers from MoTI to serve as the nucleus staff for GITC; organized training workshops for these officers to help them better understand GITC and the activities planned for its operationalization; and organized three colloquia/capacity building workshops for GITC commissioners and technical officers.			X	
1.1.d	Provided computers, vehicles, and operating manuals for the new GITC office and facilitated its having a registered domain name and launching a Request for Proposal (RFP) for the development of a website.			X	
1.2	Rules of origin workshops conducted				
1.2.a	Conducted eight rules of origin workshops intended to highlight the framework that enables governments to grant preferential market rules of origin (as defined by WTO) to determine the national source of a product, which is linked to the duties and restrictions governments are allowed to impose on certain products, which depend on the source of imports.	X			Capacity strengthening of key public- and private-sector actors on rules governing exports to other countries.
1.2.b	Organized eight workshops in Accra, Tema, Takoradi, Kumasi, Sunyani, Bolgatanga, Ho, and Koforidua that benefitted public- and private-sector operators trained on the documentation and technical requirements that must be met under the rules of origin protocols for the major regional trade initiatives. ⁷¹	X			
1.3	Tariff study support				
1.3.a	Logistical support for a tariff study workshop in Kumasi in May 2016 for MoTI Regional Trade and Industrial Offices to equip them with knowledge and skills needed to carry out a baseline study on the impact of Ghana's tariff regime on Ghanaian businesses.	X			Data from the survey used to estimate ERP accorded to businesses and what measures should be put in place to enhance

⁶⁹ Activities 1.1–1.6 contributed to the formal adoption and operationalization of the GITC bill (Activity 1.0).

⁷⁰ The formal establishment of GITC provides Ghana with the legal and institutional framework to apply trade contingency measures in line with WTO provisions similar to the U.S. International Trade Commission (USITC) and the International Trade Administration Commission (ITAC) of South Africa.

⁷¹ This includes rules of origin protocols covering the Economic Community of West African States (ECOWAS) Trade Liberalization Scheme; the Economic Partnership Agreement (EPA) signed between EU and ECOWAS; and AGOA. Seven hundred and fifty people were trained.

#	Activities	FY 16	FY 17	FY 18	Principal Outputs
1.3.b	Design and development of a survey instrument.	X			the competitiveness of certain sub-sectors of the economy, including the manufacturing sub-sector.
1.3.c	Supported fieldwork for collection of relevant data in all ten regions of the country.		X		
1.4	WTO Trade Facilitation Agreement (TFA) support				
1.4.a	Supported stakeholder identification, design, and implementation of a needs assessment survey on Ghana's capacity to implement its commitments under WTO TFA.	X			Helped complete a plan to build public- and private-sector capacity strengthening and to comply with WTO guidelines.
1.4.b	Supported a team of trade facilitation experts conducting a validation of Ghana's trade facilitation self-assessment that identified potential areas for the provision of U.S. technical assistance of Ghana and completed a draft work plan.	X			
1.4.c	Supported a follow-up in-country mission to validate and finalize the draft work plan in September 2016.	X			
1.4.d	Assisted with preparations and rollout of a technical assistance program for MoTI officers and other relevant ministries and MDAs in FY 2017. ⁷²	X	X		
1.4.e	Supported MoTI's establishment of a technical working group on enquiry point and notification that reviewed the existing enquiry point system.		X		Formal adoption of a hybrid enquiry point system called "The Ghana Trade Facilitation Enquiry Point." ⁷³
1.4.f	Supported a study on fees and charges that assessed whether the administration of Ghana's fees and charges on import, export, and transit trade were in compliance with WTO TFA.		X		Recommendation to the GoG to adopt cost-based accounting methods to assess fees and charges to ensure they are related to the cost of services rendered (not a GoG revenue generator).
1.4.g	Provided technical assistance to a working group that defined the criteria and identified products for a study that analyzed the economic impact of changes in trade fees and charges on the prices of selected goods and on government revenue.		X		
1.4.h	Provided technical input to a workshop of the National WTO Trade Facilitation Committee that validated Ghana's national road map for the implementation of the WTO TFA and facilitated regular meetings between MoTI, Ghana Revenue Authority-Customs Division, and MoF.		X		Contributed to strengthening Ghana's trade facilitation efforts and promoted better partnerships among the key GoG actors.
1.5	WTO agreements on sanitary and phytosanitary (SPS) measures and technical barriers to trade (TBT)				

⁷² This technical assistance covered seven articles and one provision of Section 1 of WTO TFA.

⁷³ This comprised a coordination body housed in MoTI and working with decentralized agencies already operating some enquiry points, coupled with online reference systems to support the enquiry points. In order to ensure a smooth implementation, a protocol for coordination was developed and shared with key stakeholder MDAs.

#	Activities	FY 16	FY 17	FY 18	Principal Outputs
1.5.a	Supported a team of experts from the American National Standard Institute (ANSI).				LCS plan on measurement issues related to trade.
1.5.b	Undertook a stakeholder identification design and conducted a needs assessment survey on Ghana's capacity to implement the WTO TBT agreement.	X			Served as platforms for the exchange of knowledge and experiences on standards and safety systems in the U.S. and Ghana that could be applied to improve water, energy, and road transport systems.
1.5.c	Carried out a workshop on WTO Code of Good Practice. ⁷⁴	X			
1.5.d	Based on this analysis, developed a draft work plan.	X			
1.5.e	Developed initial rollout of activities in the work plan.	X			
1.5.f	METSS II continued to serve as the coordinating mechanism linking MoTI, Ghana Standards Authority (GSA), and other trade-related public-sector agencies for strengthening Ghana's implementation of the WTO TBT agreement under the USAID Standard Alliance Program.	X	X	X	
1.5.g	Under the Standard Alliance Program, METSS II facilitated: 1) two training workshops for the WTO National SPS Committee; 2) two training workshops for the WTO National TBT Committee; and 3) a GSA Standard Alliance workshop on standards to support U.S.-Ghana Trade		X		
1.5.h	Facilitated the delivery of two capacity-building workshops on best practice for conducting risk-based analysis and developing trade-friendly consumer protection laws and policies.			X	Ghana's capacity for risk-based analysis and developing trade-friendly consumer protection policies and laws was enhanced.
1.6	WTO SPS measures support				
1.6.a	Participation of METSS II trade experts in a stakeholder forum organized by USAID's Improving Food Safety System Project (IFSSP).	X			Strengthened collaboration between METSS II and another USAID-funded IPs on food safety compliance issues related to Ghanaian fruits and vegetables.
1.6.b	Held four coordinating meetings and participated in a traceability forum sponsored by IFSSP that provided a platform for stakeholders' buy-in that led to the launch of a pilot phase of the Ghana Traceability System project.			X	By the end of the PASA, Ghana had the capacity to implement a verifiable safety and quality compliance system for vegetable exports that contributed to the EU's willingness to lift the ban on imported vegetables from Ghana.
2.0	AGOA strategy support				

⁷⁴ For 24 officers in three agencies, including MoTI, GSA, and the Ghana Food and Drug Authority.

#	Activities	FY 16	FY 17	FY 18	Principal Outputs
2.1	Supported a team of AGOA experts to conduct a baseline stakeholder assessment ⁷⁵ and national AGOA strategy.	X			The Ghanaian private- and public-sector operators have a better understanding of the U.S. market access opportunities under AGOA, the scope of product coverage, and requirements for qualification of products, testing, and standards for some of the reportable products. Ghana's capacity to take advantage of the AGOA preferential market access was thus greatly enhanced.
2.2	Technical assistance provided to MoTI to align the Ghana national AGOA strategy document to the GoG's Ten-Point Industrial Transformation Agenda.		X		
2.3	Stakeholder meeting to validate and adopt the AGOA strategy in July 2017.		X		
2.4	Three-day activity planning workshop in August 2017.		X		
2.5	Facilitated the launch of the USAID/Dignity-Do the Right Thing Apparel project in Ghana in July 2017.		X		
2.6	Provided resource persons to execute two sensitization workshops for stakeholders and a two-day training workshop on industry standards that benefitted over 450 participants			X	
3.0	Northern Sector Agricultural Investment Coordination Unit (NSAICU)				
3.1	Facilitated the co-funding arrangement by USAID and USDA.				Facilitated the initial launch of NSAICU to help identify agricultural strategies and agri-business in the SADA zone.
3.2	Assisted development of its first work plan and budget for submission to USAID through USDA.				
3.3	Supported NSAICU's organization of the 2016 Savannah Agricultural Development Authority (SADA) agricultural investment workshop to identify agricultural strategies and agri-business investment in the SADA zone.	X			
4.0	AMCHAM				
4.1.	Helped develop a communications strategy that outlined a strong social media and online presence to ensure constant media engagement and interest.		X		Helped strengthen the capacity of AMCHAM as a mechanism for encouraging U.S.-Ghana joint business ventures and trade.
4.2.	Helped develop a one-year calendar of advocacy activities on trade, investment, energy, and agricultural issues.		X		
4.3.	Organized monthly policy dialogues with ministers and GoG officials on key policy issues.		X		
4.4.	Organized eight high-level policy dialogues that attracted 600 people.			X	

Source: METSS II FY 2014–FY 2018 Annual Results Reports.

⁷⁵ This assessment involved 70 meetings and visits to GoG MDAs business associations, private companies, and service providers across five regions of Ghana (Greater Accra, Eastern, Volta, Central, and Western).

3.3. Key Factors that Contributed to or Detracted from Results

3.3.1. Contributed to

Four key factors that contributed to METSS II's overachievement of its original and revised objectives for IR 2 were:

- The use of two qualified private-sector firms to ensure the appropriate technical set-up of the basic web portal, address some of the operating issues that emerged, and make the system more visually attractive and user-friendly;
- The PASA's recruitment and retention of qualified staff so it had the in-house capacity to respond to new identified opportunities and constraints as they emerged once the basic web portal infrastructure was in place (Annex III.A);
- The PASA's flexibility in responding to the new and evolving needs of the USAID EG Office, which allowed it to adjust its annual budgets, work plans, and staffing to support new communication outputs. This flexibility accounts for many of the six activities and sub-activities in Table 10 that were demand-driven add-ons not envisioned in the original contract agreements (Table 10); and
- The PASA's commitment to a capacity-building model that embraced all of USAID/Ghana EG Office's key partners (e.g., IPs and GoG partners at the national, regional, and district levels). This commitment was reflected in the USAID/Ghana EG Office's and PASA's extensive investment in: 1) formal and informal training to strengthen stakeholders' understanding of how to use the information posted on the web portal; 2) their inclusion of staff from the three ministries with embedded advisors in some of these trainings; and 3) the large number of training and CLA events METSS II supported under the PFG PA and Trade Africa initiatives.

Table 10. Key Elements of METSS II's IR 2 Support: Current Relevance and Potential Sustainability

Key Elements	Is there evidence the new generation of IPs and GoG partners need this information?	Are these activities likely to be sustained post-closing (FY 2023)?
Sub-IR 2.1		
1. Ghanalinks.org Web Portal		
1.a. Ghanalinks.org databases		
- <i>For the eight FTF PBSs</i>	Yes	Yes
- <i>Other databases developed</i>	Yes	No
1.b. For effective storage of IP indicator data	Yes	Possible through USAID's new Monitoring, Evaluation, and Learning (MEL) platform in Ghana
1.c. Ghanalinks.org e-library	Yes	No
1.d. Ghanalinks.org discussion forum and technical support ^{*76}	Yes	No
1.e. Ghanalinks.org mapping tools	Yes (if the MEL platform mapping specialist takes over this function)	Possible through MEL platform

⁷⁶ Activities and sub-activities that were not envisioned in the original contract are designated with an asterisk (*).

Key Elements	Is there evidence the new generation of IPs and GoG partners need this information?	Are these activities likely to be sustained post-closing (FY 2023)?
2. Strategic Communication and Media Engagement		
2.a. Document/graphics design support*	Yes	Likely through individual projects
2.b. Media engagement*		
Sub-IR 2.2		
3. Embedded Advisors	Yes	Yes, by USAID/Ghana for three ministries
4. DP Coordination Support for Inter-Sectoral Working Groups		
5.a. ASWG	Yes	Yes, by other donors and USAID
5.b. PSWG*	Yes	
5.c. CCC*	Yes	
5. Capacity Strengthening of MDAs to Access Evidence-Based Studies on Ghanalinks.org Web Portal*		No
5.a. Ministries*	Yes	Likely (no formal handoff plan)
5.b. Regional-level MDAs*	Yes	
5.c. District-level MDAs*	Yes	
6. Support to the PFG		
6.a. Power Africa*	Yes	Likely (no formal handoff plan)
6.b. Trade Africa*	Yes	

Source: Group discussions related to the preparation of the final report, April–June 2022.

3.3.2. Detracted from

While there is considerable evidence that various IR 2 activities were very successful in strengthening MDA technical and M&E capacity, this is hard to document because the PASA never had a final assessment or evaluation.

The PASA closeout plan suggested a sustainability arrangement for the Ghanalinks.org web portal: 1) hand it over to one of its university partners; 2) hand it over to one of the GoG MDAs, particularly the Ghana Statistical Service (GSS); or 3) hand it over to a USAID-funded project like the Ghana monitoring, evaluation, and learning (MEL) platform. USAID determined a USAID-funded activity would be responsible for taking over the services of the web portal. However, the handover was not done before the PASA closed out in March 2023.

3.4. Conclusions

3.4.1. Conclusion 1⁷⁷

There is clear evidence from the project reports, internal records, and Google analytics data that the METSS II PASA has:

⁷⁷ Cross-cutting Question 1 asked in the SOW for the preparation of the METSS II Final Report: “To what extent has the METSS II PASA achieved its purpose and goals, IRs, and sub-IRs?”

- **Sub-IR 2.1:** Strengthened the availability and access of evidence-based data, information, and knowledge to support better policy implementation in Ghana’s northern regions by:
 - Developing a user-friendly web portal that provides a repository for some of the most critical datasets and reports as well as user-friendly analytical tools that planners need to more effectively use the data; and
 - Strengthening the stakeholders’ awareness of and ability to both contribute to and use the materials posted on the website to inform their own activities and their collaboration with other DPs in the ZOI.
- **Sub-IR 2.2:** Strengthened the capacity of the GoG MDAs at the national, regional, and district levels in northern Ghana to use evidence-based data, information, and knowledge by:
 - Consistently backstopping USAID’s commitment to supporting three embedded advisors for three of the most critical ministries it works with—MoF, MoFA, and MoTI;
 - Providing the embedded advisors with additional support (e.g., M&E training and support for ministry staff as well as CLA events and graphic design assistance with CLA events, proposals, and presentations) that strengthened their capacity to support evidence-based policy change and programming;
 - Building the capacity of GoG MDAs to communicate and report data with a clarity that complies with USAID standards;
 - Strengthening the ability of the 11 agencies working in Ghana’s energy sector to collect the types of data needed to co-design a new series of USAID-funded programs to strengthen the Ghanaian people’s access to electricity; and
 - Providing USAID/Ghana with an efficient and effective mechanism for mobilizing the types of international and national experts the trade team needed to build its capacity to execute some of the key policy reforms that Ghana needed to expand its access to revenues from international trade.

3.4.2. Conclusion 2⁷⁸

METSS II’s IR 2 activities were very effective in addressing USAID/Ghana and the IPs’ most pressing capacity strengthening needs, which evolved over the LOA, by:

- Helping the USAID/Ghana EG Office in its routine design and execution of its activities;
- Providing technical and M&E assistance that the IPs and GoG partners needed to support the activities the USAID/Ghana EG Office was co-executing with them; and
- Facilitating the exchange of information between its different IPs and GoG partners and other donors working in the same geographical and technical areas, which supported more effective layering, sequencing, and coordination of donor-funded initiatives in the ZOI.

⁷⁸ Cross-cutting Question 2: “To what extent has the METSS II PASA addressed capacity needs of the Economic Growth Office and USAID-funded activities that interacted with METSS II staff?”

3.4.3. Conclusion 3⁷⁹

One unintended consequence of the IR 2 activities provided the USAID/Ghana EG Office with a very effective model for building the technical, M&E, and financial capacity of the two categories of local stakeholders USAID is targeting through its new localization policy.

⁷⁹ Cross-cutting Question 3: “What unintended contribution has METSS II PASA’s approach and activities achieved relative to supporting USAID’s localization agenda?”

4.0. Best Practices, Recommendations, and Lessons Learned

Based on document review and interviews with former staff, the final report team identified:

- **Best Practices:** Eight examples of best practice for IR 1 and nine examples for IR 2;
- **Lessons Learned:** Seven cross-cutting lessons learned (with 15 sub-lessons) for the next generation of USAID-funded MEL platforms; and
- **Recommendations:** Two areas where there is a need for immediate follow-up to help USAID/Ghana consolidate some of the PASA's most important results.

4.1. Best Practices⁸⁰

For the purposes of this report, a best practice is defined as a method, technique, or approach the METSS II PASA used to implement activities that yielded desirable results, which could be emulated or replicated by others to achieve their goal when implementing similar activities.

4.1.1. IR 1: Performance Management of USAID/Ghana EG Office-Funded Projects Increased to Meet USAID M&E Requirements

- 1) Develop an AMELP template with instructions to assist new IPs develop plans that meet USAID AMELP requirements.
- 2) Provide one-on-one capacity strengthening for the PASA's IP MEL specialist, which helps result in IPs generating quality data for DIS reporting and other reporting requirements under the Feed the Future initiative.
- 3) Commit to the capacity strengthening of staff through formal in-house and online training courses, which reduces staff turnover and is critical to developing effective one-on-one capacity building.
- 4) Support a rigorous five-point data verification system to strengthen the capacity of the IPs and government partners to measure and analyze indicators accurately.
- 5) Produce infographic reports from the PBSs to give policy makers access to easily digestible information for decision-making.
- 6) Institute a rigorous process for recruiting consultants to enable the production of good evaluation reports for use by the USAID Mission.
- 7) Work with local university faculty to make survey data available for training of graduate students to facilitate the production of high-quality papers and articles that support USAID's work.
- 8) Train male and female youth from the ZOI as enumerators to: 1) increase their capacity; 2) improve data collection efficiency and effectiveness; and 3) strengthen the local governments' understanding of the studies and their willingness and ability to use the results for improved planning and project design.

⁸⁰ METSS II 2023 Final Report SOW.

4.1.2. IR 2: Strengthened Capacity of GoG MDAs to Use Evidence-Based Data, Information, and Knowledge for More Effective Policy and Programmatic Contributions to the Achievement of USAID/Ghana DO 2 and GoG Goals

Ghanalinks.org Web Portal

- 1) Adapt the PBS data and model it to present findings at the sub-national level to give the website a context that directly responded to the needs of its users.
- 2) Use a local firm to design the web portal to ensure local context is integrated, making it easy for users to find the resources in the web portal relevant to their context.

Inter-Sectoral Working Groups

- 3) Provide the types of logistical support inter-sectoral working groups need to enable all partners to come to meetings without the logistical constraints that can impede many members' participation.
- 4) Coordinate the development of responsive agendas for meetings that reflect the concerns of their members to increase attendance and participation.
- 5) Provide inter-sectoral working group meetings with secretarial services such as note taking and make those notes available to members on time to: a) ensure members can follow discussions and know key topical issues were fully addressed; and b) help guarantee members take responsibility for action items assigned to them.

Power Africa Support

- 6) Strengthen the capacity of the national and regional-level government partners working with USG-funded initiatives to understand and comply with USG's M&E requirements.
- 7) Facilitate staff associated with USG-funded programs to collect and analyze the types of M&E data governments need to monitor and strengthen the programs' impacts.

Trade Africa Support

- 8) Consult extensively with relevant stakeholders across the country to help galvanize the types of popular support that important policy initiatives need to facilitate their being passed by national parliaments.
- 9) Facilitate any parliamentary subsidiary committee likely to play a critical role in supporting this type of policy adoption by organizing meetings outside the national capitals to enable committee members to better understand technical issues and refine the text of the bill.

4.2. Lessons Learned

Lesson A. M&E capacity strengthening for USAID IPs and local partners

- 1) Link M&E training to a structured program of one-on-one follow-up mentoring by an MEL focal person and back-up person.

- 2) Develop a strategy for promoting staff recruitment and retention since it takes time for the focal person/persons to understand the beneficiary projects' and GoG partners' M&E needs.
- 3) Ensure M&E specialists charged with mentoring are listened to by creating flexible, bottom-up management structures that empower M&E focal persons as professionals.
- 4) Include a solid, well-thought-out digital plan for tracking trainees and the participants in MEL collaborating, learning, and adapting (CLA) events and an adequate budget for having a skilled firm create and backstop the database to ensure it functions properly.

Lesson B. Data quality for USAID reporting

- 5) Use the METSS II-developed five-point annual data quality review process to ensure all IP performance data is verified before being reported to USAID.

Lesson C. Population- and beneficiary-based surveys

- 6) Encourage USAID IPs and MEL platforms developing long-term research partnerships with U.S. land grant universities to facilitate the design, implementation, and analysis of high-quality mid-term and endline PBSs and BBSs.
- 7) Explore ways these joint programs can capitalize on the FAS's extensive network of land grant university partners (like METSS II did with KSU) to provide this support.

Lesson D. Capacity strengthening using local universities

- 8) Strengthen the capacity of local universities to support USAID-funded PBSs and BBSs by: 1) facilitating qualified graduate students and senior faculty providing hands-on training and mentorship; and 2) encouraging joint publications by their faculty and students with local staff and partners.
- 9) Base new partnership designs on: 1) an honest appraisal of the local university's capacity to support joint research project; 2) whether the local university's administration is willing to facilitate faculty and students working on the projects; and 3) what types of capacity strengthening their staff and students might need to comply with the U.S. land grant university and USAID's quality standards for surveys.

Lesson E. Web portal-based data and information repositories

- 10) Encourage USAID missions to facilitate the development of web-based repositories of evidence-based data and information for the geographical areas where they intervene. Anticipate the development of this repository will necessitate: 1) a process for the initial design, launch, updates, and adjustments; 2) an outreach and training program to strengthen stakeholders' understanding of how to access and use the information on the web portal; and 3) a process for strengthening the capacity of a qualified local institution—like a technical university or ministry office—to manage and update the web portal both during and after USAID funding ends.
- 11) Strengthen stakeholders' access to and use of the evidence-based datasets and information in the online repositories by having MEL projects develop an outreach strategy that includes the multi-donor sector working groups USAID already participates in and supports.

Lesson F. Graphics and editorial support

- 12) Encourage new and existing MEL platforms to support graphics and editorial support services to strengthen the use of evidence-based data, information, and knowledge for more effective policy. This support helps IPs and GoG partners: 1) simplify the results of PBSs and BBSs so local GoG partners and beneficiary groups can understand them; and 2) strengthen their capacity to comply with the USAID publishing guidelines for posting on the DEC.

Lesson G. Contracting mechanisms for new program design

- 13) Encourage USAID to use flexible award mechanisms that allow field missions to respond to the emerging needs of their IPs and GoG partners. If this level of flexibility is not achievable with a conventional USAID contract, consider developing a hybrid partnership with a non-USAID mechanism like a USDA PASA that has greater flexibility.
- 14) Anticipate what types of joint planning, M&E, and reporting guidelines these hybrid programs might require to be effective and efficient in achieving their expected results. This includes: 1) developing a simple PMMP to make it easier to monitor and report on the mechanism's activities and results in the quarterly and end-of-year results report; and 2) insisting on including a final assessment or final survey in the original contract, even if the new flexible mechanism (like the USDA PASA) does not require these.
- 15) Encourage stable agreement officer representative (AOR) and contracting officer representative (COR) backstopping of innovative hybrid programs, especially in the early stages when the partners (e.g., USAID and FAS) are getting to know each other and co-developing their joint planning, M&E, and reporting models.

4.3. Recommendations

Recommendation 1. Five-step data quality review—To capitalize on METSS II's successful record in improving data quality, the team recommends the USAID/Ghana EG Office use the five-step data quality review process developed by METSS II on a semi-annual basis for each of its current IP projects.⁸¹

Recommendation 2. Northern Ghana ZOI data bank and archive—Given the critical importance of this information to the current generation of USAID/Ghana EG Office programs, the USAID/Ghana EG Office should:

- *Sub-Recommendation 2.A:* Facilitate one of the technical universities the USAID/Ghana EG Office is already working with in taking over certain elements of the METSS II Ghanalinks.org website that are still relevant to new projects; and
- *Sub-Recommendation 2.B:* Continue to empower this new project to update the materials on the site and ensure a complete list of METSS II publications, datasets, and reports are filed appropriately on the USAID DEC.

⁸¹ Indicator 1.2.5 in Annex I: Percentage of USAID/Ghana partners' results validated by METSS II.

Annexes

Annex I. METSS II Performance Indicator Tracking Table—FY 2014–FY 2022⁸² (LOA)

Proposed IRs, Sub-IRs, and Performance Indicators	Reporting Frequency	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	LOA Target	Achieved LOA
IR 1: Performance management of USAID/Ghana EG Office-funded projects increased to meet USAID M&E requirements.												
Sub-IR 1.1: <i>Improved M&E plans developed by USAID/Ghana EG Office partners meet USAID M&E requirements.</i>												
Outcome Indicator 1.1: # (%) of USAID/Ghana EG Office partners with approved M&E plans ⁸³	Semi-annual	10/10 (100%)	16/16 (100%)	6/6 (100%)	2/2 (100%)	0	0	0	1/1 (100%)	7/8 ⁸⁴ (88%)	100%	42/43 (98%)
1.1.1. # of <u>new</u> USAID/Ghana EG Office partners with approved M&E plans												
<i>1.1.1.a. New USAID EG Office projects⁸⁵</i>	Semi-annual	10/10 (100%)	5/5 (100%)	6/6 (100%)	2/2 (100%)	0/0	0/0	0/0	1/1 (100%)	2/3 (67%)	100%	26/27 (96%)
<i>1.1.1.b. New GoG partners</i>	Semi-annual	0/0	11 ⁸⁶ /11	11/11	11 ⁸⁷ /11	0/0	0/0	0/0	0/0	0/0	11 ⁸⁸	11/11 (100%)
1.1.2. # of existing USAID/Ghana EG Office	Semi-annual	0/0	0/0	8/8	1/1	3/3	0/0	1/1	1/1 ⁹⁰	1/1 ⁹¹	15	15/15 (100%)

⁸² x/y = target vs. achievement for that year.

⁸³ For the purpose of the final report, the team decided to include the annual targets as the denominator on this indicator. In this case, the denominator is the number of USAID EG Office IPs that USAID asked METSS II to assist.

⁸⁴ The original targets were PIATA, MFA, AGREE, Peace Corps, GFRA, Trade Hub, Advancing Nutrition activity, and GTI. Trade Hub did not complete its plan by the end of the FY 2022 although the project continued to work with Trade Hub until it closed.

⁸⁵ For the purpose of the final report, the team decided to include the annual targets as the denominator on this indicator. In this case, the denominator is the number of USAID EG Office IPs that USAID asked METSS II to assist.

⁸⁶ The 11 GoG energy partners are not USAID/Ghana EG Office IPs. They are, however, GoG partners for the USAID/Ghana support for Power Africa. This support was given at the request of USAID/Ghana.

⁸⁷ In FY 2016, METSS II worked with the 11 energy sector agencies to design their agency-specific results framework, select appropriate indicators to measure performance, and develop PIRs for the indicators. In FY 2017, METSS II assisted the agencies to develop their data collection protocols, assign roles and responsibilities for implementing the M&E plans, and define their data quality assurance standards. The work done in FY 2017 culminated in the development of full M&E plans for the agencies.

⁸⁸ Based on demand by USAID/Ghana.

⁹⁰ Mobilizing Finance Activity (MFA).

⁹¹ Agricultural Governance, Resilience and Economic Empowerment (AGREE) Project.

Proposed IRs, Sub-IRs, and Performance Indicators	Reporting Frequency	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	LOA Target	Achieved LOA
partners assisted in revising their M&E plans ⁸⁹												
Sub-IR 1.2: Improved confidence in and quality of the USAID/Ghana EG Office partners' performance data and information.												
Outcome Indicator 1.2. # (%) of USAID/Ghana EG Office standard indicators for which all IPs have had a DQA (in that year only)	Semi-annual	14/19 (73%)	24/24 (100%)	31/31 (100%)	22/22 (100%)	23/23 (100%)	19/19 (100%)	30/30 (100%)	19/19 (100%)	24/24 ⁹² (100%)	100%	100% ⁹³
1.2.1. # of USAID/Ghana EG Office partners' staff trained in M&E techniques	Semi-annual	23	24	58	60	81	3	3	4	8	N/A	N/A ⁹⁴
1.2.2. # (%) of USAID/Ghana EG Office partners using documented M&E techniques, tools, protocols, and guidelines ⁹⁵	Semi-annual	10/10 (100%)	16/16 (100%)	19/19 (100%)	23/23 (100%)	17/17 (100%)	8/8 (100%)	6/6 (100%)	5/5 ⁹⁶ (100%)	8/9 (88%)	N/A	88%–100%
1.2.3. # (%) of USAID/Ghana EG Office partners oriented and trained in the utilization	Semi-Annual	10/10 (100%)	16/16 (100%)	19/19 (100%)	23/23 (100%)	17/17 (100%)	3/8 (37%)	6/6 (100%)	6/5 (120%)	8/9 (89%)	N/A	37%–120%

⁸⁹ This indicator does not track routine reviews—like the ones that were conducted for the RING and SPRING projects—but only major revisions that required re-submitting the M&E plan to USAID for review and approval.

⁹² May 5, 2023. Unfortunately, due to the close-out, METSS was unable to mobilize the 14 DQAs that were scheduled for existing projects nor for the 14 new projects.

⁹³ In eight of the nine years.

⁹⁴ Since some of these people participated in more than one training, we have not listed a total figure.

⁹⁵ For the purpose of the final report, the team decided to include the annual targets as the denominator on this indicator. In this case, the denominator is the number of USAID EG Office IPs that USAID asked METSS II to assist.

⁹⁶ This does not include the MFA Project, which is a new activity and was assisted to develop an AMELP in FY 2021. The MFA Project will be counted under this indicator when their M&E Plan is approved by USAID.

Proposed IRs, Sub-IRs, and Performance Indicators	Reporting Frequency	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	LOA Target	Achieved LOA
of the DIS (formerly FTFMS and AT+) ⁹⁷												
1.2.4. # (%) of USAID/Ghana EG Office partners that have completed and documented DQAs for all of their indicators	Semi-annual	4/10 (40%)	12/12 (100%)	10/10 (100%)	13/16 (62%)	7/7 100%	66 (100%)	5/5 (100%)	5/5 (100%)	8/8 (100%)	100%	62%–100% ⁹⁸
1.2.5. % of USAID/Ghana EG Office partners' results validated by METSS II	Semi-annual	100%	100%	100%	83%	100%	100%	100%	100%	100%	100%	83%–100%
Sub-IR 1.3: Increased capacity of USAID/Ghana's EG Office to conduct surveys, analytical studies, and project evaluations.												
Outcome Indicator 1.3: # of research papers, policy papers, and analytical studies conducted with assistance from METSS II ⁹⁹ (1.3.a + 1.3.b)	Semi-annual	5 ¹⁰⁰	13	13	7	3	0	0	0	2	N/A	43
<i>1.3.a. Papers</i>		3	12	5	6	2	0	0	0	2	N/A	30
<i>1.3.b. Reports</i>		2	1	8	1	1	0	0	0	2	N/A	13
<i>1.3.c. Presentations at international professional meetings</i>		8	0	3	2	3	0	0	0	0	N/A	16
<i>1.3.d. Presentations at USAID/Ghana</i>		2	0	0	0	1	0	0	1	0	N/A	4
<i>1.3.e. District profiles</i>		0	0	0	49	9	0	0	0	0	0	58

⁹⁷ For the purpose of the final report, the team decided to include the annual targets as the denominator on this indicator. In this case, the denominator is the number of USAID EG Office IPs that USAID asked METSS II to assist.

⁹⁸ Eight out of nine years.

⁹⁹ See Annex II. Many of these figures were under-reported in the quarterly reports to USAID/Ghana because they did not include the published papers that came out in specific fiscal years. These figures are based on information given to METSS by KSU on May 11, 2023.

¹⁰⁰ In the FY 2014 End-of-Year Results, METSS II reported a total of seven reports. This number included drafts of reports that were finalized in later years. This number refers to the actual number of reports in the bibliography (see Annex II).

Proposed IRs, Sub-IRs, and Performance Indicators	Reporting Frequency	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	LOA Target	Achieved LOA
1.3.1. Number of PBSs completed directly by or with assistance from METSS II	Semi-annual	1	1	1	2	0	1	1	0	2	3 ¹⁰¹	9
1.3.2. # of USAID/Ghana EG Office project performance evaluations and assessments conducted with support from METSS II ¹⁰²	Semi-annual	0	0	0	2	0	2	2	2 ¹⁰³	1 ¹⁰⁴	N/A	9
IR 2: Increased knowledge, data, and information for use in policy, strategic planning, project design, and Implementation.												
Sub-IR 2.1: Increased availability and access to evidence-based data, information, and knowledge to support better policy and project design and implementation.												
Outcome Indicator												
2.1.a. # of total registered users	N/A	N/A	N/A	787	3,480	4,800	1,740 ¹⁰⁵	3,290	3,187	3,354	N/A	N/A
2.1.b. # of new Ghanalinks.org users	NA	N/A	N/A	747	3,390	3,390	1,706	3,278	3,150	3,333	N/A	N/A
2.1.1. # of databases developed and in use	Semi-annual	1 ¹⁰⁶	0	4 ¹⁰⁷	2 ¹⁰⁸	0	0	0	0	0	N/A	7
2.1.2. # of GIS layers developed and available to clients ¹⁰⁹	Semi-annual	78	168	87	231	46	2 ¹¹⁰	0	0	0	508	612 (120%)
Sub-IR 2.2: Strengthened capacity of GoG MDAs to use evidence-based data, information, and knowledge for more effective policy and programmatic contributions to the achievement of USAID/Ghana DO 2 and GoG goals.												

¹⁰¹ Original target was three; revised target was nine.

¹⁰² See Annex II for a list of the evaluations completed by the project.

¹⁰³ Sustainable Fisheries Management Project; Council for Scientific and Industrial Research Savanna Agricultural Research Institute.

¹⁰⁴ University of Ghana Institutional Capacity Building Project.

¹⁰⁵ This downturn in users was attributed to the “close-out of most projects” (FY 2019 Annual Results Report, p. 30).

¹⁰⁶ Tool developed but is not considered as being in use.

¹⁰⁷ Grants database; Development Partner’s database; Agriculture Technology Transfer and Strengthening Partnerships, results, and Innovations in Nutrition databases.

¹⁰⁸ Two new databases were developed—the METSS II FTF Indicator database and the PMMP database.

¹⁰⁹ METSS II. 2019. FY 2019 Annual Results Report, p. 31.

¹¹⁰ One of these is the new regional boundary—16 regions in 1 layer in place of 10.

Proposed IRs, Sub-IRs, and Performance Indicators	Reporting Frequency	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	LOA Target	Achieved LOA
Outcome Indicator 2.2: # of USAID/Ghana EG Office GoG partners that report using the METSS II research papers, policy papers, and/or analytical studies to support policy and project planning ¹¹¹ (unable to measure)												
2.2.1. Support given to the three targeted ministries (MoF, MoFA, MoTI) with embedded advisors by category of support ¹¹²												
2.2.1.a. <i>Embedded advisors</i>	N/A	3/3	3/3	3/3	3/3	3/3	3/3	3/3	3/3	2/2 ¹¹³	2–3 1	3/3 (100%)
2.2.1.b. <i>Staff participated in M&E and knowledge management training and received follow-up technical support</i>	N/A					1/2 (MoFA only) ¹¹⁴	1/1 (MoF only) ¹¹⁵					2/2 (100%)
2.2.1.c. <i>METSS workshops and conferences</i>	N/A	3/3	3/3	3/3	3/3	3/3	3/3	3/3	3/3	3/3 ¹¹⁶	3	100%

¹¹¹ Since the final assessment that was supposed to measure this indicator was not approved, the team attempted to develop a proxy indicator based on the Google analytics. Unfortunately, the team was unable to measure this proxy indicator because Google analytics was no longer supported.

¹¹² The final report team created this output indicator (retroactively) to track the evolution of support that was given to the three targeted ministries.

¹¹³ After the MoFA embedded advisor resigned in FY 2022, the position was vacant.

¹¹⁴ Limited support for the development of an M&E plan.

¹¹⁵ Limited support with the development of a conceptual framework.

¹¹⁶ After the MoFA embedded advisor resigned in FY 2022, the position was vacant.

Proposed IRs, Sub-IRs, and Performance Indicators	Reporting Frequency	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	LOA Target	Achieved LOA
<i>2.2.1.d. Logistical support for networking with key DPs¹¹⁷</i>	N/A	3/3	3/3	3/3	3/3	3/3	3/3	3/3	3/3	3/3 ¹¹⁸	3	100%
<i>2.2.1.e. Assistance with database development, management, and access</i>	N/A					1/1 (MoFA only)					1	100%
<i>2.2.1.f. Editorial a/graphics support for internal documents and proposal</i>	N/A	3/3	3/3	3/3	3/3	3/3	3/3	3/3	3/3	3/3 ¹¹⁹	3	100%

Source: S. Adams and Janet A.Y. Tiah based on project documents, May–June 2023.

¹¹⁷ One of the important roles of the embedded advisors was to facilitate connections with other donors besides USAID. USAID also supported three sectoral and intersectoral working groups—ASWG, PSWG, and the CCC.

¹¹⁸ After the MoFA embedded advisor resigned in FY 2022, the position was vacant.

¹¹⁹ After the MoFA embedded advisor resigned in FY 2022, the position was vacant.

Annex II. List of Documents Co-Produced by METSS II and Kansas State University (FY 2014–FY 2022)

A. Analytical Papers¹²⁰ and Reports¹²¹ (Tracked in Indicator 1.3, Project PITT¹²²)

(Notes: Presentations at professional meetings are marked with an asterisk []. Given the difficulty of knowing the correct surnames in Ghana, we have decided to leave the references with first name and then other names.)*

FY 2013

- 1) Vincent Amanor-Boadu, Yacob Zereyesus, and Jennifer Asiedu-Dartey. 2013. *A District-Level Analysis of the Prevalence of Poverty in Northern Ghana*. Manhattan, KS: Kansas State University Department of Agricultural Economics.

FY 2014

Analytical Papers

- 1) Gregory Regier, Yacob Zereyesus, Timothy Dalton, and Vincent Amanor-Boadu. 2014. *Do Adult Equivalence Scales Matter in Poverty Estimates? A Case Study from Ghana*. Manhattan, KS: Kansas State University Department of Agricultural Economics (October).
- 2) Hudu Zakaria and Dujin Barma Laribick. 2014. *Socio-Economic Determinants of Dietary Diversity among Women of Child Bearing Ages in Northern Ghana*. Food Science and Quality Management 34 (2014): 12–25.
- 3) *Kara L. Ross, Yacob A. Zereyesus, Aleksan Shanoyan, and Vincent Amanor-Boadu. 2014. *The Health Effects of Women's Empowerment: Recent Evidence from Northern Ghana*. Selected paper presented at the Annual World Symposium of the International Food and Agribusiness Association, Cape Town, South Africa, June 16–17, 2014.
- 4) Yacob A. Zereyesus, Vincent Amanor-Boadu, and Kara Ross. 2014. *Does Women's Empowerment in Agriculture Matter in Children's Health Status? Insights from Northern Ghana*. Manhattan, KS: Kansas State University Department of Agricultural Economics (September).
- 5) *Yacob A. Zereyesus, Aleksan Shanoyan, Kara L. Ross, and Vincent Amanor-Boadu. 2014. *Children First: Understanding Children's Well-Being in Northern Ghana*. Selected paper presented at the American Agricultural Economics Association Annual Meeting,

¹²⁰ Includes research, policy, and analytical studies.

¹²¹ Includes reports to USAID on specific activities.

¹²² “This indicator measures the number of research papers, policy papers, and analytical studies produced as a result of METSS II assistance. (1) A research paper is a report on a thematic issue or a project with the following elements: purpose, scope, objectives, hypothesis, methodology, findings, limitations, and recommendations. (2) A policy paper presents a set of ideas on a current, emerging, or anticipated issue with the principal being to inform decision making. (3) An analytical study of report provides support to the development of policy. The goal of such studies is to guide USAID/Ghana, the GoG, USAID/Ghana EG partners, as well as other development partners working in the ZOI in making policy decisions and investments” (METSS II. *PMMP*. Accra, Ghana: METSS II for USAID/Ghana, p. 56).

- Minneapolis, MN, July 27–29, 2014.
- 6) *Yacob A. Zereyesus, Kara L. Ross, Aleksan Shanoyan, and Vincent Amanor-Boadu. 2014. *Effect of Women's Empowerment on Children's Well-Being in Northern Ghana*. Selected poster presented at the American Agricultural Economics Association Annual Meeting, Minneapolis, MN, July 27–29, 2014.
 - 7) *Yacob A. Zereyesus, Aleksan Shanoyan, Kara L. Ross, and Vincent Amanor-Boadu. 2014. *An Empirical Analysis of Household Well-Being in Northern Ghana*. Selected poster presented at the Agricultural and Applied Economics Association Annual Meeting, Minneapolis, MN, July 27–29, 2014.
 - 8) *Yacob A. Zereyesus, Kara L. Ross, Aleksan Shanoyan, and Vincent Amanor-Boadu. 2014. *Examining the Relationship between Women's Empowerment and Children's Well-Being: The Case of Northern Ghana*. Paper presented at the Annual World Symposium of the International Food and Agribusiness Association, Cape Town, South Africa, June 16–17, 2014.
 - 9) *Yacob A. Zereyesus, Aleksan Shanoyan, Kara L. Ross, and Vincent Amanor-Boadu. 2014. *Determinants of Children's Well-Being in Northern Ghana*. Paper presented at the Annual World Symposium of the International Food and Agribusiness Association, Cape Town, South Africa, June 16–17, 2014.
 - 10) *Yacob A. Zereyesus, Aleksan Shanoyan, and Vincent Amanor-Boadu. 2014. *The Health Effects of Women's Empowerment: Recent Evidence from Northern Ghana*. Paper presented at the Annual World Symposium of the International Food and Agribusiness Association, Cape Town, South Africa, June 16–17, 2014.
 - 11) *Aleksan Shanoyan, Kara L. Ross, Yacob A. Zereyesus, and Vincent Amanor-Boadu. 2014. *An Apple a Day: Factors Affecting Fruits and Vegetables Expenditures and Consumption in Northern Ghana*. Selected paper prepared for presentation at the Annual World Symposium of the International Food and Agribusiness Association, Cape Town, South Africa, June 16–17, 2014.

Reports

- 1) Judy Maberry, Vincent Amanor-Boadu, Kara L. Ross, and Yacob A. Zereyesus. 2014. *Overview of the Results of the Population-Based Survey of Northern Ghana 2012*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
- 2) Yacob A. Zereyesus, Kara Ross, Vincent Amanor-Boadu, and Timothy Dalton. 2014. *Baseline Feed the Future Indicator for Northern Ghana 2012*. Manhattan, KS: Kansas State University Department of Agricultural Economics (March).

FY 2015

Analytical Papers

- 1) Agness Mzyece, Aleksan Shanoyan, Kara Ross, Yacob Zereyesus, and Vincent Amanor-Boadu. 2015. *The Effect of Transaction Costs on Grain and Oilseed Farmers' Market Participation in Sub-Saharan Africa: Recent Evidence from Northern Ghana*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
- 2) Dujin Barma Laribick and Hudu Zakaria. 2015. *Influence of Mothers' Participation in*

- Intra-Household Decision Making on Nutritional Status of Children under Five Years in the Northern Region of Ghana*. Asian Journal of Agriculture and Food Sciences 3(1).
- 3) Elizabeth Gutierrez, Kara Ross, Yacob A. Zereyesus, Aleksan Shanoyan, and Vincent Amanor-Boadu. 2015. *Reducing Gender Differences in Agricultural Performance in Northern Ghana*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
 - 4) Frank Nti, Yacob Zereyesus, Vincent Amanor-Boadu, and Kara Ross. 2015. *Production Efficiency of Smallholder Farms in Northern Ghana*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
 - 5) Kara Ross, Yacob Zereyesus, Aleksan Shanoyan, and Vincent Amanor-Boadu. 2015. *Recent Evidence of Health Effects of Women's Empowerment: A Case Study of Northern Ghana*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
 - 6) Vincent Amanor-Boadu, Kara Ross, and Yacob Zereyesus. 2015. *A Cautionary Note on Comparing Poverty Prevalence Rates*. Manhattan, KS: Kansas State University Department of Agricultural Economics (March).
 - 7) Vincent Amanor-Boadu. 2015. *Sustainable Middle-Class Development in Northern Ghana*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
 - 8) Vincent Amanor-Boadu. 2015. *Enhancing the Chicken Industry's Performance*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
 - 9) Vincent Amanor-Boadu. 2015. *Securing Africa's Middle Class: The Case of Northern Ghana*. Manhattan, KS: Kansas State University Department of Agricultural Economics (April).
 - 10) Yacob A. Zereyesus, Vincent Amanor-Boadu, and Kara Ross. 2015. *Income, Expenditure Shares, Food Choices, and Food Security in Northern Ghana*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
 - 11) Yacob Zereyesus and Vincent Amanor-Boadu. 2015. *Macroeconomic Effects on Poverty Rate: A Case Study of Northern Ghana*. Manhattan, KS: Kansas State University Department of Agricultural Economics (March).
 - 12) Kara L. Rossia, Yacob A. Zereyesusb, Aleksan Shanoyanc , and Vincent Amanor-Boadu. 2015. *The Health Effects of Women Empowerment: Recent Evidence from Northern Ghana*. International Food and Agribusiness Management Review 18(1): 127–143.

Reports

- 1) Vincent Amanor-Boadu, Yacob Zereyesus, Kara Ross, Adeline Ofori-Bah, Saaka Adams, and Jennifer Asiedu-Dartey. 2015. *Final Report: Agricultural Production Survey for the Northern Regions of Ghana: 2013–2014 Results*. Manhattan, KS: Kansas State University Department of Agricultural Economics. KS.

FY 2016

Analytical Papers

- 1) Yacob A. Zereyesus, Vincent Amanor-Boadu, Kara L. Ross, and Aleksan Shanoyan. 2016. *Does Women's Empowerment in Agriculture Matter for Children's Health? Evidence from Northern Ghana*. Social Indicators Research (128): 1–16.

- 2) Yacob A. Zereyesus, Aleksan Shanoyan, Kara L. Ross, and Vincent Amanor-Boadu. 2016. *The Determinants of Household Level Well-Being: Insights from Northern Ghana*. Journal of Development Studies Research (1): 1–9.
- 3) Vincent Amanor-Boadu, Frank K. Nti, Yacob Zereyesus, and Kara Ross. 2016. *Efficiency from a Resource-Based View of the Firm Perspective: A Case of Smallholder Farmers in Northern Ghana*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
- 4) Vincent Amanor-Boadu. 2016. *Enhancing the Chicken Industry's Performance*. Manhattan, KS: Kansas State University Department of Agricultural Economics. 66506.
- 5) Vincent Amanor-Boadu. 2016. *The Demise of TPP Is Opportunity for the RCEP*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
- 6) *C. Wilson, Kara L. Ross, and Frank Nti. 2016. *Analysis of Egg Consumption and Production Issues: A Study of Ghana*. Selected paper prepared for presentation at the Missouri Valley Economic Association 2016 Annual Conference, St. Louis, MO, October 27–29, 2016.
- 7) *Kara L. Ross, Elizabeth Gutierrez, Yacob A. Zereyesus, and Vincent Amanor-Boadu. 2016. *Linking Women's Health Status and Children Health and Nutrition*. Selected paper prepared for presentation at the Missouri Valley Economic Association 2016 Annual Conference, St. Louis, MO, October 27–29, 2016.
- 8) *Yacob Zereyesus, Francis Tsiboe, Vincent Amanor-Boadu, Kara Ross, and Aleksan Shanoyan. 2016. *Experimental Evidence of Nutrition Interventions in Northern Ghana*. Selected poster prepared for presentation at the Agricultural and Applied Economics Association 2016 Annual Meeting, Boston, MA, July 31–August 2, 2016.
- 9) Francis Tsiboe, Yacob A. Zereyesus, and Evelyn Osei. 2016. *Non-Farm Work, Food Poverty, and Nutrient Availability in Northern Ghana*. Journal of Rural Studies 15: 97–107.

Reports

- 1) Vincent Amanor-Boadu and Kara Ross. 2016. *Producer Perspectives on Poultry Feed and Feed Ingredients in Ghana in 2015*. Manhattan, KS: Kansas State University Department of Agricultural Economics (August).
- 2) Vincent Amanor-Boadu, Frank K. Nti, and Kara Ross. 2016. *Structure of Ghana's Chicken Industry in 2015*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
- 3) Cesar A. Guvele, Yacob A. Zereyesus, Kara L. Ross, Elizabeth G. Gutierrez, Agness Mzyece, and Vincent Amanor-Boadu. 2016. *Feed the Future Indicators for Brong Ahafo Region, Ghana 2015 District Baseline Estimates*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
- 4) Cesar A. Guvele, Yacob A. Zereyesus, Kara L. Ross, Elizabeth G. Gutierrez, Agness Mzyece, and Vincent Amanor-Boadu. 2016. *Feed the Future Indicators for Northern Region, Ghana 2015 District Baseline Estimates*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
- 5) Cesar A. Guvele, Yacob A. Zereyesus, Kara L. Ross, Elizabeth G. Gutierrez, Agness Mzyece, and Vincent Amanor-Boadu. 2016. *Feed the Future Indicators for Upper East*

Region, Ghana 2015 District Baseline Estimates. Manhattan, KS: Kansas State University Department of Agricultural Economics.

- 6) Cesar A. Guvele, Yacob A. Zereyesus, Kara L. Ross, Elizabeth G. Gutierrez, Agness Mzyece, and Vincent Amanor-Boadu. 2016. *Feed the Future Indicators for Upper West Region, Ghana 2015 District Baseline Estimates*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
- 7) Vincent Amanor-Boadu, Kara Ross, and Frank K. Nti. 2016. *Ghana's Chicken Subsector's Situation and Performance (2015)*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
- 8) Yacob A. Zereyesus, Vincent Amanor-Boadu, Kara L. Ross, and Cesar A. Guvele. 2016. *Feed the Future Ghana: 2015 Zone of Influence Interim Assessment Report*. Manhattan, KS: Kansas State University Department of Agricultural Economics (July).

FY 2017

Analytical Papers

- 1) Vincent Amanor-Boadu, Kara L. Ross, and Yacob A. Zereyesus. 2017. *Enhancing the Middle Class as a Development Resource in Africa: Insights from Northern Ghana*. Journal of African Studies and Development 9(3): 15–22.
- 2) Paul Kwame Nkegbe, Benjamin Musah Abu, and Haruna Issahaku. 2017. *Food Security in the Savannah Accelerated Development Authority Zone of Ghana: An Ordered Probit with Household Hunger Scale Approach*. Agriculture & Food Security 6(2017): article 35.
- 3) Vincent Amanor-Boadu. 2017. *Can Broiler Chicken Farmers Profitably Supply KFC Ghana with Processed Chicken?* Manhattan, KS: Kansas State University Department of Agricultural Economics.
- 4) Vincent Amanor-Boadu and Saaka Adams. 2017. *Beneficiary and Non-Beneficiary Characteristics of Selected USAID Projects in Northern Ghana*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
- 5) Vincent Amanor-Boadu, Kara Ross and Yacob Zereyesus. 2017. *Enhancing the Middle Class as a Development Resource in Africa: Insights from Northern Ghana*. Manhattan, KS: Kansas State University Department of Agricultural Economics.
- 6) Vincent Amanor-Boadu and Abigail Adaku. 2017. *A Sustainability Approach to Crop and Locale Selection*. A Discussion Paper Developed for the Global Food Security Strategy Planning Initiative by USAID/Ghana. Manhattan, KS: Kansas State University Department of Agricultural Economics.
- 7) *Pacem A. Kotchofa. 2017. *Expenditure and Price Elasticities of Demand for Cowpeas in Northern Ghana*. Selected paper/poster presented at the Agricultural and Applied Economics Association Annual Meeting, Chicago, IL, July 30–August 1, 2017.
- 8) *Pacem A. Kotchofa, Kara Ross, Vincent Amanor-Boadu, and Yacob Zereyesus. 2017. *Expenditure and Price Elasticities of Demand for Legumes in Northern Ghana*. Poster presented at the Legume Innovation Lab Global Conference, Ouagadougou, Burkina Faso, August 13–18, 2017.

Reports

(Most of the district profiles, Section B below, were completed in this fiscal year.)

FY 2018

Analytical Papers

- 1) Francis Tsiboe, Yacob A. Zereyesus, Jennie S. Popp, and Evelyn Osei. 2018. *Health Effects of Women's Empowerment in Agriculture in Northern Ghana: Different Patterns by Body Mass Index Categories*. African Journal of Agricultural and Resource Economics 13(1): 31–43.
- 2) Yacob A. Zereyesus, Vincent Amanor-Boadu, Kara L. Ross, and Cesar A. Guvele. 2018. *Feed the Future Ghana 2015 Zone of Influence Interim Assessment Report*. Manhattan, KS: Kansas State University Department of Agricultural Economics (March).
- 3) *Kara Ross, Yacob A. Zereyesus, Elizabeth Gutierrez, and Vincent Amanor-Boadu. 2018. *Improved Seeds, Gender Differences, and Agricultural Productivity in Northern Ghana*. Research presented at the Southern Agricultural Economics Association Annual Meeting, Jacksonville, FL, February 3–6, 2018.
- 4) *Yacob Zereyesus, Ralph Armah, Kara Ross, Frank Nti, and Vincent Amanor-Boadu. 2018. *Efficiency Implications of the Use of Improved Variety Seeds in Resource-Poor Households*. Selected paper presented at the Southern Agricultural Economics Association Annual Meeting, Jacksonville, FL, February 3–6, 2018.
- 5) *M. Jun, Kara Ross, Yacob Zereyesus, and Vincent Amanor-Boadu. 2018. *What Makes Food Producers of Maize, Rice, Soy Remain in Hunger? Evidence from Ghana*. Selected paper presented at the Western Agricultural Economics Association Annual Meeting, Anchorage, AK, June 24–26, 2018.

Reports

(Some of the district profiles, Section B below, were completed in this fiscal year.)

FY 2019

Analytical Papers

- 1) *Pacem Kotchofa, Yacob Zereyesus, Vincent Amanor-Boadu, and Kara Ross. 2018. *Household Hunger and Food Budget Allocations: Evidence from Northern Ghana*. Invited presentation at Oklahoma State University, November 2, 2018.
- 2) Greg Rosier, Yacob A. Zereyesus, Timothy J. Dalton, and Vincent Amanor-Boadu. 2019. *Do Adult Equivalence Scales Matter in Poverty Estimates? A Northern Ghana Case Study and Simulation*. Journal of International Development 31: 80–100.

Reports

None

FY 2020

Analytical Papers

None

Reports

None

FY 2021

Analytical Papers

None

Reports

None

FY 2022

Analytical Papers

- 1) Agness Mzyece, Aleksan Shanoyan, Vincent Amanor-Boadu, Yacob Zereyesus, Kara L. Ross, and John N. Ng'ombe. 2023. *How Does Who-You-Sell-To Affect Your Extent of Market Participation? Evidence from Smallholder Maize Farmers in Northern Ghana*. Cogent Economics and Finance 11(1).

Reports

- 1) Feed the Future. 2023. *Feed the Future Ghana Zone of Influence Endline Assessment July 2012–July 2019*. Manhattan, KS: Kansas State University Department of Agricultural Economics for USAID/Ghana. Final draft submitted in March 2023 to USAID/Ghana. The final report was approved in August 2023.
- 2) Feed the Future. 2023. *Feed the Future Ghana Zone of Influence Baseline Assessment March 2020*. Manhattan, KS: Kansas State University Department of Agricultural Economics for USAID/Ghana. First draft and cleaned data submitted in March 2023 to USAID/Ghana pending further analysis, review and approval.

B. District Profiles (Tracked in Indicator 1.3)

- 1) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed*

- the Future Ghana District Profile Series – Banda*. Accra, Ghana: METSS (February).
- 2) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Sene West*. Accra, Ghana: METSS (February).
 - 3) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Tain*. Accra, Ghana: METSS (February).
 - 4) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Sene East*. Accra, Ghana: METSS (February).
 - 5) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Garu-Tempene*. Accra, Ghana: METSS (February).
 - 6) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Builsa South*. Accra, Ghana: METSS (February).
 - 7) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Wenchi Municipal*. Accra, Ghana: METSS (February).
 - 8) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Pru*. Accra, Ghana: METSS (February).
 - 9) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Kintampo South*. Accra, Ghana: METSS (February).
 - 10) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Kintampo North*. Accra, Ghana: METSS (February).
 - 11) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Jaman North*. Accra, Ghana: METSS (February).
 - 12) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Wa East*. Accra, Ghana: METSS (February).
 - 13) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Sissala East*. Accra, Ghana: METSS (February).
 - 14) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Nandom*. Accra, Ghana: METSS (February).
 - 15) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Binduri*. Accra, Ghana: METSS (February).
 - 16) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Builsa North*. Accra, Ghana: METSS (February).
 - 17) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Bongo*. Accra, Ghana: METSS (February).
 - 18) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Wa West*. Accra, Ghana: METSS (February).
 - 19) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Wa Municipal*. Accra, Ghana: METSS (February).

- 20) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Sissala West*. Accra, Ghana: METSS (February).
- 21) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Nadowli*. Accra, Ghana: METSS (February).
- 22) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Lawra*. Accra, Ghana: METSS (February).
- 23) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Lambussie-Karni*. Accra, Ghana: METSS (February).
- 24) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Jirapa*. Accra, Ghana: METSS (February).
- 25) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Daffiama Bussie Issa*. Accra, Ghana: METSS (February).
- 26) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Talensi-Nabdam*. Accra, Ghana: METSS (February).
- 27) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Pusiga*. Accra, Ghana: METSS (February).
- 28) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Kassena Nankana West*. Accra, Ghana: METSS (February).
- 29) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Kassena Nankana East*. Accra, Ghana: METSS (February).
- 30) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Bolgatanga Municipal*. Accra, Ghana: METSS (February).
- 31) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Bawku West*. Accra, Ghana: METSS (February).
- 32) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Bawku Municipal*. Accra, Ghana: METSS (February).
- 33) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Zabzugu*. Accra, Ghana: METSS (February).
- 34) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Yendi*. Accra, Ghana: METSS (February).
- 35) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – West Mamprusi*. Accra, Ghana: METSS (February).
- 36) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – West Gonja*. Accra, Ghana: METSS (February).
- 37) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed*

- the Future Ghana District Profile Series – Tolon*. Accra, Ghana: METSS (February).
- 38) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Tatale Sanguli*. Accra, Ghana: METSS (February).
- 39) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Tamale*. Accra, Ghana: METSS (February).
- 40) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Sawla-Tuna-Kalba*. Accra, Ghana: METSS (February).
- 41) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Savelugu Nanton*. Accra, Ghana: METSS (February).
- 42) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Sagnerigu*. Accra, Ghana: METSS (February).
- 43) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Saboba*. Accra, Ghana: METSS (February).
- 44) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – North Gonja*. Accra, Ghana: METSS (February).
- 45) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Nanumba South*. Accra, Ghana: METSS (February).
- 46) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Mion*. Accra, Ghana: METSS (February).
- 47) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Mamprugu Maoduri*. Accra, Ghana: METSS (February).
- 48) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Kumbungu*. Accra, Ghana: METSS (February).
- 49) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Kpandai*. Accra, Ghana: METSS (February).
- 50) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Karaga*. Accra, Ghana: METSS (February).
- 51) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Gushiegu*. Accra, Ghana: METSS (February).
- 52) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – East Mamprusi*. Accra, Ghana: METSS (February).
- 53) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – East Gonja*. Accra, Ghana: METSS (February).
- 54) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Chereponi*. Accra, Ghana: METSS (February).
- 55) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Central Gonja*. Accra, Ghana: METSS

- (February).
- 56) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Bunkpurugu Yunyoo*. Accra, Ghana: METSS (February).
 - 57) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Bole*. Accra, Ghana: METSS (February).
 - 58) USAID Monitoring, Evaluation, and Technical Support Services (METSS). 2017. *Feed the Future Ghana District Profile Series – Nanumba North*. Accra, Ghana: METSS (February).

C. METSS-Facilitated Evaluations and Assessments (Tracked as Indicator 1.2.3)

(Note: Publications posted on the USAID DEC are marked with a number sign [#].)

FY 2017

- 1) Donald Mitchell, Wendy Ayres, Sam Asuing-Brampong, and Joana Opare. 2017. *Mid-Term Performance Evaluation of the Ghana Agriculture Policy Support Project. Final Report*. Accra, Ghana: METSS for USAID/Ghana (May).
- 2) Samuel K. Annim, Kwame Agyei Frimpong, Kobina Esia-Donkoh, Justice Mensah, Samuel Asiedu Owusu, Millicent Aning-Agyei. 2017. *Mid-Term Performance Evaluation of the Financing Ghanaian Agriculture Project (USAID-FINGAP)*. Accra, Ghana: METSS for USAID/Ghana (July).

FY 2018

None

FY 2019

- 1) Nancy J. Allen, Emily Baker, Sean Kiely, Oladele Jeremiah, Stephen A. Vosti, and Samuel Asuming-Brempong. 2019. *Mid-Term Performance Evaluation of the Resiliency in Northern Ghana (RING) Project*. Davis, CA: University of California, Davis for USAID/Ghana (May).
- 2) Owusu Amponsah and Stephen Appiah Takyi. 2019. *Assessment Report of USAID/Ghana's Improving Productivity and Incomes of Maize Farmers in the Sada Region (USAID-IPIMFS) Activity*. Accra, Ghana: METSS for USAID/Ghana (April).

FY 2020

- 1) Charles Atanga Adongo, Clement Abavana Francis Essuman, Mahamadu Tango, Issahaku Adam, and Frederick Dayour. 2019. *Final Performance Evaluation of the Power Innovations in Commercial Agriculture (PICA) Project*. Accra, Ghana: Emperiks/Ghana for METSS and USAID/Ghana (December).

- 2) #Della E. McMillan, Lynn Hurtak, Annie Dela Akanko, and Evans Arzi. 2020. *Final Performance Evaluation of the Fisheries and Coastal Management Capacity Building Support Project*. Accra, Ghana: METSS for USAID/Ghana.

FY 2021

- 1) Adeline Ofori-Bah, Peter Quartey, John Azu, and Ralph Armah. 2021. *Final Performance Evaluation of the Agriculture Development and Value Chain Enhancement II Activity*. Accra, Ghana: METSS for USAID/Ghana.
- 2) #Della E. McMillan, Kwasi Ampofo, and Annie Dela Akano. 2021. *Final Performance Evaluation of the Council for Scientific and Industrial Research Institute Technical and Financial Support Project*. Accra, Ghana: METSS for USAID/Ghana.

FY 2022

- 1) Paul Sarfo-Mensah, Owusu-Addo Ebenezer, Amisah Stephen, and Albert Abraham Arhin (KNUST). 2022. *Final Performance Evaluation of the Sustainable Fisheries Management Project (SFMP)*. Kumasi, Ghana: Kwame Nkrumah University of Science and Technology/Bureau of Integrated Rural Development (KNUST/BIRD) for USAID/Ghana (April).

D. Presentations at USAID/Ghana

- 1) *E. A. Kyereboah, Kara L. Ross, Yacob A. Zereyesus, Saaka Adams, and Vincent Amanor-Boadu. 2021. *Discussing Progress: Overview of the 2019 PBS*. Video presentation to USAID/Ghana, June 29, 2021.
- 2) *R. Thomas, Kara Ross, and Vincent Amanor-Boadu. 2018. *Factors that Influence Market Participation for Smallholder Maize Farmers: Evidence from Northern Ghana*. Presentation for Kansas State Research and Extension Fellowship, July 28, 2018.
- 3) *Kara L. Ross, Yacob A. Zereyesus, and Vincent Amanor-Boadu. 2013. *Prevalence of Poverty and Women Empowerment in Agriculture in Northern Ghana*. Presentation at the Ministry of Food and Agriculture, Accra, Ghana, October 3, 2013.
- 4) *Yacob Zereyesus, Kara L. Ross, Vincent Amanor-Boadu, and Timothy Dalton. 2013. *Baseline Measures for Northern Ghana: Feed the Future Framework*. Presentation at USAID/Ghana, Accra, Ghana, January 26, 2013.

E. Partial List of Theses Completed on the KSU/METSS II Datasets

- 1) Maxime Salin-Maradeix. 2015. Factors Affecting Fertilizer Use. The Evidence from Ghana. M.S. Thesis. Manhattan, Kansas: Department of Agricultural Economics, College of Agriculture (Major Professor: Vincent Amanor-Boadu).
- 2) Adam David Hancock. 2015. Effects of Credit Access on Smallholder Maize Farmer Storage Behavior in Northern Ghana. MS. Thesis. Manhattan, Kansas State University (Major Professor: Vincent Amanor-Boadu).

- 3) Agnes Mzyece. 2016. Effect of Buyer Type on Market Participation of Smallholder Farmers in Northern Ghana. M.S. Thesis. Manhattan, Kansas: Kansas State University. University (Major Professor: Vincent Amanor-Boadu).
- 4) Elizabeth Gabriela Gutierrez Pionce. 2016. Agricultural Performance in Northern Ghana: A Gender Decomposition. MS Thesis. Manhattan, Kansas: Department of Agricultural Economics, College of Agriculture. (Major Professor: Vincent Amanor-Boadu).
- 5) Olabisi Aderonke Ekong. 2018. Profitability, Farmer and Farm Characteristics: The Case of Ghana Broiler Chicken Industry in 2015. M.S. Thesis. Manhattan, Kansas: Kansas State University (Major Professor: Vincent Amanor-Boadu).
- 6) Eva Adomaa Kyereboah. 2018. *Influence of metabolic syndrome information on macronutrient consumption decisions*. M.S. Thesis. Manhattan, KS: Department of Agricultural Economics, College of Agriculture (Major Professor: Vincent Amanor-Boadu).
- 7) Bolanle Atilola. 2018. *Product attributes and consumer preference: the case of common beans in Zambia*. M.S. Thesis. Manhattan, KS: Department of Agricultural Economics, College of Agriculture (Major Professor: Vincent Amanor-Boadu).
- 8) Pacem Arelys Kadjogbe Chantal Kotchofa. 2019. *In search of a new theory of food (in)security: evidence from Tanzania*. Ph.D. Dissertation. Manhattan, KS: Department of Agricultural Economics, College of Agriculture (Major Professor: Vincent Amanor-Boadu).
- 9) Catherine Obiribea Ofori-Bah. 2020. *US firm's performance during recessions: a comparative case study*. M.S. Thesis. Manhattan, KS: Department of Agricultural Economics, College of Agriculture (Major Professor: Vincent Amanor-Boadu).
- 10) Minyoung Jun. 2020. *The value of value addition in coffee production in Uganda*. Ph.D. Dissertation. Manhattan, KS: Department of Agricultural Economics, College of Agriculture (Major Professor: Vincent Amanor-Boadu).

Annex III. METSS II Staffing and Supervision Staff

Annex III.A. List of METSS II Staff by Fiscal Year (FY 2014–FY 2022)

SN	Staff Person	Sex (F/M)	Staff Position	Please put X by years associated with METSS II								
				FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22
1	Adeline Ofori-Bah (PhD)	F	Chief of Party	X								
	Adeline Ofori-Bah (PhD)	F	Team Leader, Research and Special Studies	X	X							
2	Cathy Phiri	F	Director of Operations	X	X	X						
3	Saaka Adams	M	M&E Specialist	X								
	Saaka Adams	M	Team Leader, M&E	X	X	X						
	Saaka Adams	M	Interim Director of Operations			X						
	Saaka Adams	M	Director of Operations				X	X	X	X	X	X
4	Jane Attoh	F	Director, Human Relations			X	X					
6	Collins Osae	M	Team Lead, RME				X	X				
7	Janet A. Y. Tiah	F	Research Associate			X	X	X				
	Janet A. Y. Tiah	F	Acting Team Lead, RME Unofficial					X	X	X	X	
	Janet A. Y. Tiah	F	Team Lead, RME									X
8	Hetty A. Quashie	F	Procurement and Logistics Manager	X	X	X	X	X				
9	Catherine Ayettey	F	Office Manager	X	X	X	X	X				
10	Jennifer A. Dartey	F	GIS Specialist	X	X	X	X	X	X			
11	George Neequaye	M	Graphic and Web Designer	X	X	X						
12	Geoge Akubia	M	Senior Accountant		X	X						
13	Eva A. Kyereboah	F	M&E Specialist	X	X	X	X	X	X	X	X	X
14	Kezia Y. O. Poku	F	Research Assistant		X	X	X	X	X	X	X	X
	Kezia Y. O. Poku	F	Research Associate			X	X	X	X	X	X	X
15	Nana Adwoa Konadu	F	M&E Assistant	X	X							X

SN	Staff Person	Sex (F/M)	Staff Position	Please put X by years associated with METSS II								
				FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22
	Nana Adwoa Konadu	F	M&E Specialist			X	X	X	X	X	X	X
16	Mabel Konlan	F	M&E Assistant				X	X	X	X	X	X
17	Charles Aquah	M	M&E Specialist	X	X	X						
18	Emmanuel Aziebo	M	Energy Specialist			X	X					
19	George Fynn	M	Trade Africa Private Sector Specialist			X	X	X				
20	Evans Boah-Mensah	M	Communication Specialist			X	X	X				
21	Dode Seidu	M				X	X	X				
22	Augustine Amedzi	M	M&E Specialist			X	X	X				
23	Evelyn Osei	F	M&E Specialist			X	X	X	X	X	X	X
24	Wendy P. Martey	F	Graphic and Web Designer				X	X	X	X	X	X
25	John Achana	M	Driver		X	X	X	X	X	X	X	X
26	Isaac Ayewubo	M	Driver	X	X	X	X	X	X	X	X	X
27	Alex Ohene Gyan	M	Driver	X	X	X	X	X	X	X	X	X
28	David Osman	M	Driver	X	X	X	X	X	X	X	X	X
29	Eunice O. Yeboah	F	Procurement and Adm. Assistant				X	X				
	Eunice O. Yeboah	F	Procurement and Adm. Officer						X	X	X	X
30	Justice Vulley	M	Accountant				X	X	X	X	X	X
31	Aziz Maltiti Ibrahim	M	Finance Director			X	X	X	X	X		
32	Fati	F	Janitor	X	X	X	X	X	X	X	X	X
33	Alex Hyde	M	Janitor	X	X	X	X	X	X	X	X	X
34	Jonathan Labor	M	Gardner	X	X	X	X	X	X	X	X	X
35	Koffie-Ocloo W. Daniel	M	IT Specialist	X	X	X	X	X	X	X		
36	Elfreda N. L. Arthur	F	Knowledge Management Specialist	X	X	X	X	X				
37	Yvonne Ocloo	F	Events Coordinator			X	X	X				

SN	Staff Person	Sex (F/M)	Staff Position	Please put X by years associated with METSS II								
				FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22
38	Adwoa Sey	F	Development Partners Coordinator				X	X	X	X	X	X

Source: Janet Awopole Y. Tiah based on project records, June–July 2023.

Annex III.B. List of METSS II-Sponsored Trainings for Staff (FY 2014–FY 2022)

Staff Name	Staff Position	In-Person M&E Training	Online USAID M&E Training	Chief of Operations M&E Mentor-ing	FTFMS/ DIS	M&E Basics	Stata Online Training	DQAs & PIRs	Research Methods	Project Management	GIMPA ¹²³ Course on M&E for Development Projects	Ghana-links.org	Knowledge Mgt Training	Visit to the ZOI ¹²⁴	GIS Training	Data-base Training
Saaka Adams	M&E Team Lead/ Chief of Operations	X	X		X	X	X	X	X	X		X		X		
Collins Osae	Team Lead	X	X	X	X	X	X	X	X	X		X		X		
Janet A. Y. Tiah	Research Associate/ Team Lead	X	X	X	X	X	X	X	X	X	X	X		X		
Eva A. Kyereboah	M&E Specialist	X	X	X	X	X	X	X	X	X	X	X		X		
Kezia Y. O. Poku	Research Associate	X	X	X	X	X	X	X	X	X	X	X		X		
Nana Adwoa Konadu	M&E Specialist	X	X	X	X	X	X	X	X	X	X	X		X		
Mabel Konlan	M&E Assistant	X	X	X	X	X	X	X	X	X	X	X		X		
Charles Aquah	M&E Specialist	X	X	X	X	X	X	X	X	X	X	X		X		
Augustine Amedzi	M&E Specialist	X	X	X	X	X	X	X	X	X	X	X		X		
Emmanuel Aziebor	Energy Specialist													X		
George Fynn	Trade Africa Private Sector Specialist													X		
Dode Seidu	Trade and Private Sector Advisor													X		

¹²³ Ghana Institute of Management and Public Administration (GIMPA).

¹²⁴ Staff has met the following criteria: 1) Visited the FTF ZOI to verify IP data as part of DQA; 2) visited IP ZOI to experience interventions being implemented and interact with beneficiaries; and 3) collected IP/FTF ZOI PBS data.

Staff Name	Staff Position	In-Person M&E Training	Online USAID M&E Training	Chief of Operations M&E Mentoring	FTFMS/ DIS	M&E Basics	Stata Online Training	DQAs & PIRs	Research Methods	Project Management	GIMPA ¹²³ Course on M&E for Development Projects	Ghana-links.org	Knowledge Mgt Training	Visit to the ZOI ¹²⁴	GIS Training	Database Training
Adwoa Sey	DPs Coordinator												X	X		
Elfreda Naa L. Arthur	Knowledge Management Specialist												X	X		
Jennifer Asiedu-Dartey	GIS Specialist												X	X	X	X
Evans Mensah	Communications Specialist												X	X		
Gazalli Yakubu	Database Developer												X	X		X
George Neequaye	Graphics Designer												X	X		
Wendy D. P. Martey	Graphics Designer												X	X		

Source: Janet A. Y. Tiah, based on project records, June–July 2023.

Annex III.C. Partial List of Former METSS II Staff and Their Current Organization/Employer (FY 2023)

Staff Name	Staff Position at METSS	Current Work					
		USAID IP	USAID DP in Ghana	USAID DP Outside Ghana	GoG Agency	Consulting in Ghana	Other
Saaka Adams	M&E Team Lead/Chief of Operations	X					
Collins Osae	Team Lead			X			
Janet A. Y. Tiah	Research Associate/Team Lead					X	
Eva A. Kyereboah	M&E Specialist						X ¹²⁵
Kezia Y. O. Poku	Research Associate		X				
Nana Adwoa Konadu	M&E Specialist					X	
Mabel Konlan	M&E Assistant						X ¹²⁶
Charles Aquah	M&E Specialist				X		
Augustine Amedzi	M&E Specialist			X			
Emmanuel Aziebor	Energy Specialist			X			
George Fynn	Trade Africa Private Sector Specialist	X					
Dode Seidu	Trade and Private Sector Advisor					X	
Adwoa Sey	DPs Coordinator	X					
Elfreda Naa L. Arthur	Knowledge Management Specialist						X
Jennifer Asiedu-Dartey	GIS Specialist	X					
Evans Mensah	Communication Specialist		X				
Gazalli Yakubu	Database Developer						X
George Neequaye	Graphics Designer		X				
Wendy D. P. Martey	Graphics Designer					X	
Yvonne Ocloo	Events Coordinator						X

Source: Janet A. Y. Tiah based on project records, May–June 2023.

¹²⁵ An entrepreneur in the agribusiness value chain.

¹²⁶ An entrepreneur.

Annex III.D. USDA and USAID Supervision Staff on the METSS II PASA

<i>METSS Point of Contact</i>	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22
<i>A. EG Office</i>									
Brain Konklin	X	X	X	X					
Jena Tajchman				X	X				
Ellis Ekekpi						X	X	X	
Susan Bonney								X	X
<i>B. USDA-METSS Point of Contact</i>									
Harold V. Tarver	X	X	X	X	X	X	X	X	X
Chris Finstrom	X	X	X	X	X	X	X	X	X
Susan Waage	X	X							
Jim Suits	X	X	X						

Source: Janet Awopole Y. Tiah based on project records and information provided by Harold Tarver, June–July 2023.

Annex III.E. Interview with an M&E Specialist About Her Support for METSS II Activities Under Sub-IRs 1.1–1.3 (FY 2016–FY 2022)

Have you been assigned IPs to manage as an M&E specialist?

Yes, I have.

How many have you supported?

I have provided this support directly to five IPs, but I have contributed to the support of many other IPs.

How do you provide support to IPs assigned to you?

In FY 2017 the METSS II COO sent an email to two EG Office IPs (SPRING and RING) telling them that I was to be their point of contact at METSS. The IPs' chiefs of party then confirmed their interest in having a point of contact to help make support to them be more tailored, and I followed up with an introduction of their M&E officers in both projects to the METSS point of contact. Where this was not done, I followed up with an email to be introduced to the M&E officer to help make our communication easy. I then reviewed their M&E plans and other project documents in order to better understand their interventions, indicators, targets, and general M&E system in order to see how best I could be of help to implement their M&E plans. After reviewing their approved M&E plans, I identified a few issues that could be improved and shared my comments with the M&E officers. I also shared other supports I could give for them like managing surveys, conducting data quality assessment, and support to enter data into the development information solution—a USAID requirement for their FTF standard indicators.

Has an IP ever called you for support after the introduction?

Yes, through the COO, both SPRING and RING have called on me to support them with surveys to help evaluate their projects' interventions and implementation processes. With each survey, I will 1) draft/review a scope of work (SOW) for the survey; 2) select qualified consultants to conduct the survey; and 3) provide the consultants and the project with technical support to ensure that the data collection, analysis, and reporting were all in line with USAID guidelines. I have also been called on at the end of the fiscal year to support the two projects in entering their data into the FTF Monitoring System (now called the Data Information Solution [DIS]).

How about the remaining three IPs?

The remaining three were assigned to me between 2019 and 2021; these were the Northern Ghana Governance Activity (NGAA) (in FY 2019), Partnership for Inclusive Agricultural Transformation in Africa (PIATA) in FY 2020, and Advancing Nutrition (in FY 2021). I reviewed all three¹²⁷ M&E plans as a first step to supporting the IPs. In terms of the support provided and how it was done, the M&E needs of the three projects varied at different times. In FY 2019 I helped Northern Ghana Governance Activity (NGGA) select additional indicators, supported them to report data into the DIS in FY 2020, and also supported them with a survey to assess their performance. In FY 2020, PIATA was introduced to me, and I started off with a support for them to enter their data into the DIS in the same year and a data quality assessment in FY 2021. Lastly, I was introduced to Advancing Nutrition in FY 2021. I reviewed their monitoring, evaluation, and learning plan where I found that they were not reporting to some standard indicators required to calculate some of their indicators. We could not complete this support before METSS's closure in FY 2022. All five of the projects I supported are counted in Output Indicator 1.1. One of these, NGGA, had a major revision (Output Indicator 1.1.2). Since none of them were "new" projects, they are not counted in 1.1.1.

In FY 2021, I also collaborated with other colleagues to help three new IPs develop M&E plans for USAID approval. These were MFA, GFRA, and Trade Hub in FY 2022.

How is your work linked to the indicators for IR 1.2?

USAID requires projects to conduct DQAs every three years. Since RING and SPRING already had DQAs, I did not need to assist them with this. As mentioned earlier, I did, however, lead the process of a DQA for PIATA.

¹²⁷ PIATA had a draft monitoring, evaluation, and learning plan, so we supported them in finalizing it for USAID approval.

METSS had plans to do similar DQAs for MFA, GFRA, and Advancing Nutrition in FY 2022. Unfortunately, the shifts in funding with the close of the project did not permit this to occur.

My personal connection with the five projects that I consistently supported (RING, SPRING, NGAA, PIATA, and Advancing Nutrition) helped them to co-identify (with me) which staff were most in need of the trainings that METSS offered (Output Indicator 1.2.1) and ensure that they were using documented M&E techniques, tools, protocols, and guidelines (Output Indicator 1.2.2) and using the DIS (formerly FTFMS and AT+ system) to upload data correctly (Output Indicator 1.2.3).

How is your work linked to the indicators for IR 1.3?

In addition to the routine research support we provided to the assigned IPs and GoG partners, me and my colleagues were involved in the design, execution, analysis, and write-up of the PBSs—some of us more than others. I was personally involved in the Feed the Future Phase One Zone of Influence endline (FY 2019) and baseline (FY 2020) surveys. My activities included: 1) customizing the manuals and questionnaires to reflect the Ghanaian context; 2) training the staff from Ghana Statistical Service (GSS) and the Ministry of Food and Agriculture (MoFA) how to help the enumerators they were supervising to better understand infant nutrition data collection community entry, seeking consent, and using the nutritional data collection tools; 3) developing the ethical clearance documents for approval; 4) coordinating with the Ghana Statistical Service to procure equipment to support the survey; 5) helping clean the data that was collected for analysis; and (6) reviewing the final draft reports.

Have you ever had a role in the RME unit's management?

After Collins Osae left METSS, the RME unit did not have an official team leader. I was, however, asked to lead on preparing the RME unit's quarterly and annual reports to take responsibility of the team when the chief of operations was absent. In FY 2022, I was formally tasked with heading up the unit.

Source: Della E. McMillan interview with former METSS II RME staff person, June 15, 2023, printed with her permission.

Annex IV. Other Tables

Annex IV.A. Number of GIS Layers Developed and Available to Stakeholders by Fiscal Year (FY 2014–FY 2019)

Maps with GIS Layers	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19
All Layers	78	168	87	231	46	
1. Feed the Future ZOI Activity Map		0	29	38	6	1 ¹²⁸
2. DPs Map (before and after Ghanalinks.org)	9	10	9	23	2	
3. USAID/Ghana IPs Project Presence Map	8	10	10	12	4	
4. District Profiles Series Maps	0	0	0	118		
5. Support to USAID IPs	0	11	10	23	3	
6. Support to USAID/Ghana EG GoG Partners (MoF Ag. Desk and MoFA Statistics, Research, and Information Directorate [SRID])	1	0	4	3	3	
7. Support to USAID EG Office Partners' Meetings	12	107	5	8	0	
8. Support to USAID EG Office	14	16	1	1	13	
9. Poultry Survey	0	2	2	0	2	
10. PBS	4	0	4	0	1	
11. Agricultural Production Survey (APS)	5	0	0	0	0	
12. Suppress Demand and Willingness to Pay for Electricity Survey	0	0	0	0	11	
13. ZOI-Related Maps	12	6	7	4	1	
14. Population Data	2	1	5	1		
15. Administrative Data	11	5	1	0	0	1
16. Other METSS II Maps	0	0	0	1	0	
17. RING IP Strata	0	0	10	0	0	
18. ADVANCE Online Activity Map	0	0	13	1	0	

Source: Janet Awopole Y. Tiah, based on project records, June–July 2023.

¹²⁸ New regional boundary—16 regions in one layer in place of 10.

Annex IV.B. METSS-Sponsored Training of Different Stakeholder Groups (FY 2014–FY 2022) (Note: X = Yes)

Category of Stakeholder	Workshop Training										Other Training Supported			Assigned METSS II Mentor
	Training on FTFMS and DIS	Training on DQAs and PIRSs	Training on Ghana-links.org	M&E	Research	Project Management	Finance	HR	Procurement	DQAs and PIRSs	Special Training PMMP	Other Online Courses	Special Sponsored Trainings	
Category 1: METSS II Project Staff and Oversight Committees	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Category 2: Government Agencies the Project Collaborated with														
2.1. National-Level Ministries														
2.1.1. MoT				X	X									
2.1.2. MoF				X	X									
2.1.3. MoFA				X	X									
2.1.4. GSS					X									
Category 3: Academic and Research Institutional Partners														
3.1. UCC—Direct involvement with administration of the PASAt							X	X						
3.2. UCC staff (involved in activities but not PASA management)					X									
3.3. KNUST—Admin of project							X	X						

Category of Stakeholder	Workshop Training										Other Training Supported			Assigned METSS II Mentor
	Training on FTFMS and DIS	Training on DQAs and PIRs	Training on Ghana-links.org	M&E	Research	Project Management	Finance	HR	Procurement	DQAs and PIRs	Special Training PMMP	Other Online Courses	Special Sponsored Trainings	
3.4. KSU—Admin					X									
3.5. KSU—other					X									
Category 4: Civil Society Organizations (CSOs)														
4.1. Members of regional elected government structures					X									
4.2. Members of district elected government structures					X									
Category 5: USAID														
5.1. USAID AORs/CORs														
<i>Ellis Ekpli</i>	X	X	X	X	X	X				X	X			
<i>Susan Bonney</i>	X	X	X	X	X	X				X	X			
<i>Samuel Tagoe</i>	X	X	X	X	X	X				X	X			
5.2. Staff associated with USAID-funded initiatives														
<i>ADVANCE</i>	X	X	X	X	X	X				X	X			X
<i>CSLP</i>	X	X	X	X	X	X				X	X			
<i>Peace Corps</i>	X	X	X	X	X	X				X	X			
<i>Ag NRM</i>	X	X	X	X	X	X				X	X			
<i>RING</i>	X	X	X	X	X	X				X	X			
<i>FinGAP</i>	X	X	X	X	X	X				X	X			
<i>SPRING</i>	X	X	X	X	X	X				X	X			
<i>APSP</i>	X	X	X	X	X	X				X	X			
<i>ATT</i>	X	X	X	X	X	X				X	X			
<i>SFMP</i>	X	X	X	X	X	X				X	X			
<i>SARI</i>	X	X	X	X	X	X				X	X			

Category of Stakeholder	Workshop Training										Other Training Supported			Assigned METSS II Mentor
	Training on FTFMS and DIS	Training on DQAs and PIRs	Training on Ghana-links.org	M&E	Research	Project Management	Finance	HR	Procurement	DQAs and PIRs	Special Training PMMP	Other Online Courses	Special Sponsored Trainings	
<i>UG</i>	X	X	X	X	X	X				X	X			
<i>GSSPIII</i>	X	X	X	X	X	X				X	X			
<i>PBS</i>	X	X	X	X	X	X				X	X			
<i>IWAD-PICA</i>	X	X	X	X		X				X	X			
<i>PIATA</i>	X	X	X	X	X	X				X	X			
<i>BUSAC</i>	X	X	X	X	X	X				X	X			
<i>UCC Fisheries</i>	X	X	X	X	X	X				X	X			
<i>Sahel Grains</i>	X	X	X	X	X	X				X	X			
<i>SMART Agri-Finance (Fidelity)</i>	X	X	X	X		X				X	X			
<i>MFA</i>	X	X	X	X	X	X				X	X			
<i>GTI</i>	X	X	X	X	X	X				X	X			
<i>Trade Hub</i>	X	X	X	X	X	X				X	X			
<i>Advancing Nutrition</i>	X	X	X	X	X	X				X	X			
<i>GFRA</i>	X	X	X	X	X	X				X	X			
<i>AGREE</i>	X	X	X	X	X	X				X	X			
<i>MOF DESK</i>	X	X	X	X	X	X				X	X			
<i>Council for Scientific and Industrial Research– Savanna Agricultural Research Institute (CSIR-SARI)</i>	X	X	X	X	X	X				X	X			
<i>NGGA</i>	X	X	X	X	X	X				X	X			
<i>Africa Lead</i>	X	X	X	X	X	X				X	X			
<i>GPP</i>	X	X	X	X	X	X				X	X			
<i>AMPLIFIES</i>	X	X	X	X	X	X				X	X			
<i>Bhead</i>	X	X	X	X	X	X				X	X			

Source: Janet Y. Tiah based on METSS II end-of-year result reports.

Annex IV.C. Partial List of METSS II Capacity Strengthening Events (Not Formal Trainings) for USAID EG Office IPs and GoG Partners (FY 2014–FY 2022)

Events	Capacity Building (Localization) MDA	Capacity Building of USAID- Funded Initiatives	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22
National-Level Learning Events											
IPs Knowledge Audit		Y	X								
ASWG JSC	Y			X	X	X	X	X	X	X	X
DPs Coordination Meeting	Y					X	X	X	X	X	X
EG Office M&E Meeting		Y			X						X
SADA & Northern Sector Agricultural Investment Coordination Unit (NASIC) Workshop	Y				X						
IPs Meeting	N	Y			X		X				
EG Communication Network (EGCN) Meetings	Y	Y			X						
Public–Private Dialogues on Protocols on Duty-Free and Quota-Free Trade	Y	Y(also supported by Aid Right)			X						
GTIC Bill Sensitization Meetings	Y	Y(also supported by Aid Right)			X						
Ghana National AGOA Strategy Document Meetings	Y	Y			X	X					
Chief of Party Meetings	N	Y									
USG Congressional Meeting	N	Y			X						
High-Level Energy DPs Meetings	Y	Y				X					
Energy Sector Agencies M&E Working Group Meeting	Y	Y				X	X				
PFG National Steering Committee	Y					X	X				
Policy Sub-Group Meeting	Y	Y				X					
Operations Coordination Sub-Group Meeting	N	N				X					
Operationalization of the GITC Meetings	Y	Y									
Trade Facilitation Committee Meeting	Y	Y				X					

Events	Capacity Building (Localization) MDA	Capacity Building of USAID- Funded Initiatives	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22
AMCHAM Business Meetings	Y	Y				X	X				
GFSS Stakeholders' Fora	N	Y					X				
Fall Armyworm Meetings	Y	Y					X				
Village Savings and Loans Working Group Meeting	Y						X				
Northern Sector Working Group Meeting	Y						X				
Learning Events Meeting	N	Y						X		X	
Ghana Export Promotion Authority on the Export Permit Policy Meeting	Y	Y									X
PSWG Meetings	Y	Y									X
CCC Meetings	N	Y									X

Source: Janet Tiah Awopole based on METSS II Reports (FY 16, 17, 18, 19, 20, 21, and 22) and interviews with Wendy Martey, May 25–27, 2023.

Annex IV.D. Ghanalinks.org Web Portal and Graphics Support

Annex IV.D.1.A. Nine Core Components of the Ghanalinks.org Web Portal (FY 2021)

Analytics: The design and execution of Application Programming Interfaces (APIs) that allows users to run personalized queries to extract data and other analyzed statistics from existing and new METSS-generated databases for use in their report writing and for discussions at policy and program design meetings including: 1) the Ghanalinks.org databases; 2) the District Profiles Analytics Dashboard; and 3) the Poverty and Nutrition Dashboard.

Mapping Tools: Entitled “Where We Work” on the portal, this is a creation of a series of mapping tools that make it easier for USAID/Ghana and its IPs to analyze their projects and EG Office portfolio-level data with respect to location to facilitate decision making. There are four mapping tools on Ghanalinks.org: The Feed the Future Activity Map; the USAID FinGAP Investment Mapping System; the 2015–2016 USAID SPRING Activity Map; and the USAID RING Activity Maps.

e-library: This online library is a repository of the USAID/Ghana EG Office and its IPs’ documentation, including GoG documents that are of relevance to the work of the USAID/Ghana EG Office and its partners’ operations in Ghana. The documents uploaded in the e-library include survey and projects reports, analytical papers, articles, newsletters, manuals, survey protocols, and other important brochures of relevance.

Events Calendar: The events calendar allows IP projects and the USAID/Ghana EG Office to post upcoming events to ensure there are no conflicts in how events are organized. In FY 2021, the Events page was updated with recently held events’ presentations and videos including the ADVANCE II virtual learning event, which was held in January 2021.

Partners’ Forum: This platform is for registered users to share information, ask questions, receive answers, and respond to others’ questions.

Did You Know: Facts and useful information from reports and studies by METSS II and USAID/Ghana IPs.

USAID Projects: Information on each project supported by METSS II; still being updated. In FY 2020–FY 2021, METSS II continued creating new and updating existing USAID projects’ sub-sites with documents, reports, presentations, and other relevant resources in order to give easier access to the project-specific data. The new and updated sub-sites were created to allow users easy access to project-specific data.

Help: Aid for how to use the Ghanalinks.org site, including a Getting Started link, site map, and user guides for the larger portal features.

Contact: Information on how to contact METSS II, including a messaging feature.

Source: METSS FY 2021 Annual Results Report, pp. 26–27.

Annex IV.D.1.B. Core Components of the Ghanalinks.org Web Portal (June 2023)

In FY 2022, METSS II upgraded and revamped the Ghanalinks.org web portal to improve its navigability, add ease in maneuvering the web portal, and provide more content to stakeholders.

Welcome Page Interface: The welcome page explains¹²⁹ the web portal and how stakeholders accessing the portal can make the most of it. It also presents at a glimpse the various sub-sites in the web portal. Specifically, the welcome page has:

- Who we are;
- Did you know—brief survey findings;
- Infographics on poverty and nutrition;
- USAID Projects—with sub-links to the USAID IPs who were active up until September 2022;
- Latest News—News events and happenings; and
- A brief on METSS.

Data Hub: The data hub houses already analyzed data, processed data that users can use to perform relational analysis, and cleaned raw data that users can download to perform their analysis. Embedded in all the databases is the ability to download data and results in Excel, CSV, MS Word, and PDF formats. Portlets contained in this sub-site include:

- Data Disclaimer/Notes for Ghanalinks.org Database;
- District Profiles Analytics Dashboards; and
- Poverty and Nutrition Dashboard.

Where We Work: This sub-site is a creation of a series of mapping tools that make it easier for USAID/Ghana and its IPs to analyze their projects and EG Office portfolio-level data with respect to location to facilitate decision making. It includes four mapping tools on Ghanalinks.org: The Feed the Future Activity Map; the USAID FinGAP Investment Mapping System; the 2015–2016 USAID SPRING Activity Map; and the USAID RING Activity. The sub-site currently (June 2023) houses the following maps, which were generated by the PASA with input from existing and METSS-generated datasets:

- A Feed the Future Activity Map;
- 2015–2016 USAID Strengthening Partnerships, Results, and Innovations in Nutrition Globally Map;
- USAID Resiliency in Northern Ghana Map;
- Sustainable Fisheries Management Project (SFMP);
- Agriculture Projects in Ghana Maps; and
- USAID IP Story Maps (Advance and RING ArcGIS Story Map).

e-library: This online library is a repository of the USAID/Ghana EG Office and its IPs' documentation, including GoG documents that are of relevance to the work of the USAID/Ghana EG Office and its partners' operations in Ghana. The documents uploaded in the e-library include survey and projects reports, analytical papers, articles, newsletters, manuals, survey protocols, and other important brochures of relevance. This sub-site still hosts (June 2023) all of the documents that were uploaded, including:

- District Profiles;
- METSS/IPs Event Material; and
- Publications.

Help: Aid for how to use the Ghanalinks.org site, including a Getting Started link, site map, and user guides for the larger portal features. This sub-site currently (June 2023) houses:

- Frequently Asked Questions (FAQs);
- User Guides/Video Tutorials;
- Sitemap;

¹²⁹ Ghanalinks.org is an online knowledge management resource that seeks to make data, information, and knowledge more accessible for stakeholders in Ghana and elsewhere. Please register and start to Share, Learn, and Use all that Ghanalinks.org has to offer.

- Ghana Weekly Digest;
- User Activities;
- Recent Downloads & Most Viewed Resources; and
- METSS Knowledge Management and Learning (KML) &C Site Support (No longer supported, June 2023).

Contact: Information on how to contact METSS II, including a messaging feature.

Source: Janet Awopole Yepakeh Tiah. Review of the *Ghanalinks Web Portal*,
<https://ghanalinks.org/web/guest/home>, June 15, 2023.

Annex IV.D.2. Evolution of METSS II Support for the Original Three-Phase Design of a User-Friendly Website and Web Portal (FY 2014–FY 2023)

Phase I. Design and targeted launch of the user-friendly web portal (FY 2014–May 2016): From FY 2014 to FY 2015, METSS II continued to use its website developed in METSS I to provide access to users on research papers, briefs, and other resources. Once the first USAID PBS was launched, it became clear that METSS needed a more comprehensive knowledge management portal that included an online database to house facilitate data entry, clean-up, and analysis of the first PBS data. During this same time period, METSS II initiated a collaborative process with USAID and its partners and carried out a knowledge audit and strategy. This provided information on available resources that could be used to populate the portal. In October FY 2015, the PASA outsourced the database development functions of the web portal—as well as some of the basic infrastructure—to a U.S. vendor (aWhere) after a competitive bidding process. During the same time period (early FY 2016), an experienced staff person developed the mapping tool using ArcGIS software to augment the GIS needs of EG Office IPs on the portal. To make the website more user friendly, METSS II outsourced the process of developing the Knowledge Management Portal (and rebranded the site “Ghanalinks.org”) to a Ghanaian vendor (MAK-EDU) after a second competitive bidding process in March 2016 (March–June 2016) and managed the process to its completion.

Phase II. Increased awareness and outreach of Ghanalinks.org among IPs and DPs, as well as tool refinement through solicited contributions from key actors (May 2016–FY 2022): The new, more user-friendly web portal was formally launched in May 2016. In addition to this, METSS organized a series of training workshops to raise awareness for the portal’s existence to USAID partners and stakeholders. In July–August 2017 METSS increased the utility of Ghanalinks.org for stakeholders by adding the Feed the Future Ghana District Profiles dashboards for all 58 districts that made it possible to conduct more detailed district- and regional-level analyses. Also, the infographic that was designed for the 2012 and 2015 PBS results was added to the new Homepage (in 2017), which provided a quick overview of the content on the web portal.

In FY 2016, the project started using the Google analytics application to monitor both registered and non-registered users’ activities on the portal. In FY 2017 METSS distributed an online survey to a sample of stakeholders—including USAID staff in Washington and the Ghana EG offices, and IPs, DPs, and GoG staff—to ascertain the awareness, accessibility, and usage of the web portal. In FY 2018, METSS installed and pilot tested a new system that allowed it to monitor the usage of various components on the portal as well as stakeholders’ feedback on some of the new features and refinement that were added to respond to the issues identified by the FY 2017 accessibility and usage survey.

In FY 2020–FY 2021, METSS continued to update the existing USAID IPs’ sub-sites with documents, reports, presentations, and other relevant resources in order to give value and easier access to project-specific data. In FY 2020, the Event Materials page was updated with events’ presentations and videos including the ADVANCE II virtual learning event, which was held in January 2021. In FY 2022, METSS II collaborated on a massive overhaul of the web portal to increase its appeal and make navigation easier and more interactive, and to change obsolete or outdated content on the site and IP sub-sites with the private developer for BEWSYS.

Phase III. Ramping up GoG collaboration and executing a sustainability plan (FY 2017 Q3–2023): During the final year of the PASA, METSS renewed its earlier discussions with the MoFA about hosting the site because it would be hard to guarantee USAID that it could continue to support the routine operations and updating of the site. Far more likely to be successful would be for USAID/Ghana to provide funds to one of the active projects with a mandate for working with a Ghanaian institution—like a university (that has qualified staff, students, and faculty who are working with some of its ongoing projects in the north). This sustainability plan was expected to 1) sustain the site by helping to adapt it to a new generation of donor-funded and GoG initiatives in the north. Source: Janet A. Y. Tiah, Elfreda Arthur, Wendy D. P. Martey, based on METSS II analytics and reports.

Annex IV.D.3. Approved Requests for METSS II Graphics and Editorial Support and Broad Categories of Stakeholders That Benefitted from the Support (FY 2017–FY 2022)

No. of Assignment Year	Number of Approved Graphic Support Assignments by FY	IP Beneficiaries That Benefitted From the Assignment				DP Coordination and Collaboration	# of Approved Local Partner Capacity		
		METSS PASA	USAID/Ghana EG Office	USAID IPs, including AMCHAM	GoG Partners		District and Regional Governments	Ministries/University	Private Sector
	FY 2017								
1	Updating and completing the graphic designs of 58 district profiles for Northern, Upper East, Upper West, and Brong-Ahafo Regions	X	X	X		X	X	X	
2	Designing the cover page for the MoTI AGOA National Strategy Document				X		X	X	X
3	Branding the district profile event (creating a backdrop design and pull-up banners)	X	X	X		X	X	X	
4	Designing ID cards for the:			X	X	X	X	X	
4(a)	PFG Annual Scorecard event				X		X	X	
4(b)	SPRING survey		X						
4(c)	Electricity surveys	X	X				X	X	
5	Generating consent forms and invoice/receipt			X			X	X	X

No. of Assignment Year	Number of Approved Graphic Support Assignments by FY	IP Beneficiaries That Benefitted From the Assignment				DP Coordination and Collaboration	# of Approved Local Partner Capacity		
		METSS PASA	USAID/Ghana EG Office	USAID IPs, including AMCHAM	GoG Partners		District and Regional Governments	Ministries/University	Private Sector
	forms for the SPRING survey								
6	Designing certificates for Phase 2 of the Suppressed Demand and Willingness to Pay for Electricity Survey	X			X		X	X	
7	Initiating the redesign of the METSS II website, completing the structure and draft content	X	X	X	X	X	X	X	
8	Providing a list of printing and procurement vendors to assist with procurement	X							
9	Creating name tags, pull-ups, backdrops, and save the dates for:								
9(a)	Conference on Fisheries and Coastal Environment			X			X	X	X
9(b)	USAID GoG PFG (with the MoEn) for M&E training				X				

No. of Assignment Year	Number of Approved Graphic Support Assignments by FY	IP Beneficiaries That Benefitted From the Assignment				DP Coordination and Collaboration	# of Approved Local Partner Capacity		
		METSS PASA	USAID/Ghana EG Office	USAID IPs, including AMCHAM	GoG Partners		District and Regional Governments	Ministries/University	Private Sector
9(c)	Suppressed Demand and Willingness to Pay for Electricity Survey workshop				X		X	X	
9(d)	AMCHAM event		X	X					X
10	Developing a newspaper publication for AMCHAM		X						X
11	Supporting Nathan and Associates to design some of the graphics for Fees and Charges Study presentation			X				X	
12	Formatting the USAID RING BBS			X					
13	Formatting the USAID APSP Mid-Term Performance Evaluation			X					
14	Creating EG Office Briefer booklet	X	X	X					
	Subtotal FY 2017	7	8	11	7	4	11	12	5
	FY 2018								
15	Providing graphic design support to the GFSS		X				X	X	X

No. of Assignment Year	Number of Approved Graphic Support Assignments by FY	IP Beneficiaries That Benefitted From the Assignment				DP Coordination and Collaboration	# of Approved Local Partner Capacity		
		METSS PASA	USAID/Ghana EG Office	USAID IPs, including AMCHAM	GoG Partners		District and Regional Governments	Ministries/University	Private Sector
	Stakeholders Workshop								
16	Providing graphic design support to USAID/Ghana Partners Meeting		X				X	X	
17	Providing graphic design support to M&E and Gender Community of Practice Meeting	X		X					
18	Providing graphic design support to Communications Meeting	X	X				X	X	
19	Providing graphic design support to Trade Africa GITC		X					X	
20	Providing graphic design support to the AMCHAM Thanksgiving event		X					X	X
21	Providing graphic design support to PFG M&E Training Workshop		X					X	
22	Providing graphic design support to Village Savings and Loans (VSLA) Summit and			X			X	X	

No. of Assignment Year	Number of Approved Graphic Support Assignments by FY	IP Beneficiaries That Benefitted From the Assignment				DP Coordination and Collaboration	# of Approved Local Partner Capacity		
		METSS PASA	USAID/Ghana EG Office	USAID IPs, including AMCHAM	GoG Partners		District and Regional Governments	Ministries/University	Private Sector
	Conference on Fisheries and Coastal Environment								
23	Designing a new logo and the layout for a newspaper publication for the AMCHAM, as well as rolling out the Chamber's events			X			X		
24	Creating infographics using data from the poultry survey conducted in 2016	X					X	X	
25	Producing pull-ups, backdrop, and folder covers for the GFSS Regional Strategy Development Stakeholders Meeting hosted by USAID Analytical Support Services and Evaluations for Sustainable Systems in Agriculture, Environment, and Trade Analytical	X		X			X X	X	

No. of Assignment Year	Number of Approved Graphic Support Assignments by FY	IP Beneficiaries That Benefitted From the Assignment				DP Coordination and Collaboration	# of Approved Local Partner Capacity		
		METSS PASA	USAID/Ghana EG Office	USAID IPs, including AMCHAM	GoG Partners		District and Regional Governments	Ministries/University	Private Sector
	Support Services and Evaluations for Sustainable Systems (ASSESS)								
26	Creating appropriate scenes and doing voiceovers for the Ghanalinks.org explainer video	X					X		
27	Updating METSS II Fact Sheet design	X	X	X			X	X	X
28	Formatting AMPLIFIES DQA REPORT			X					
29	Formatting Ghana Poultry Project (GPP) DQA report			X					
30	Creating infographics for the ADVANCE Project ZOI			X					
31	Designing infographics to depict an outgrower business model for USAID, Ghana Grains Council, and MoFA		X	X	X		X	X	
32	Formatting PowerPoint		X						

No. of Assignment Year	Number of Approved Graphic Support Assignments by FY	IP Beneficiaries That Benefitted From the Assignment				DP Coordination and Collaboration	# of Approved Local Partner Capacity		
		METSS PASA	USAID/Ghana EG Office	USAID IPs, including AMCHAM	GoG Partners		District and Regional Governments	Ministries/University	Private Sector
	presentation on the USAID Digital Awards event								
33	Formatting the METSS cost extension proposal	X	X						
34	Formatting AMPLIFIES projects evaluation SOW	X		X					
35	Formatting AMPLIFIES projects evaluation SOW	X		X					
36	Updating the USAID EG Office Fact Sheet	X	X	X			X	X	X
	Subtotal FY 2018	10	11	12	1	0	12	12	4
	FY 2019								
37	Supporting a large Trade Africa Promotion Program Learning event that was organized by the USAID Trade Facilitation Project (TFP) and the Improving Food Safety Systems Project (IFSSP)			X	X		X	X	X

No. of Assignment Year	Number of Approved Graphic Support Assignments by FY	IP Beneficiaries That Benefitted From the Assignment				DP Coordination and Collaboration	# of Approved Local Partner Capacity		
		METSS PASA	USAID/Ghana EG Office	USAID IPs, including AMCHAM	GoG Partners		District and Regional Governments	Ministries/University	Private Sector
38	Designing posters, backdrops, and name tags, and finalizing graphics design of forms, manuals, and other survey documents to raise the awareness of community members about the PBS	X			X ¹³⁰		X		
39	Creating an animated presentation to promote the Ghanalinks.org portal at a University of Ghana event	X					X	X	
40	Providing branding support to USAID/Ghana EG Office during the 2019 Africa Food System Forum (AGRF) meeting	X	X		X		X	X	X
41	Attending conference and manning digital booth showcasing			X			X		

¹³⁰ The local government partners that participated in the survey benefitted from this action.

No. of Assignment Year	Number of Approved Graphic Support Assignments by FY	IP Beneficiaries That Benefitted From the Assignment				DP Coordination and Collaboration	# of Approved Local Partner Capacity		
		METSS PASA	USAID/Ghana EG Office	USAID IPs, including AMCHAM	GoG Partners		District and Regional Governments	Ministries/University	Private Sector
	digital products created by various USAID/Ghana-funded projects								
42	Recreating the DPs' database to increase its aesthetic appeal and make it intuitive to the user					X	X	X	
43	Photography and branding support to the RING close-out event		X	X		X	X	X	
44	Creating ID cards for GPP and AMPLIFIES mid-term survey			X					
45	Graphic support to develop FTF fact sheet	X	X	X			X	X	X
	Subtotal FY 2019	4	3	5	3	2	8	6	3
	FY 2020								
46	Fine-tuning the interface of the Ag. Database to increase its aesthetic appeal and make it intuitive to the user					X	X	X	
47	Creating posters and nametags, and finalizing graphics	X					X	X	

No. of Assignment Year	Number of Approved Graphic Support Assignments by FY	IP Beneficiaries That Benefitted From the Assignment				DP Coordination and Collaboration	# of Approved Local Partner Capacity		
		METSS PASA	USAID/Ghana EG Office	USAID IPs, including AMCHAM	GoG Partners		District and Regional Governments	Ministries/University	Private Sector
	design of manuals and other survey documents to raise the awareness of community members about the PBS								
48	METSS II stringing together videos and photos of activities of the survey activities and processes involved in carrying out the baseline survey to showcase how METSS did it	X							
49	Providing support for poultry learning events in the Ashanti (Kumasi) and Greater Accra (Accra) regions			X		X	X	X	X
50	Creating illustrations to sensitize farmers on the need for COVID-19 safety protocols on their farm		X	X			X	X	X

No. of Assignment Year	Number of Approved Graphic Support Assignments by FY	IP Beneficiaries That Benefitted From the Assignment				DP Coordination and Collaboration	# of Approved Local Partner Capacity		
		METSS PASA	USAID/Ghana EG Office	USAID IPs, including AMCHAM	GoG Partners		District and Regional Governments	Ministries/University	Private Sector
51	Creating second set of illustrations to raise awareness of the rising issue of social stigmatization of COVID-19 patients and survivors		X						
52	Creating an explainer video to be used on the Ghanalinks.org web portal to aid first-time visitors and users to the portal by giving them a general overview of what the website is about	X	X	X					
53	Backstopping the compilation of a series of USAID videos depicting USAID's achievements under FTF Phase I into a single 90-minute video		X				X	X	X
54	Providing back-up graphics support for the second	X			X			X	

No. of Assignment Year	Number of Approved Graphic Support Assignments by FY	IP Beneficiaries That Benefitted From the Assignment				DP Coordination and Collaboration	# of Approved Local Partner Capacity		
		METSS PASA	USAID/Ghana EG Office	USAID IPs, including AMCHAM	GoG Partners		District and Regional Governments	Ministries/University	Private Sector
	phase of the electricity survey								
	Subtotal FY 2020	4	4	3	1	2	5	6	3
	FY 2021								
55	Providing 508 compliance and general USAID report formatting for the Fisheries and Coastal Management Capacity Building Support Project Final Evaluation	X		X			X		
56	Providing 508 compliance and general USAID report formatting for “Unmet Electricity Demand in Ghana’s Industrial Sector”	X		X			X	X	
57	Creating two videos based on the science and agriculture interview processes of the FTF Phase II baseline survey	X					X	X	
58	Finalizing and uploading the virtual learning			X			X		

No. of Assignment Year	Number of Approved Graphic Support Assignments by FY	IP Beneficiaries That Benefitted From the Assignment				DP Coordination and Collaboration	# of Approved Local Partner Capacity		
		METSS PASA	USAID/Ghana EG Office	USAID IPs, including AMCHAM	GoG Partners		District and Regional Governments	Ministries/University	Private Sector
	event for the ADVANCE project on YouTube and Ghanalinks.org								
59	Finalizing and uploading the virtual learning event for UG CaBP project on YouTube and Ghanalinks.org								
60	Provided extensive production support for the USDA Poultry survey (e.g., training manuals, generic PowerPoint templates, aesthetic branding materials, COVID-19 guidelines for the training, photographic and video coverage of the training and actual fieldwork, as well as producing name tag identification to ensure proper	X					X	X	

No. of Assignment Year	Number of Approved Graphic Support Assignments by FY	IP Beneficiaries That Benefitted From the Assignment				DP Coordination and Collaboration	# of Approved Local Partner Capacity		
		METSS PASA	USAID/Ghana EG Office	USAID IPs, including AMCHAM	GoG Partners		District and Regional Governments	Ministries/University	Private Sector
	recognition of the enumerators)								
61	Providing technical support to the FTF ADVANCE II virtual learning event			X			X	X	
62	Providing technical support to the USAID/UG CaBP virtual learning event			X			X	X	
	Subtotal FY 2021	4	0	5	0	0	7	5	0
	FY 2022								
64	Providing technical and graphics support to the FTF IP Meeting		X	X			X		
65	Providing technical and graphic support to a USAID/Ghana EG Office Meet and Greet meeting organized by USAID to welcome the new Mission director		X	X					
	Subtotal FY 2022	0	2	2	0	0	1	0	0
	Total LOA	29	28	38	12	8	44	41	15

Source: Janet Awopole Y. Tiah and Wendy P. D. Martey, based on METSS II end-of-year reports and private records from the graphics specialist.