

# MONITORING & EVALUATING PERFORMANCE

TRANSITIONING from the PROJECT  
FRAMEWORK and/or PPR to the PCR  
&/or PPAR



**PPMS**

The  
PROJECT COMPLETION  
REPORT (PCR)  
*and the*  
PROJECT  
PERFORMANCE AUDIT  
REPORT (PPAR)

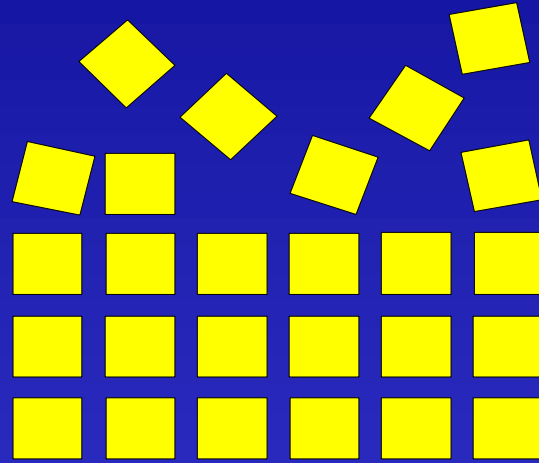
# The PCR & the PPAR

- 1. The PPR** -- is a key source document for preparing the PCR and the PPAR to evaluate ADB project performance.
- 2. The Project Framework** (LogFrame) (Annex 1 of the RRP), or the PAM -- is another basic source document for much of the PPR.

# HOWEVER

Oftem, the Project Framework  
was POORLY CONSTRUCTED

*Especially at  
the Purpose  
& Goal Level*



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

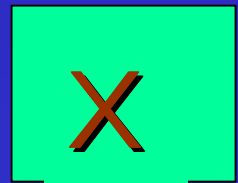
and SOME OLDER PROJECTS  
NEVER EVEN HAD A PROJECT  
FRAMEWORK

***THUS***

**DIRECT TRANSFER of Data  
From: the PPR or Project  
Framework Cells**

**To: the Corresponding  
PCR or PPAR**

**is NOT ALWAYS APPROPRIATE  
or FEASIBLE**



FURTHERMORE . . .

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

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

*BUT*

the same data was

*NOT entered in the PPR's*

Therefore, it is often helpful to

*Draft / Reconstruct a new  
PROJECT FRAMEWORK*

from all available data

Before starting to prepare an  
*Evaluation Framework* for a

PROJECT COMPLETION  
REPORT (PCR)

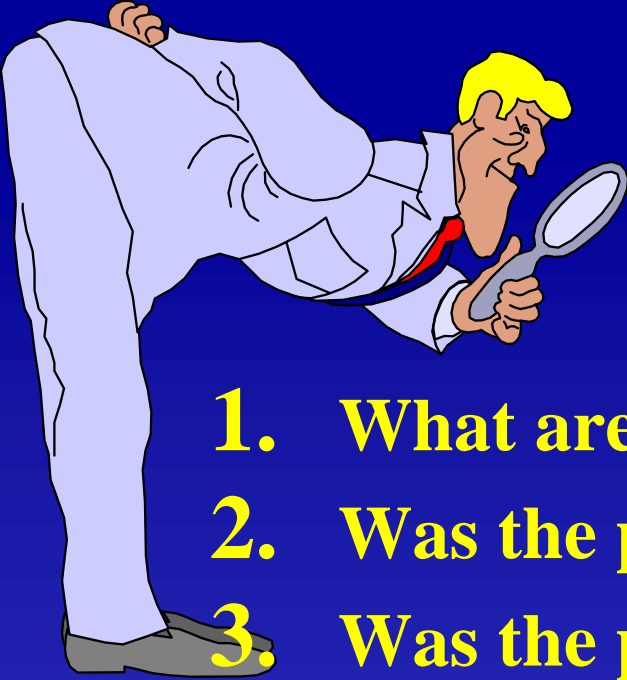
*or a*

PROJECT PERFORMANCE  
AUDIT REPORT (PPAR)

# Seven Key Questions for Project Managers

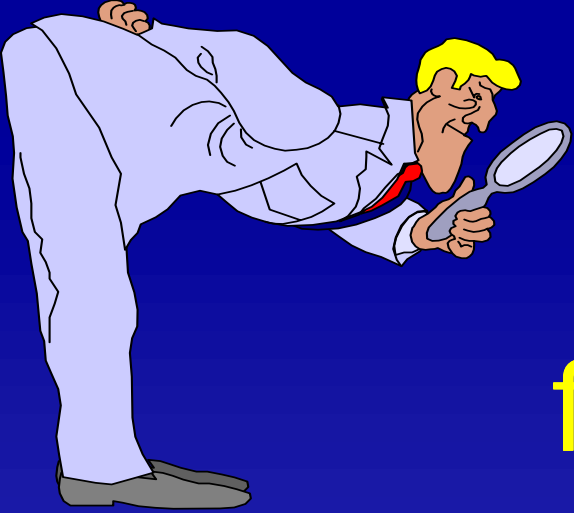


1. What are the project's performance standards?
2. Was the project "on track" in terms of efficiency -- *i.e.* Schedule, Cost & Technical Quality - *Actual vs Plan*, and "Earned Value" ?
3. Was previous corrective action (if any) effective?
4. Is the project still relevant - *i.e.* the right project?
5. Is the project still likely to attain its Purpose & Goals *i.e.* Immediate & Long Term Development Objectives?
6. Is any more corrective action (or a follow-on project) needed?
7. Would more investment in this project be worthwhile?



# Six Key Questions for Project Evaluators

- 1. What are the project's performance standards?**
- 2. Was the project implemented efficiently?**
- 3. Was the project's Purpose reached successfully?**
- 4. If not completely successful, are the project's interim targets adequate for graduated performance measurement?**
- 5. Is the project still relevant - *i.e.* the right project?**
- 6. Would more investment in a follow-on project be worthwhile?**



# REMEMBER for both PCR & PPAR:



1. "REESI" - i.e. Relevance, Effectiveness, Efficiency, Sustainability, Institutional Development & Other Impacts
2. Document "Lessons Learned"

# WII-FM



• The PCR & TCR enable us to record the *Lessons Learned* and feed them back to operational staff -- in order to improve subsequent project designs and monitoring, *and also*

Provide assurance to stakeholders that we *exercise good governance* -- by having our performance evaluated against known criteria, and openly and objectively reporting the results

***We are all interested in successful projects that advance the goals of the Developing Country***

***Unsuccessful projects make us all poorer***

# The ADB Project Cycle

*Evaluation and Lessons Learned*

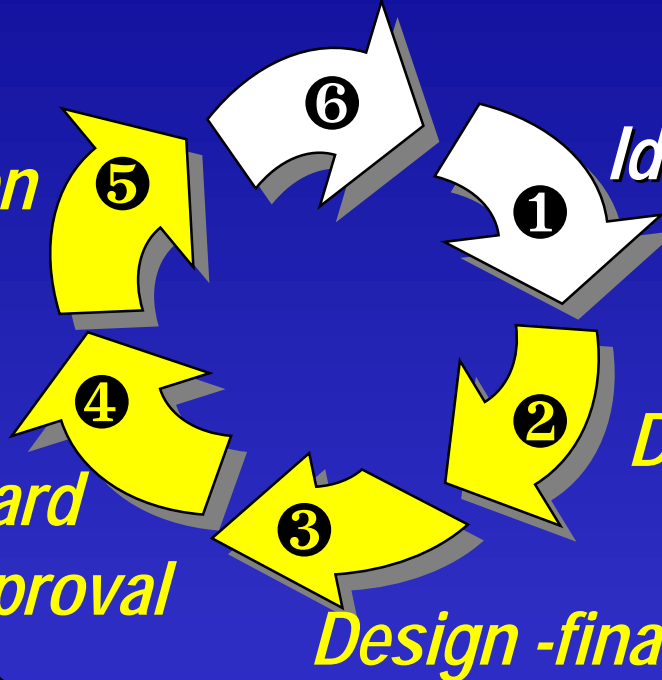
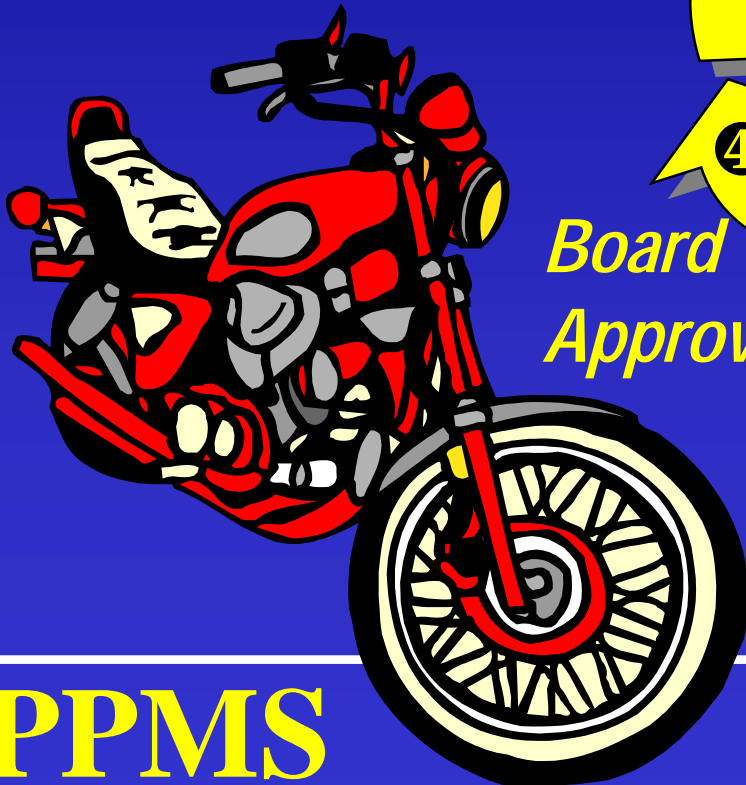
*Implementation*

*Identification*

*Design - draft*

*Board  
Approval*

*Design -final*



# ADB - PCR Content

## Project Description

- Rationale, Objectives, Scope

## Evaluation

- Project Implementation History
- Arrangements: Costs, Schedules, Procurement
- Performance of Consultants & Contractors
- Performance of Borrower, EA and ADB
- Attainment of Benefits

## Recommendations - *Lessons Learned*

***Plus 13  
appendices***

# How and when to prepare PCR

## PCR instructions



**12-24 months  
after project  
completion**

### Data Sources:

- PAM [*fallback RRP*]
- PPR
- EA MIS
- EA PCR

# The Importance of the PPR to PCR

- A historical Quarterly *'blow by blow'* account of project implementation progress and issues
- An *Audit Trail* on key Design and issues -- such as Assumptions, Risks, Design changes etc

NOTE: The person preparing the PCR is unlikely to have been involved in either the project design or its implementation. He or she must rely upon project documentation. **Therefore, we need 'quality' PPRs**

# PCR - Success Criteria

- *R* elevance
- *E* ffectiveness
- *E* fficiency
- *S* ustainability
- *I* nstitutional Development



# Relevance



## At Time of Approval

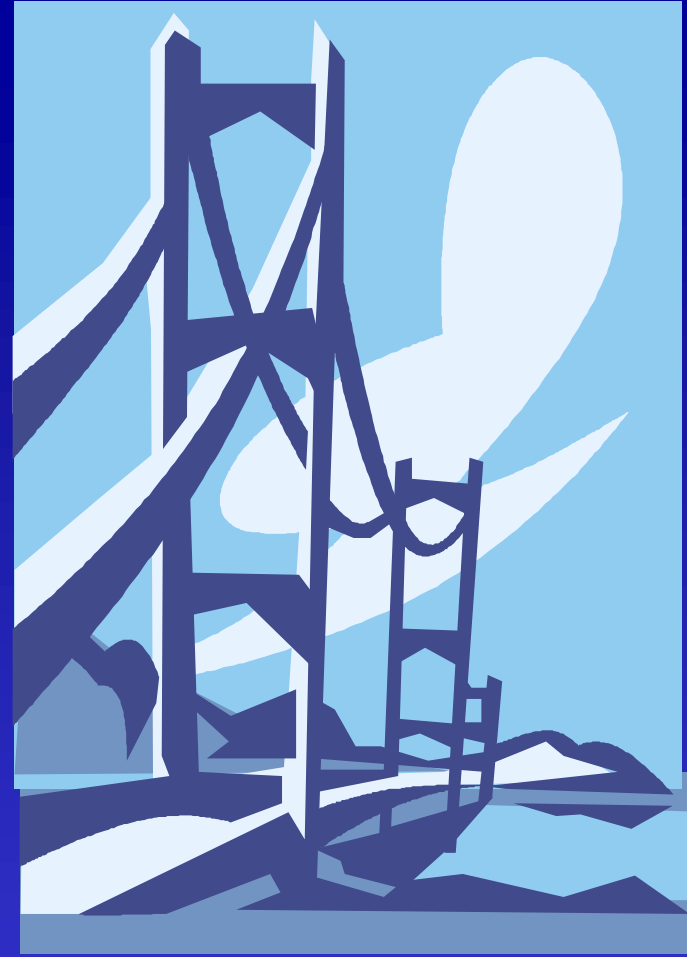
- Assess Project Relevance
- Does it fit DMC and ADB priorities?

## At Time of Evaluation

- Does it still fit DMC and ADB priorities?
- Were changes made at midterm to assist relevance?

# Effectiveness

- Did it Meet Most Physical / Technical Outcome Criteria
- Met most Intangible Outcomes
- What is the *Likelihood* of these Outcomes leading to achieving higher level goals?



**Note different terminology:**

**Physical and intangible outcomes refers to Outputs.**

**Goals & Purpose are development objectives**

# Efficiency

## Investment

- EIRR, FIRR

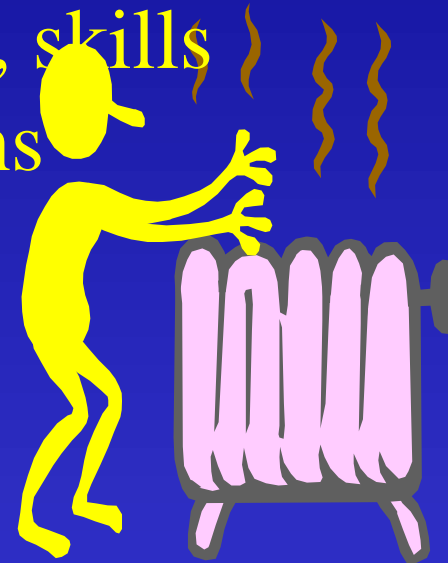
## Process

- Internal processing
- Org and Mgmt of EA and IA
- Project Management
- Recruitment and Procurement
- Timing and Adequacy of counterpart funding



# Sustainability

- Demand for Project Services or Products
- Operating finances, and recoupment of costs
- Maintenance policy, procedures, funds, skills and technology for continued operations
- Enabling environment
- Impact on environment
- Adequacy of community participation
- Government ownership and commitment



Using The  
PROJECT FRAMEWORK  
to  
EVALUATE  
PERFORMANCE

# The Project Framework can be used as a Tool for Diagnosis...

*Hierarchy of Objectives Indicators M&E Assumptions*

	<i>Objectives</i>	<i>Indicators</i>	<i>M&amp;E</i>	<i>Assumptions</i>
	Activities			
	Inputs			

Implementability

# The Project Framework can be used as a Tool for Diagnosis...

*Hierarchy of Objectives*

	<i>Objectives</i>	<i>Indicators</i>	<i>M&amp;E</i>	<i>Assumptions</i>
<b>Efficiency**</b>	<b>Outputs</b>			
	<b>Activities</b>			
<b>Implementability</b>	<b>Inputs</b>			

**\*\*NOTE:** Efficiency will usually require analysis of data from sources in addition to the Project Framework

# The Project Framework can be used as a Tool for Diagnosis...

*Hierarchy of Objectives Indicators M&E Assumptions*

	<i>Objectives</i>	<i>Indicators</i>	<i>M&amp;E</i>	<i>Assumptions</i>
<b>Purpose</b>				
<b>Outputs</b>				
<b>Activities</b>				
<b>Inputs</b>				

**Effectiveness**

**Efficiency**

**Implementability**

# The Project Framework can be used as a Tool for Diagnosis...

**Relevance**

**Effectiveness**

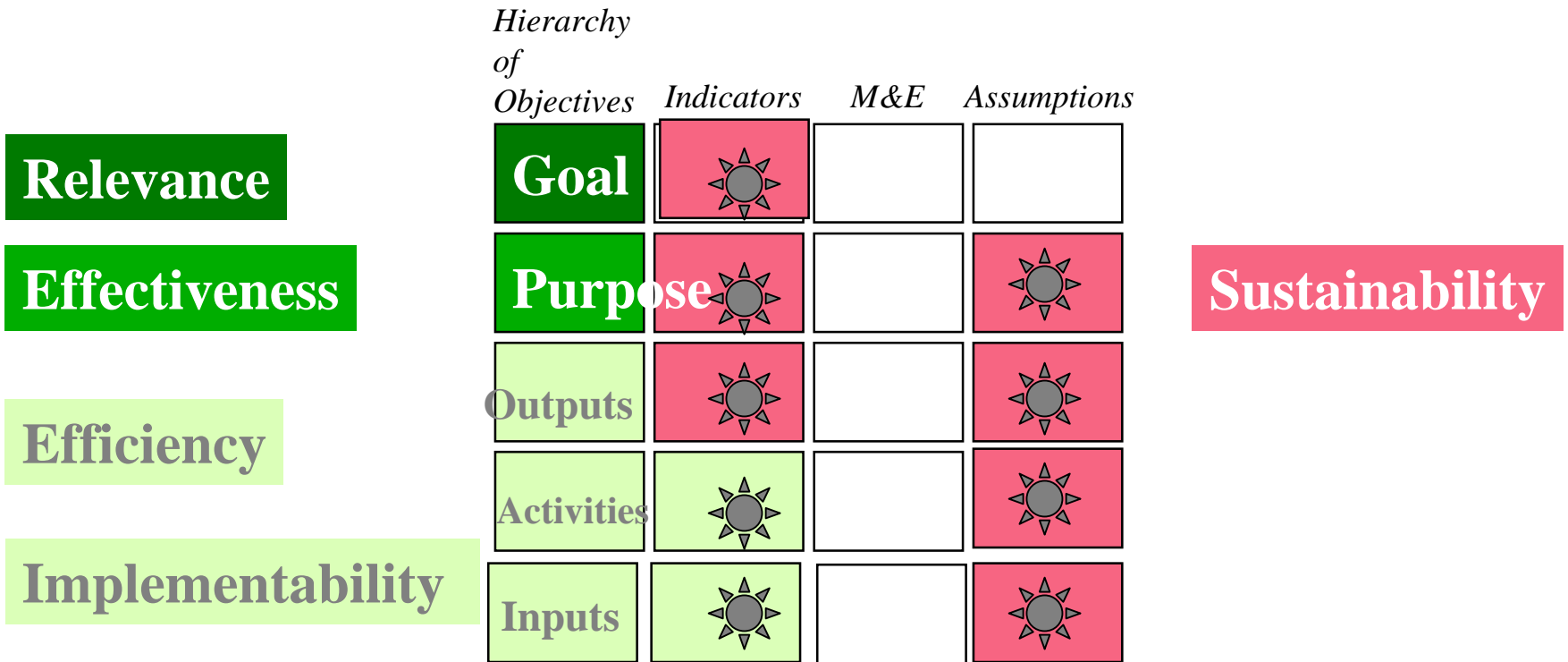
**Efficiency**

**Implementability**

*Hierarchy of Objectives*

	<i>Indicators</i>	<i>M&amp;E</i>	<i>Assumptions</i>
<b>Goal</b>			
<b>Purpose</b>			
<b>Outputs</b>			
<b>Activities</b>			
<b>Inputs</b>			

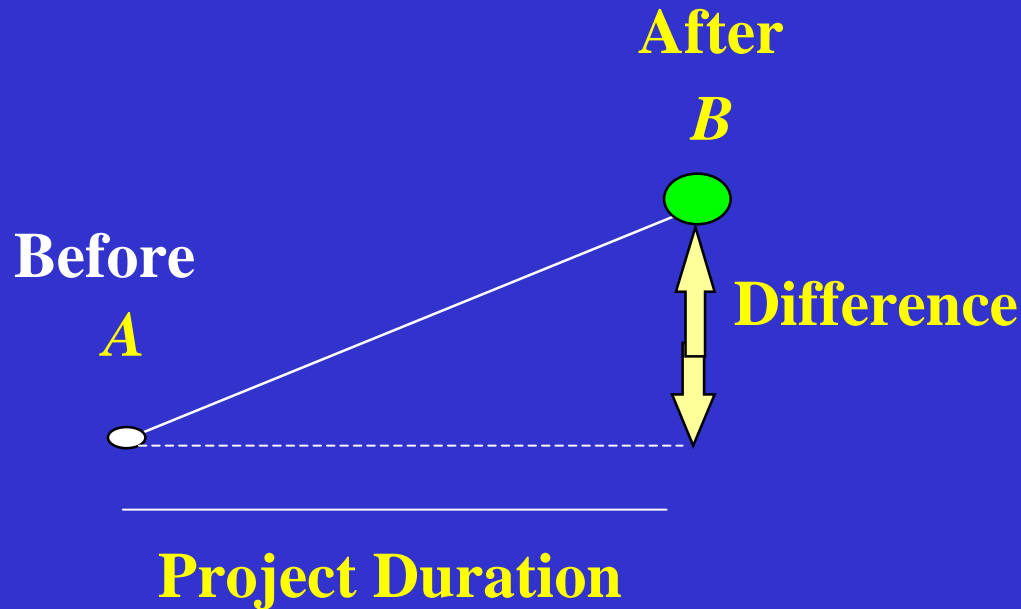
# The Project Framework can be used as a Tool for Diagnosis...



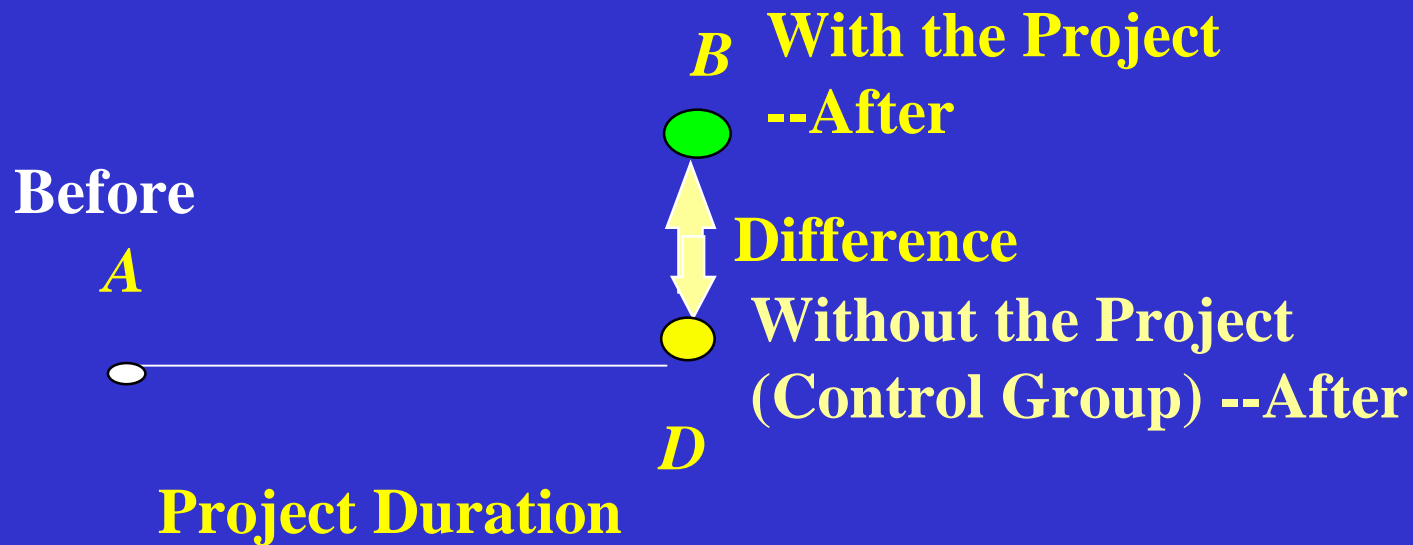
# MEASURING PERFORMANCE

- **Quantitative whenever possible**
- **Qualitative where not**
- **Establish some criteria for qualitative measurement/ratings**
- **Define/Describe Methodology**

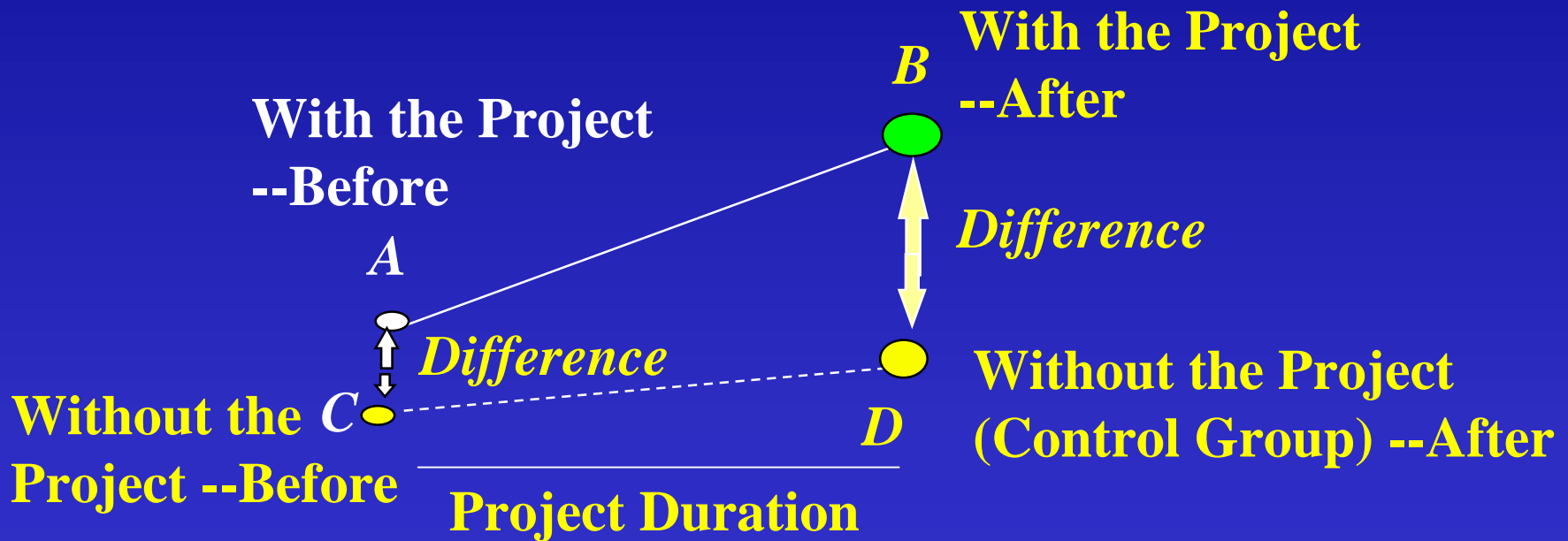
# 1. Before - After [Reflexive]



## 2. With - Without [Post Project]

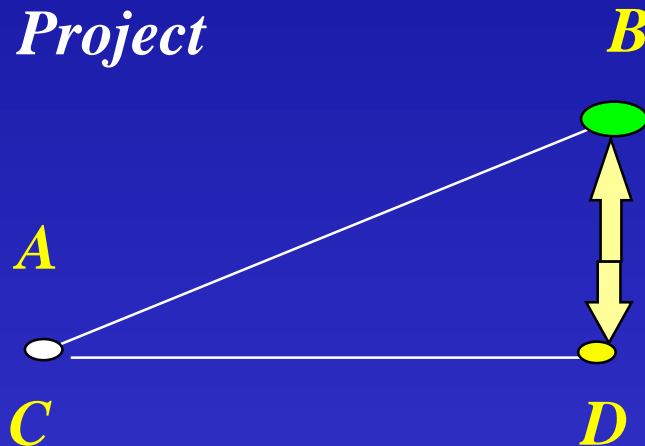


# 3. or BOTH [Double Difference]

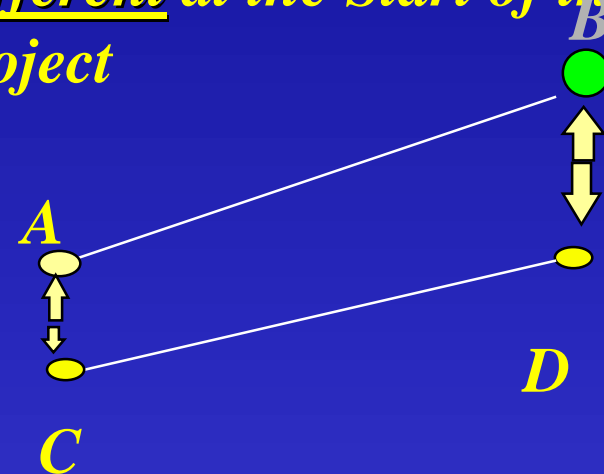


# IDEAL: MEASURING the Difference between Differences

1. Program & Control are the Same at the Start of the Project



2. Program & Control are Different at the Start of the Project



$$\text{PROJECT EFFECT} = \left[ \frac{100(B - A)}{A} - \frac{100(D - C)}{C} \right] \%$$

# MEASURING PERFORMANCE

Baseline data is Essential

for

1. Reflexive -- “Before-After” and
2. Double Difference -- “Before-After” *plus*  
“With-Without” Measurement

**In the absence of Baseline Data:  
Control Groups can still be  
developed for post-project**

3. “With-Without” comparison

# Summary

- Importance of the trail of documents
- Judgement call - if substantially missing data
- Lessons learned - must emerge as soon as possible to add value

# Final NOTE: When CONDUCTING an EVALUATION (PCR or PPAR)

Compare the End of Project Status  
with **BOTH**:

1. The *Original* Project Design (in the PAM; &/or the Project Framework -- for Projects since 1998), *and*
2. The *Latest APPROVED Revised* Project Framework -- *if any* (as reflected in the Final PPR)