

MONITORING & EVALUATING PERFORMANCE

TRANSITIONING from the
PROJECT FRAMEWORK
to the PPR



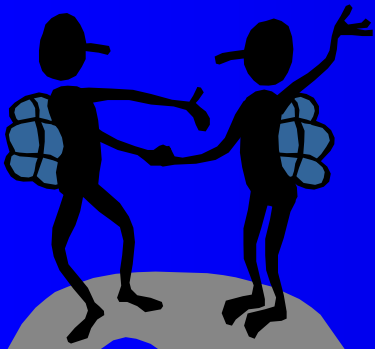
PPMS

Session Overview

Familiarize with:

- PAM contents - major headings
- PPR source documents
- PPR contents – major headings
- PPR Rating system
- Project “At Risk” Concept
- PPR Flag and “OF” system





What's In It For Me?

- Make work easier and less frustrating.
- Provide a systematic basis for progress review and assessment.
- Improve awareness on the PPR Contents and Ratings.
- Acquire skills in completing a PPR.

Overview

- **The Project Framework** -- Source of Key Monitoring Data for the PAM & PPR
- **Making the Transition** from the Project Framework to the PPR

The PPR & the PROJECT FRAMEWORK

1. The PPR -- is the key document for monitoring and assessing performance progress of ADB projects.

2. The Project Framework (Annex 1 of the RRP - *i.e. LogFrame*), or the PAM -- is a basic source document for much of the PPR.



Project Performance Report (PPR)

A SUMMARY of the IMPLEMENTATION
STATUS of the Project's KEY Aspects

IDEALLY . . . The "Static Data"

Should be derived from the Project Framework's

GOAL (*Long Term Objectives*)

PURPOSE (*Immediate Objectives*)

OUTPUTS (*"Deliverables"*)

INPUTS (*Resources*)

Source Documents for the PPR

Project Cycle Stages

Document Linkage

Start-Up

Implement

Report and Recommendation of the President (RRP)*

Project Administration Memorandum (PAM)

Project Performance Reports (PPR)

* NOTE: A Draft PPR is prepared from the RRP, until the PAM is completed

Project Administration Memorandum (PAM)

- Contains all project data and information
- **Allows Executing Agency (EA) and ADB to monitor implementation and evaluate project impacts.**
- Provides format and instructions to update the PPR periodically
- **Provides the basis for PCR.**



PAM Contents - Major Headings

- **Project Description**
- **Cost Estimates and Financing Plan**
- **Implementation Arrangements and Schedules**
- **Procurement and Disbursement Procedures**

PAM Contents - Major Headings (*continued*)

- **Project Monitoring and Evaluation**
 - **Includes key parameters to be monitored and reviewed by ADB and EA**
- **Reporting Requirements**
 - **Project Framework (Appendix 1 of RRP)**
- **Major Loan Covenants**

Focus For This Session

Project Framework -- Appendix 1 of the RRP, (or the PAM)

- Source document for building the PPR format

	Design Summary	Indicators & Targets	Monitoring Mechanisms	Assumptions & Risks
Goal				
Purpose				
Outputs				
Activities				
Inputs				

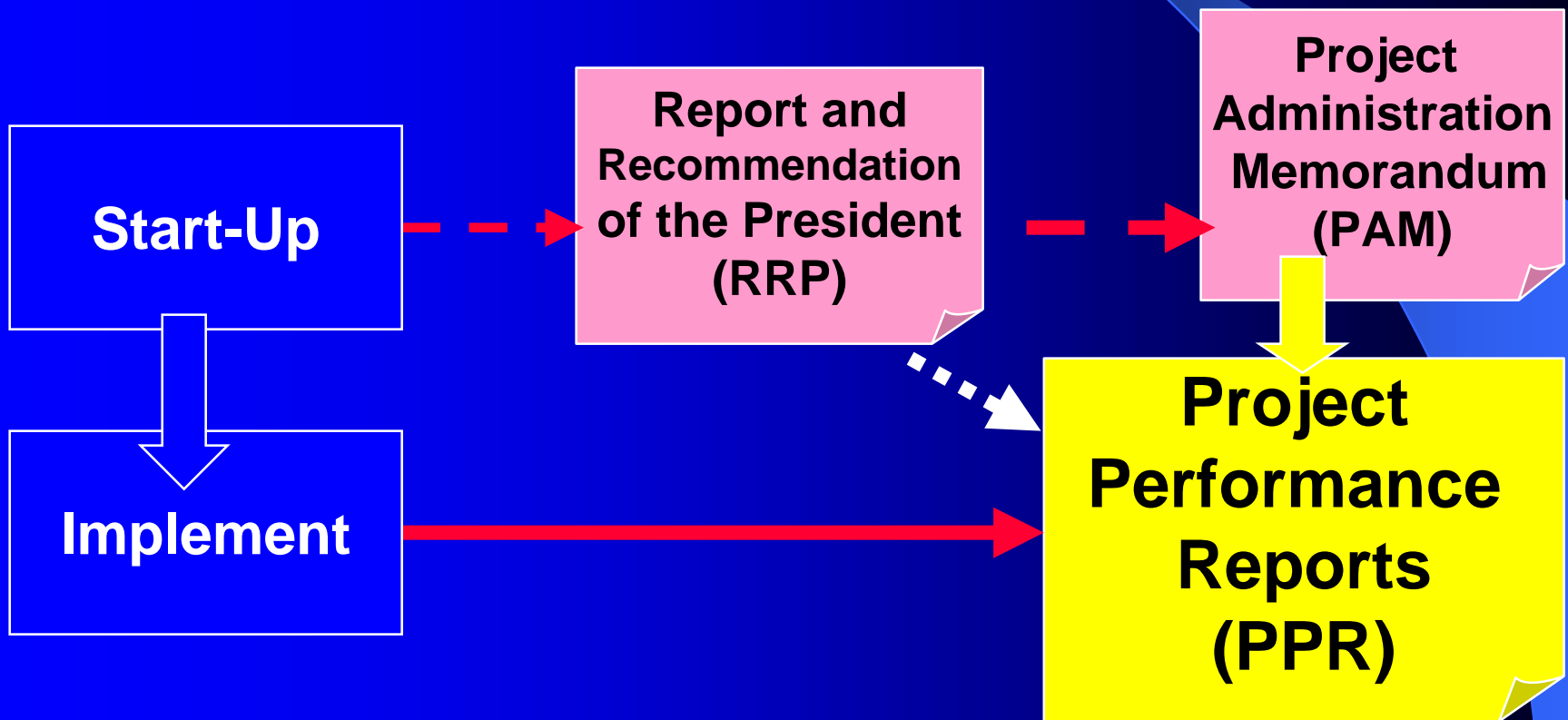
PAM - Key Points

- **Should contain all project data and information (including the Project Framework)**
- **PAM's Project Framework is the basis for building the PPR format**

Location of PPR in the Project Cycle

Project Cycle Stages

Document Linkage



UPDATING "Static" Items in the PPR

ADB Projects usually take several years to formulate and implement. During that time -- for various reasons -- changes in Objectives, Scope, and Indicators may be necessary, as well as revised Targets

When such changes are Officially Approved, the Project Framework and PPR should be updated to reflect such changes.

Project Framework to PPR *Transition Highlights*

Project Framework

PPR

- **Goal** → **Long Term Development Objective (DO)**
NOTE: Indicators & Targets NOT Shown

DEVELOPMENT OBJECTIVES

Long Term Development Objectives

Description
GOAL Statement from Project Framework HERE

Immediate Development Objectives

Description (with quantifiable / monitorable targets)	Rating (H,S,P,S,U)	Assessment of Current Status	
Key Assumptions/Risks	Rating (H,S,P,S,U)	Assessment of Current Status	
Assumptions:			
Risks:	Mitigated (Y/N)	Rating (H,S,P,S,U)	Assessment of Current Status
Overall Rating		S	

Goal Level: Important NOTE

- For the **RRP, PCR & PPAR** *Indicators & Targets are Required*
- **BUT** for the *PPR* - *although Indicators & Targets are helpful, a brief narrative statement will suffice*

Project Framework to PPR *Transition Highlights*

Project Framework

PPR

- Goal → Long Term Development Objective (DO)
- Purpose → Immediate Development Objective

DEVELOPMENT OBJECTIVES

Long Term Development Objectives

Description

Immediate Development Objectives

Description (with quantifiable / monitorable targets)	Rating (H,S,PS,U)	Assessment of Current Status
Purpose Level Statement from Project Framework HERE; as well as Indicators & Targets		
Key Assumptions/Risks	Rating (H,S,PS,U)	Assessment of Current Status
Assumptions:		
Risks:	Mitigated (Y/N)	Rating (H,S,PS,U)
Overall Rating		S

Project Framework to PPR *Transition Highlights*

Project Framework

PPR

- Goal = LT Development Objective” (DO)
- Purpose = Immediate Development Objective

NOTE: Both Output to Purpose and Purpose to Goal-level ASSUMPTIONS are Combined in the Immediate DO

ASSUMPTIONS

Separately

Project Framework to PPR *Transition Highlights*

Project Framework

PPR

- Goal = LT Development Objective (DO)
- Purpose = Immediate Development Objective
- Goal & Purpose-level Assumptions & Risks =
 - Goal & Purpose-level Assumptions
 - Goal & Purpose-level Risks

NOTE: ASSUMPTIONS & RISKS are Separated [Because they are Rated Differently]

DEVELOPMENT OBJECTIVES

Long Term Development Objectives

Description

Immediate Development Objectives

Description (with quantifiable / monitorable targets)	Rating (H,S,P,S,U)	Assessment of Current Status
Key Assumptions/Risks	Rating (H,S,P,S,U)	Assessment of Current Status
Assumptions: <div style="background-color: #00FF00; padding: 10px; text-align: center; font-weight: bold; font-size: 1.2em;"> Goal & Purpose Level Assumptions HERE </div>		
Risks: <div style="background-color: #008000; color: yellow; padding: 10px; text-align: center; font-weight: bold; font-size: 1.2em;"> G&P Risks HERE </div>	Mitigated (Y/N) 	
Overall Rating		S

Project Framework to PPR *Transition Highlights*

Project Framework

PPR

- Goal = Development Objective (DO)
- Purpose = Immediate Development Objective
- Goal & Purpose Assumptions & Risks = Goal & Purpose Assumptions
= Goal & Purpose Risks
- Outputs = Outputs [*No Change*]

Project Framework to PPR *Transition Highlights*

Project Framework

PPR

- Goal = Development Objective (DO)
- Purpose = Immediate Development Objective
- Goal & Purpose Assumptions & Risks = Goal & Purpose Assumptions
Goal & Purpose Risks
- Outputs = Outputs

- Activity Level = NOT REQUIRED in PPR - But Very Helpful, and often combined with the OUTPUT LEVEL

Project Framework to PPR *Transition Highlights*

Project Framework

PPR

- Goal = Development Objective (DO)
- Purpose = Immediate Development Objective
- Goal & Purpose = G&P ASSUMPTIONS
- Assumptions & Risks = G&P RISKS
- Outputs = Outputs
- Activity Level = NOT REQUIRED in PPR
- Monitoring Mechanisms = NOT SHOWN in PPR & NOT NECESSARY [But Required for PCR & PPAR]

IMPLEMENTATION PROGRESS

Project Outputs

Description (with quantifiable/monitorable targets)	Assessment of Progress-to-date
<p data-bbox="110 494 826 968">List Outputs (with Indicators, Targets & Completion Dates) Here</p> <p data-bbox="125 782 289 839">1</p> <p data-bbox="125 896 449 953">2 etc</p>	

Key Assumptions/Risks (Input-Output)	Assessment of Current Status
<p data-bbox="110 1243 826 1336">List Assumptions HERE</p>	

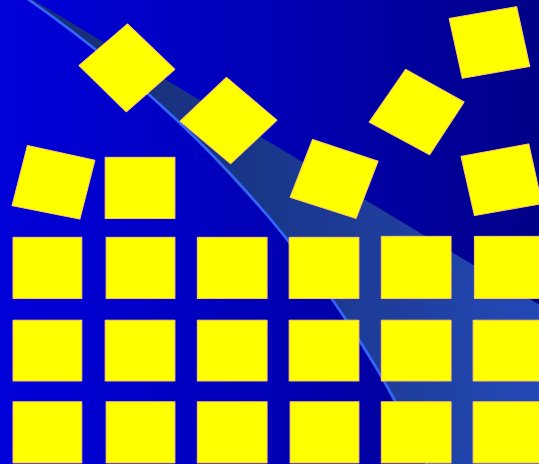
Key Project Inputs

(Loan Categories from Project Framework)	Remarks
Consultants: \$0.69 million 24 person-months int'l.	An individual international consultant with expertise in community participation, liaison and education will be recruited. QUARTERLY COMMENTARY ON THE STATUS OF THE INPUTS
Civil Works: \$31.97 million	Not a single contract has been awarded. THE INPUTS
Mechanical/Electrical: \$3.0 million	No procurement of mechanical and electrical supplies has been done.
Training: \$0.1 million	Training is yet to be conducted.

HOWEVER

Often, the Project Framework
was POORLY CONSTRUCTED

*Especially at
the Purpose
& Goal Level*



*But Usually had a
Good Foundation
(Inputs, Activities
& Outputs)*

and SOME OLDER PROJECTS
NEVER EVEN HAD A PROJECT
FRAMEWORK

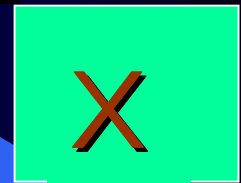
THUS

DIRECT TRANSFER of Data

**From: the Project Framework
Cells**

**To: the Corresponding
*PPR***

**is NOT ALWAYS APPROPRIATE
or FEASIBLE**



FURTHERMORE . . .

*A Non-systematic Spot-Check
of several recent RRP's & PPRs
indicated that the*

Development Objectives
Summary Statements, Indicators & Targets
in these PROJECT FRAMEWORKS
were quite good

BUT

the same data has

NOT been entered in the PPRs

Therefore, it is often helpful to

Draft / Reconstruct a new

PROJECT FRAMEWORK

from all available data

Before starting to prepare a

PROJECT PERFORMANCE
REPORT (PPR)

KEY POINTS to Check

when

a. Reviewing *RRP Project Frameworks [Appendix 1]* during *Design*

b. Transitioning to *PPRs* for *Implementation*

THE GOAL

The Goal should be:

- A Long-Term Achievement *Beyond* the Project
- The *Next Level* after the Purpose

COMMON "GOAL" ERRORS

- Wrong Level: A statement, or restatement of the Project Purpose, or even its Output(s)
- Repeat: Repetition of lower level statements
- Too Succinct/Abstract: i.e. "Reduce Poverty" "Economic Development" but no supporting specifics [*i.e. "A" Reduced/Increased from X% to Y% by Date*] [*Necessary for Subsequent Evaluation by the PPAR*]
- Too Detailed: Bureaucratic "blah blah" &/or Technical jargon about obscure concepts [*at least to the uninitiated*], or non-specific objectives

THE PURPOSE

The Purpose should be:

- A Near-Term Achievement of the Project
- The *Next Level* after the Project **OUTPUTS** have been delivered successfully -- Often reflects a change in local conditions, &/or behavior by the target beneficiaries

NOTE: Increased **INSTITUTION CAPACITY** and **ACCESS** are **OUTPUTS** -- Not **PURPOSES**