

USAID Ghana Mission Strategy and Program Design, July 2018 to August 2020

USAID Lead: USAID Ghana Mission Director and Program Office

Partners: All USAID Ghana technical teams, including the Health, Population, Nutrition Office; the Economic Growth Office; Democracy, Human Rights, and Governance Office, and the Education Office.

Background:

The USAID Ghana Mission Director, aware of ACCELERATE's ongoing work with the Ghana Health team, requested that ACCELERATE use Behavior Integration to guide the Mission's CDCS development. She hoped using a behavioral lens to ensure appropriate and strategic cross-sectoral collaboration, learning and adaptation across the Mission would maximize investments and accelerate progress toward development goals. Led by the Program Office, this work brought together all 85+ staff from the Mission, including Front Office, Program Office, Office of Acquisition & Assistance, Finance, Monitoring & Evaluation, and all four technical teams in a first-ever collaborative creation of the CDCS Results Framework.

Key Activities:

Together, ACCELERATE and the Mission team worked through the process of developing and implementing a CDCS using Behavior Integration. First, the teams held a Mission-wide planning workshop to establish a shared understanding of Behavior Integration, the CDCS development process, and the importance of strategic integration across technical areas. They developed a Mission-wide list of priority behaviors to be measured using behavioral outcome indicators, and drafted a Mission-wide integrated Results Framework, using behaviors as the development results the Mission is seeking to achieve. After building consensus with key stakeholders and implementing partners on the Mission's new strategy and behavioral outcomes, the Mission began working to incorporate behavioral outcomes and intentional pathways for change into project and activity design. Finally, ACCELERATE facilitated the development of the Mission's Performance Management Plan using behavioral outcomes and factor-level outcomes to measure progress.

Key Learning:

The Mission and ACCELERATE teams learned two important facts over the course of this co-collaboration. First, working collaboratively to establish the Mission's overall goal and priority behaviors across all four technical areas builds ownership and buy-in to the CDCS from the beginning, making shared accountability a natural part of future project and activity design. And second, a CDCS Results Framework in which the expected results are framed as behaviors provides a clear and purposeful pathway to support a country's journey to self-reliance.

“Ultimately, changing behaviors offers the best chance for catalyzing and sustaining Ghana's own self-reliance, as it requires full participation, engagement and ownership by individuals. Think | BIG is inherently a participatory process which requires addressing the core constraints to development and provides meaningful outcomes directly linked to impact.”

Sharon Cromer
USAID/Ghana Mission Director

Key Outputs:

The behaviorally-focused and strategically integrated USAID Ghana CDCS was approved in August 2020. In the same month, the Mission's Performance Management Plan based on behavioral outcome indicators and factor-level indicators was submitted for approval. Mission staff began using behavioral outcomes and their completed Behavior Profiles and Behavior Summaries to design upcoming projects and activities.