

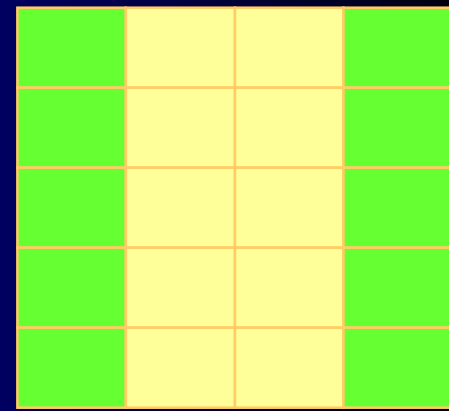
ADB's Project Performance Management System

The Project Framework



PPMS

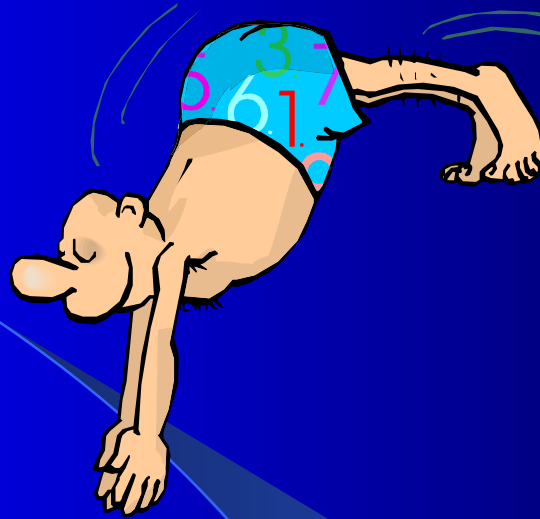
The Project Framework



- 1.** A Systematic approach used by ADB (and other Development Agencies) to scope a proposed project -- from its overall vision, to its key implementation elements -- **during design**
- 2.** AND a Standardized format for easy stakeholder review, reference -- **during implementation monitoring & evaluation**

The Project Framework

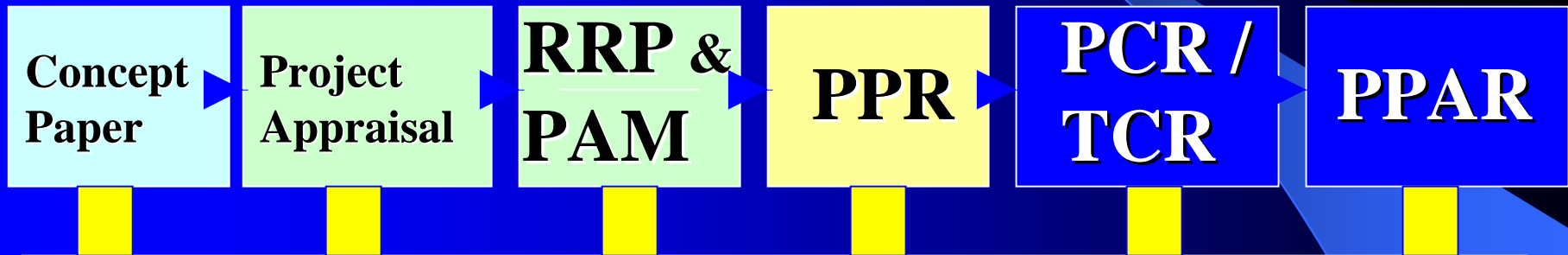
A 4 x 5
Matrix



ADB's Project Performance Management System (PPMS) & the Project Framework

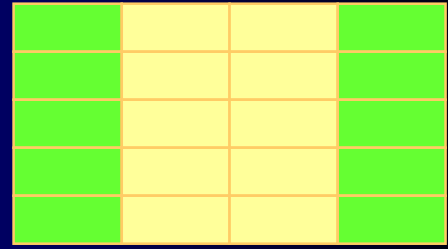


The Project Framework provides a common **FOUNDATION, SUPPORT & COVERAGE** for **PROJECT DESIGN, MONITORING & EVALUATION**



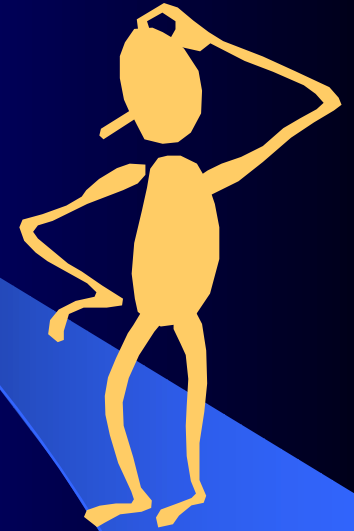
Design Summary	Indicators & Targets	Monitoring Mech'ms	Assumptions / Risks
GOAL			
PURPOSE			
OUTPUTS			
ACTIVITIES			
INPUTS			

"Value added" by the Project Framework



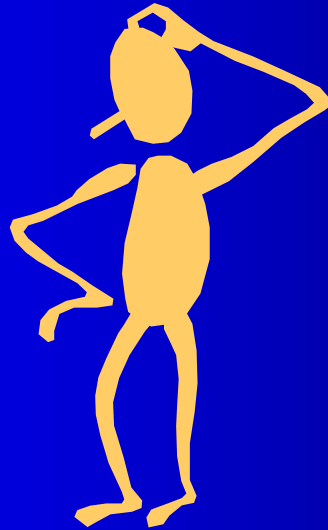
- Facilitates *participation* during project design & review process
- Puts the project in a broader *Sector* context
- ***Focuses on verifiable results*** - both immediate deliverables, as well as longer term effects & impacts - for Monitoring & Evaluation; later
- Highlights *external Assumptions, and Risks*
- *Identifies stakeholders and their responsibilities*
- ***Permits a Rapid Review & Examination*** of the project's key objectives & features

The Project Framework Review Process



Green	Yellow	Yellow	Green
Green	Yellow	Yellow	Green
Green	Yellow	Yellow	Green
Green	Yellow	Yellow	Green
Green	Yellow	Yellow	Green

ADB's Project Performance Management System (PPMS); the Project Framework



Design Summary

WHY DO THEY WANT TO DO THE PROJECT?

PURPOSE



WHAT IS THE DEVELOPMENT PROBLEM OR CONSTRAINT THEY HOPE TO RESOLVE?

WHY DO THEY WANT TO DO THE WHAT "IMMEDIATE" OUTCOME DO THEY EXPECT TO ACHIEVE?

The Project PURPOSE / Development Objective

- 1. The PURPOSE should be Limited to One Major Objective (& Not More than Two).*
- 2. They should describe the Results Expected (or Change in Behavior) after the Project Outputs have been Successfully Delivered / Completed*

The Project PURPOSE / Development Objective

NOTE 1: “Increased Access” is *NOT*
an appropriate Purpose-level Objective --

It is only an Output (Deliverable) of the project

**Suggest instead to the designers that they
use “*Increased UTILIZATION*” by the
Target Beneficiaries of the Outputs (*usually
new or upgraded Facilities & Services*)
provided by the project**

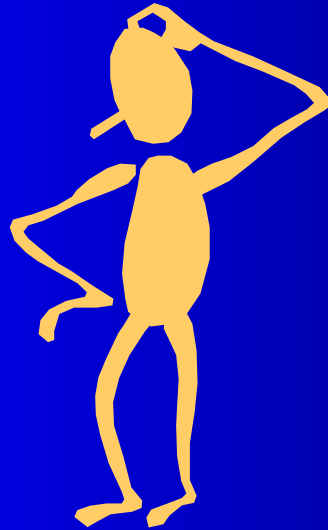
The Project PURPOSE / Development Objective

NOTE 2: “Capacity Building /
Institutional Strengthening” is *NOT*
an appropriate Purpose-level Objective --

It is only a Project Activity &/or Output

**Instead, try to get the Designers to Identify
*what the newly Strengthened
Institution is expected to DO*
differently when it has been strengthened
by the project**

ADB's Project Performance Management System (PPMS); the Project Framework



Design Summary

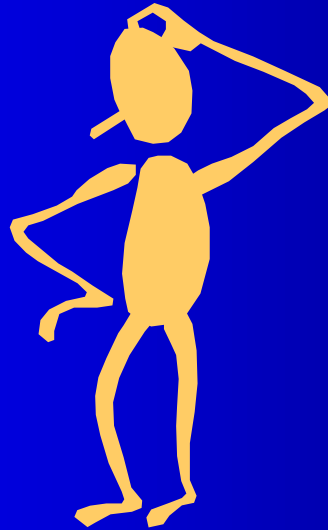
GOAL

PURPOSE

← WHAT IS THE Next HIGHER LEVEL,
LONGER RANGE, "VISION" TO
WHICH THIS PROJECT WILL
CONTRIBUTE?

I.e. "Overall Sector Objective"

ADB's Project Performance Management System (PPMS); the Project Framework



Design Summary

GOAL

PURPOSE

OUTPUTS

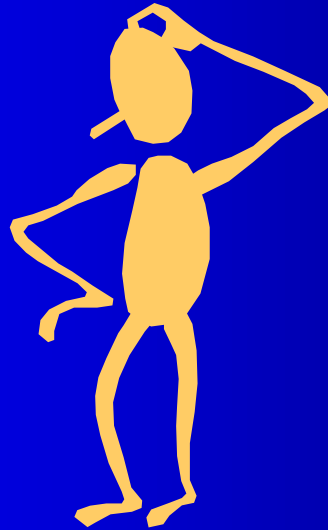
WHAT -- SPECIFICALLY -- WILL THE PROJECT PRODUCE, PROVIDE &/or LEAVE BEHIND?

← WHAT ARE THE DELIVERABLES"?

The Project GOAL / Long Range Development Objective

Try to get the Designers to Identify what they think the *next higher level Impact is likely to be - 5 to 10 years after the Purpose has been attained*
i.e. Work from the “Bottom Up”
Rather than “Top Down”

ADB's Project Performance Management System (PPMS); the Project Framework



Design Summary

GOAL

PURPOSE

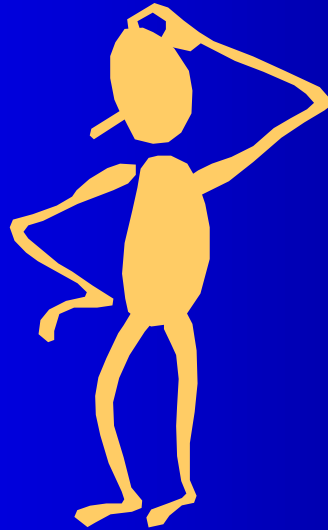
OUTPUTS



WHAT ARE THE "DELIVERABLES"?

I.e. Infrastructure, New Policies, Laws, Systems & Procedures, Strengthened Institutions, Skilled Personnel, etc., etc.

ADB's Project Performance Management System (PPMS); the Project Framework



Design Summary

GOAL

PURPOSE

OUTPUTS

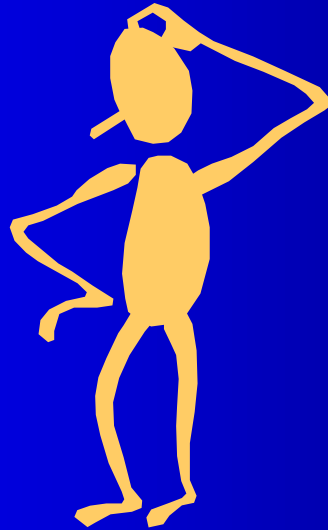
ACTIVITIES



**WHAT -- SPECIFICALLY -- IS
THE PROJECT GOING TO DO?**

**I.e. Build, Train, Equip, Develop Policy,
Draft Legislation, Conduct Surveys,
etc., etc.**

ADB's Project Performance Management System (PPMS); the Project Framework



Design Summary

GOAL

PURPOSE

OUTPUTS

ACTIVITIES

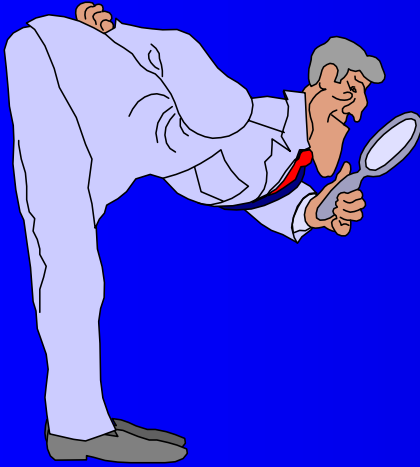
INPUTS

WHAT RESOURCES DOES THE PROJECT NEED TO DO ITS WORK?

I.e. Consultants, Equipment, Civil Works Contracts, Training, Funds



ADB's Project Performance Management System (PPMS); the Project Framework



COLUMN 2

Design Summary

Indicators & Targets

GOAL

PURPOSE

OUTPUTS

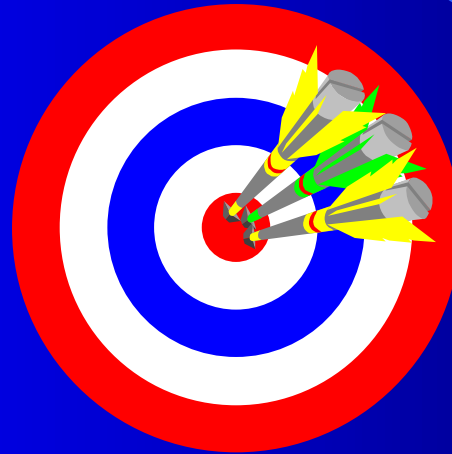
ACTIVITIES

INPUTS



HOW WILL PERFORMANCE BE MEASURED AT EACH LEVEL?

ADB's Project Performance Management System (PPMS); the Project Framework



Design Summary

Indicators & Targets

GOAL

PURPOSE

OUTPUTS

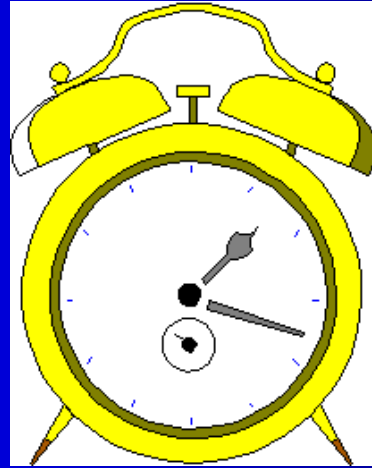
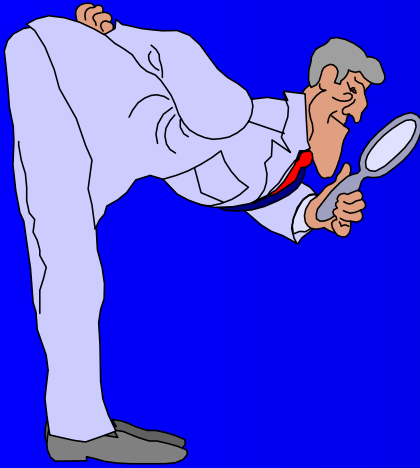
ACTIVITIES

INPUTS



“Yardstick”, Units, Baseline Situation, Incremental, and End Objective Levels, and Timing. Quantitative and/or Qualitative

ADB's Project Performance Management System (PPMS); the Project Framework



Design Summary

Indicators & Targets

GOAL

PURPOSE

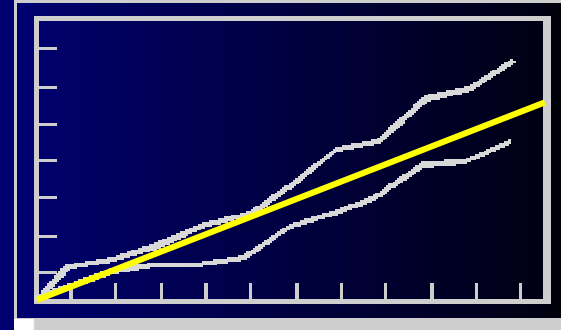
OUTPUTS

ACTIVITIES

INPUTS

NOTE: MEASURES SHOULD BE DIFFERENT FOR EACH LEVEL !

Different Levels -- Different Indicators



**Longer term
Goals**

**Economic
Growth**

**Immediate
Objective -
Purpose**

**Fewer
Accidents**

**Lower
Transport
Costs**

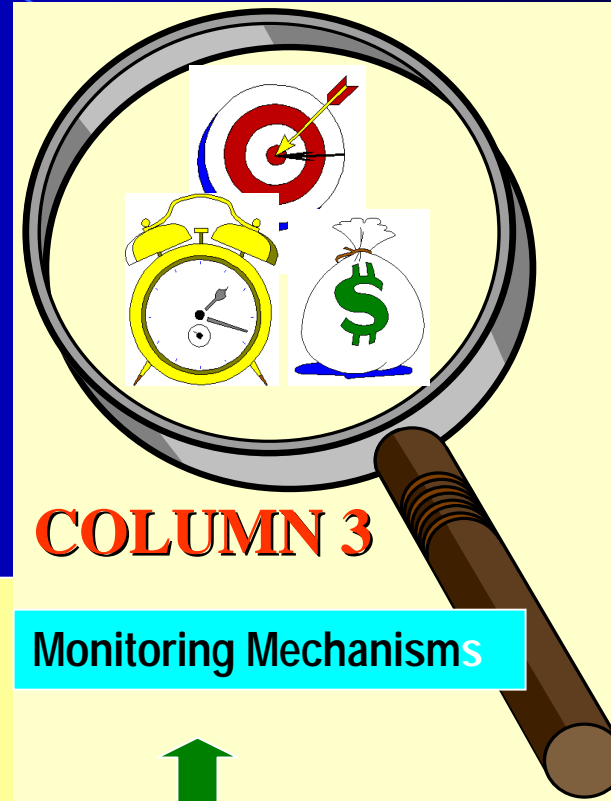
Outputs

**New Roads
kms
*constructed***

**Existing Roads
kms
*upgraded***

**Tech
Services
*improved***

ADB's Project Performance Management System (PPMS); the Project Framework



Design Summary

Indicators & Targets

Monitoring Mechanisms

GOAL

PURPOSE

OUTPUTS

ACTIVITIES

INPUTS

WHERE THE INDICATOR &
TARGET DATA SHOULD BE FOUND

ADB's Project Performance Management System (PPMS); the Project Framework



Design Summary

Indicators & Targets

Monitoring Mechanisms

GOAL

PURPOSE

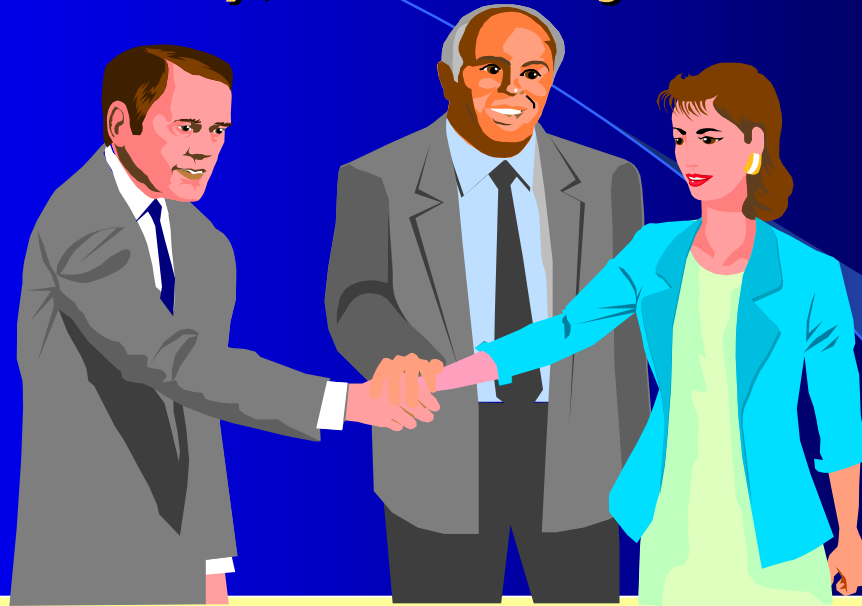
OUTPUTS

ACTIVITIES

INPUTS

↑
WHERE THE INDICATOR & TARGET DATA SHOULD BE FOUND. I.e. National Statistics Offices, Ministry Records, Project Reports, Special Surveys, Mission Reviews, etc.

ADB's Project Performance Management System (PPMS); the Project Framework



COLUMN 4

Design Summary

Indicators & Targets

Monitoring Mech'ms

Assumptions / Risks

GOAL

PURPOSE

OUTPUTS

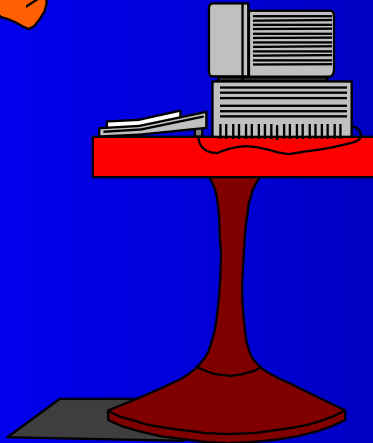
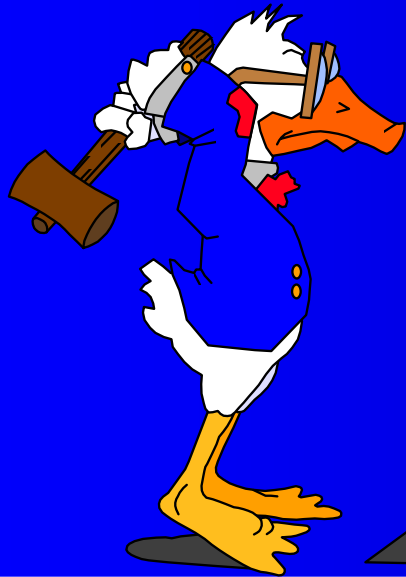
ACTIVITIES

INPUTS

ASSUMPTIONS: WHAT EXTERNAL CONDITIONS EXIST OR BEHAVIORAL CHANGES BY TARGET BENEFICIARIES ARE EXPECTED -- ESSENTIAL TO THE PROJECT'S SUCCESS BUT BEYOND ITS CONTROL?



ADB's Project Performance Management System (PPMS); the Project Framework



Design Summary

Indicators & Targets

Monitoring Mech'ms

Assumptions / Risks

GOAL

PURPOSE

OUTPUTS

ACTIVITIES

INPUTS

**RISKS: WHAT IS MOST
LIKELY TO GO WRONG?**



ASSUMPTIONS / RISKS

In the Project Framework Usage

An "Assumption" is the Opposite of a "Risk" (*I.e. Something that can go Wrong*)

[see Murphy's Law !]

It is NOT a premise, logical 'cause-effect' hypothesis, or "assumption" as in general usage

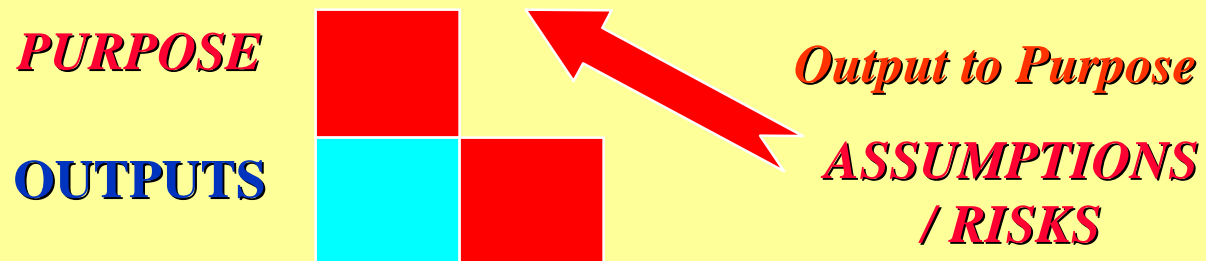
RISK RESPONSE MATRIX

P R O B A B I L I T Y	HIGH	Don't Mention	Mitigate - Judgement	<i>KILLER!</i> Don't Go
	Medium	Don't Mention	Mitigate - Judgement	DIY Deflect or Insure
	LOW	Don't Mention	Don't Mention	Mitigate - Judgement
of Occurrence		LOW	Medium	HIGH
<i>EXPECTED IMPACT</i>				

Locating the Assumptions / Risks *LEVEL* in the Framework

Assumptions & Risks should be placed in a “Stair-stepping” mode at one level lower than the level to which they refer. [I.e.

Assumptions/Risks about attaining the “Purpose” should be on the “Output” Level]



Key Project Framework Items

DESIGN SUMMARY Column

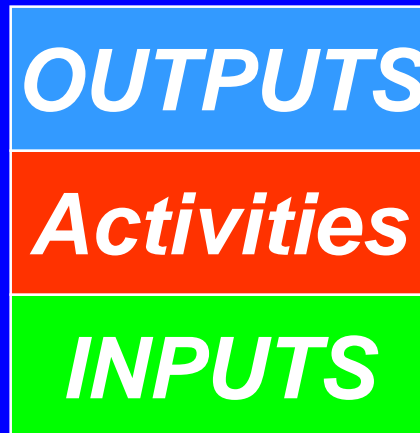
Assumptions / Risks

*Beyond
Project
Area*

- *What else is needed?*
- *What can go wrong?*

*Project Area
but beyond
Management
Control*

*Project Area
Under
Management
CONTROL*



+

Activities to Outputs

Key Project Framework Items

DESIGN SUMMARY Column

Assumptions / Risks

- *What else is needed?*
- *What can go wrong?*

*Beyond
Project
Area*

*Project Area
but beyond
Management
Control*

PURPOSE

OUTPUTS

Activities

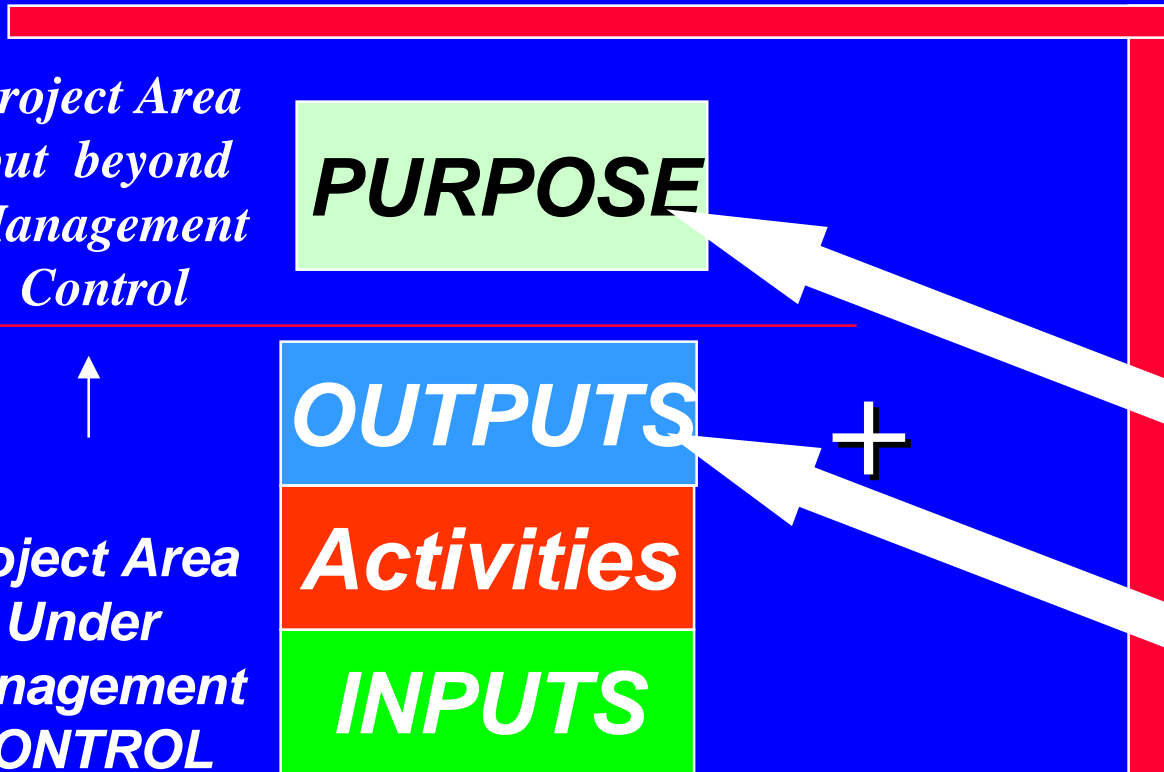
INPUTS

Outputs to Purpose

Activities to Outputs

+

↑
*Project Area
Under
Management
CONTROL*



Key Project Framework Items

DESIGN SUMMARY Column

Assumptions / Risks

*Beyond
Project
Area*

GOAL
long range

- *What else is needed?*
- *What can go wrong?*

*Project Area
but beyond
Management
Control*

PURPOSE

+

Purpose to Goal



OUTPUTS

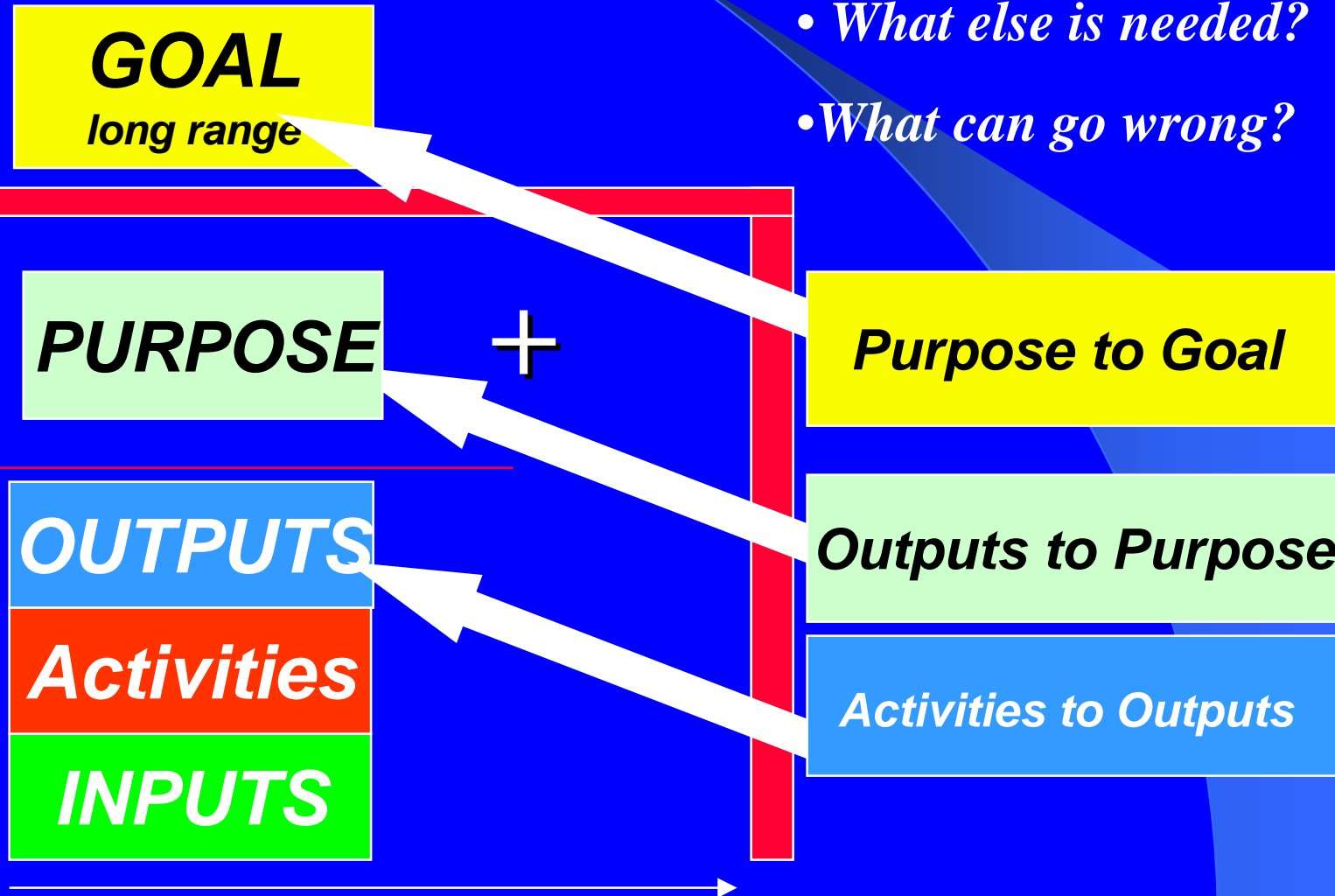
Outputs to Purpose

Activities

Activities to Outputs

INPUTS

*Project Area
Under
Management
CONTROL*



Key Project Framework Items

DESIGN SUMMARY Column

Assumptions / Risks

*Beyond
Project
Area*

GOAL
long range

**NOTE: LEAVE
THIS CELL BLANK**

*Project Area
but beyond
Management
Control*



*Project Area
Under
Management
CONTROL*

