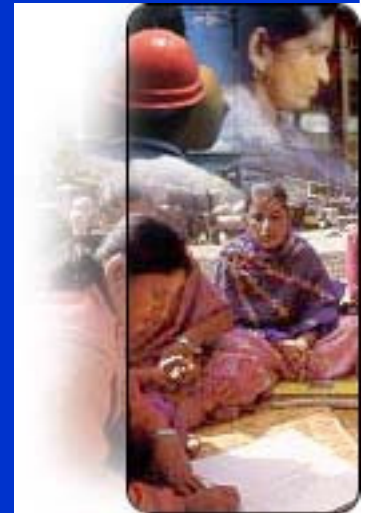


Project Performance Management System



Results-focused Project Design and Management

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Andrea Iffland

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MfDR

(1) Planning
(Defining desired results)



(2) Measure performance
(Monitoring and evaluation)

(3) Use performance
information
(Feedback-loop)

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Project Performance Management System - PPMS

outlines a systematic approach to
Project and Program

- Design
- Implementation
- Evaluation

Components of PPMS

Programs, Projects, TAs

**Development
Outcome**

**Design and Monitoring
Framework**

Design

**Manage-
ment**

Reporting

Evaluation

**Post
Evaluation**

**RRP
TA paper**

PAM

**PPR/
TPR**

**PCR/
TCR**

**PPER/
TPER**

- Design and Monitoring Framework is a tool only!
- The **Process** improves prospects for results.

The Process

Situation Assessment

- **Stakeholder Analysis**
- **Problem Analysis**



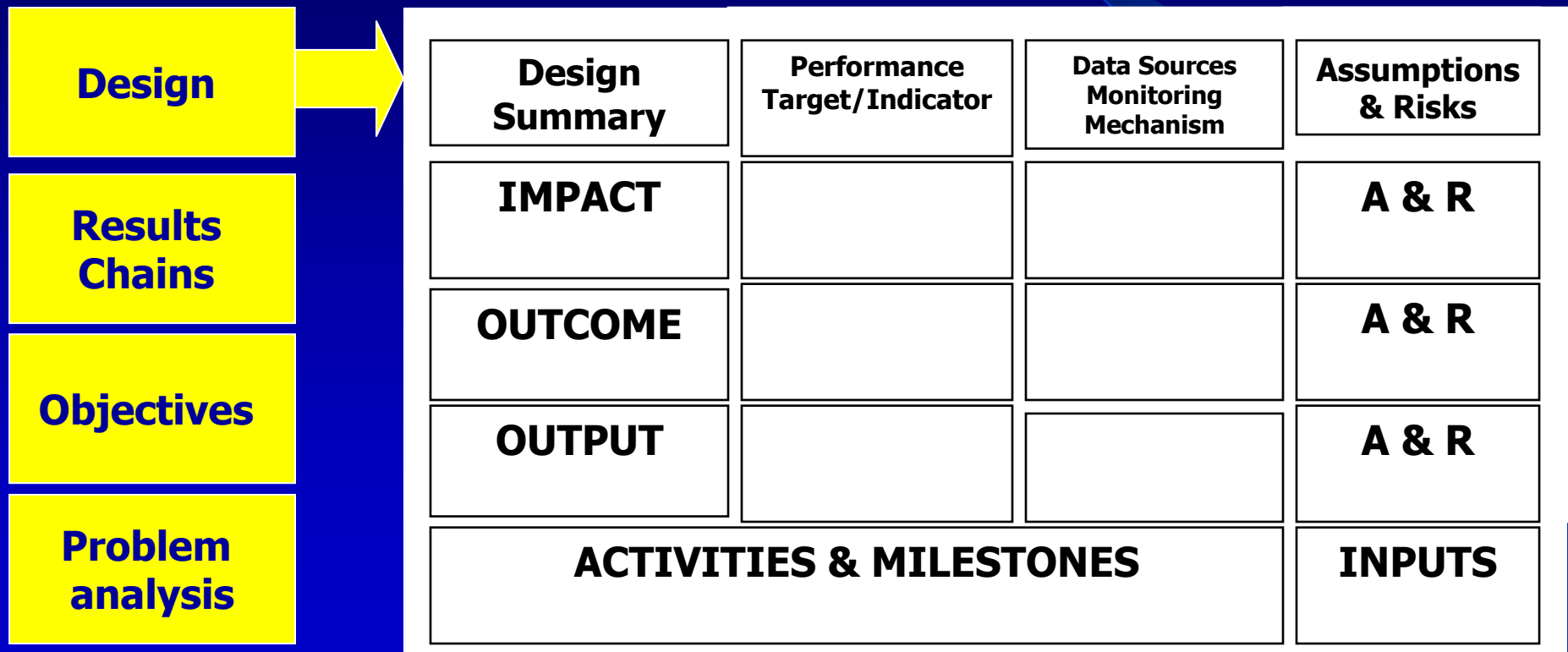
Solution Development

- **Objectives Analysis**
- **Results Chain Analysis**
- **Project Strategy**



The Result

Design and Monitoring Framework



Stakeholder Analysis

A diagnostic tool to

- identify key stakeholders
- clarify their interests
- comprehend their perception of the problem
- specify their resources (supportive and destructive)
- outline their mandate

Stakeholder analysis is a continuous process

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Helpful Stakeholders to enlist....

- **Advocates** — Idea creators, designers
- **Champions** - to lead the change
- **Supporters** - “critical mass”
- **Decision Makers** - to approve the activation of critical change enablers – policies, funds, people
- **Opinion Leaders** - decision-swayers, special interest groups that sustain people’s awareness of the need for change (lobby groups, media)

Stakeholder Table

Groups	Interests	Problem Perception	Resources	Mandate
1.				
2.				
3.				
4.				

The Process

Situation Assessment

- **Stakeholder Analysis**
- **Problem Analysis**



Solution Development

- **Objectives Analysis**
- **Results Chain Analysis**
- **Project Strategy**



I've been bitten by
a mosquito and
exposed to malaria
so I need
chloroquine
urgently

"Doctor, doctor!"



Limited
information

Diagnosis
without
consultation

Jumping to
conclusions

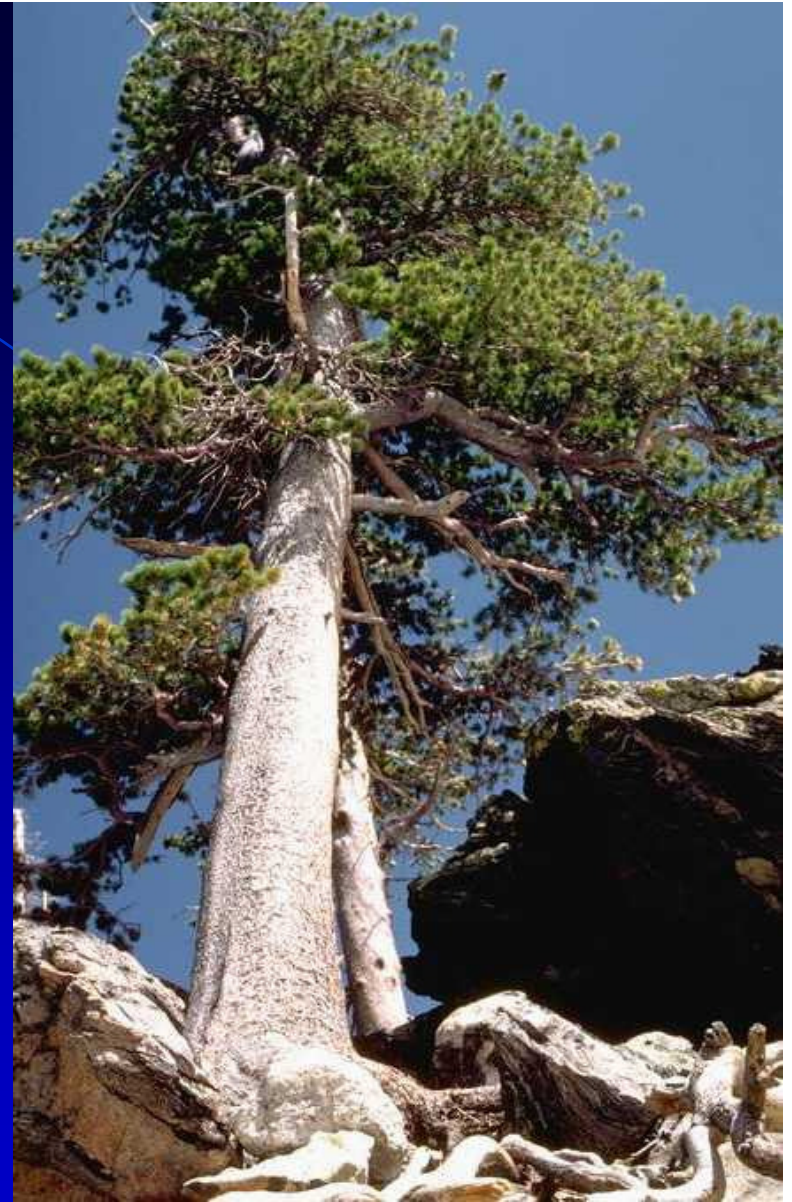
Instant
prescriptions
and solutions

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Problem Tree

A diagnostic tool to

- analyse the existing situation surrounding a given problem context
- identify major problems associated with the stated negative condition
- visualize cause-effect relationships and interrelationships



How to state problems....

- Negative condition
- Owned by a stakeholder/group (whose problem is it?)
- Specific and clear

Example:

Wrong – “Poor quality of public services”

Better – “Urban poor do not have access to safe drinking water”

Statements to avoid....

Lack of funds

Poverty

Corruption

Solutions phrased as problems

Problem Analysis

Causes

WHY?

Effects

Public Infrastructure is in poor condition

Quality Social Services provided by government agencies is below standard

Debt Service is crowding out Public Spending

Starter Problem

MoF operates an excessive budget deficit

Public Sector Wages and Salaries absorb 70% of recurrent budget

Tax Revenues fall short of estimates

SOE receive subsidies

Government sees itself as main provider of public services

Income Tax Collection is weak and inefficient

Private Sector activities declining

SOEs run operating losses

Tax evasion is not prosecuted

Government regulations and red tape excessive

CEOs are political appointees with no business background

Legislation provides loop holes for tax evaders



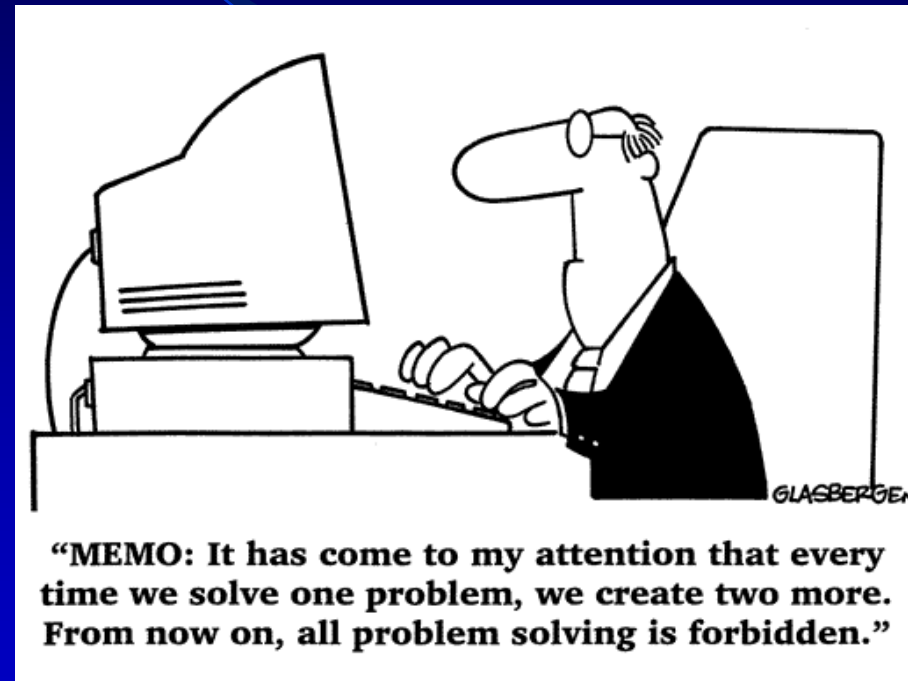
Tips for using Meta Cards

- **Write your own statement on a card.**
- **Write only one idea on a card.**
- **Express your statement in a concise sentence using no more than 3 lines.**
- **Make your sentence specific.**
- **Stick to the facts and avoid abstractions and generalizations.**
- **Write your cards before you begin discussion.**

Case Study

Tasks

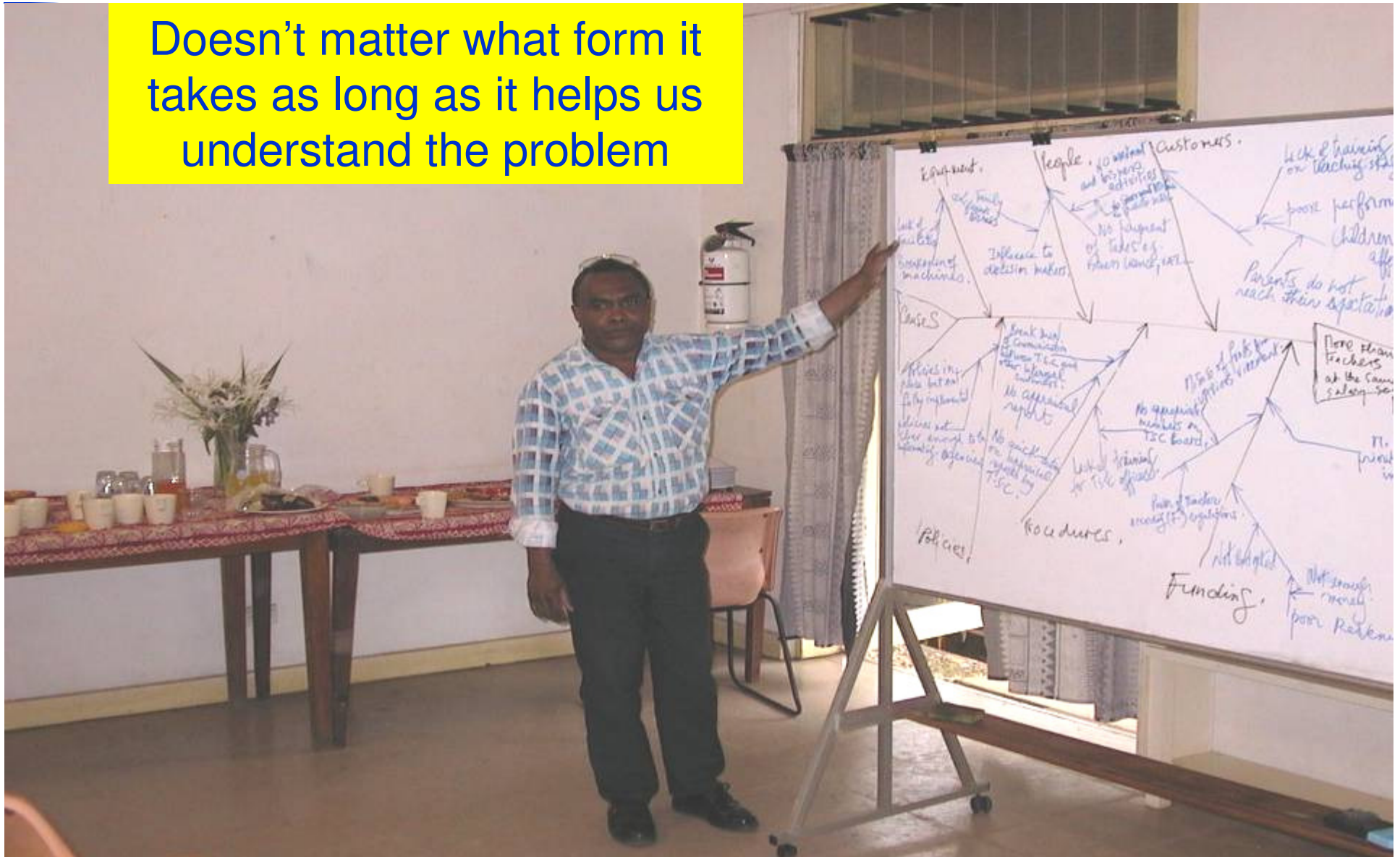
- Read the background
- Construct a problem tree
- Use the cards and pin boards
- Can use your own experience to go beyond available information
- Present back to the Group



30 minutes

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Doesn't matter what form it takes as long as it helps us understand the problem



The Process

Situation Assessment

- **Stakeholder Analysis**
- **Problem Analysis**



Solution Development

- **Objectives Analysis**
- **Results Chain Analysis**
- **Project Strategy**



Objectives Tree

- Gives a picture of the “changed situation”
- Helps stakeholders imagine what will be required to achieve the change and maintain more control over planning the change
- Facilitates the formulation of success indicators that are realistic, acceptable, and owned by the stakeholders

Objectives Tree – How?

Process involves converting problem into a 'positive condition' then checking –

- Does the objective statement make sense as an “improved condition?” [realistic? possible?]
- Have we left out anything in our problem analysis that will need to be addressed to achieve this desired “improved condition?”
- What do stakeholders think or how might they react?
- What might be possible risks and assumptions?

Objectives Analysis

Ends

Government agencies provide a well maintained public infrastructure

Population has access to Social Services of international standard

Development Objective

MoF operates a balanced budget

HOW?

Public service employment is efficient and cost effective

Tax Revenues exceeds estimates

SOE generate profits

Public service is right-sized

Selected public services are privatized

Inland Revenue operates efficient tax collection

Private sector employment and profits increase

SOE operations are commercialized

SOE operations are privatized

Government concentrates on basic functions

Government deregulates private sector investments

Government provides investment incentives

Means

Legislation stipulates tax evasion as criminal offence

Legislation eliminates tax loop holes

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Case Study

- Break into the same groups as before
- Refer to your Problem Tree
- Develop an Objective statement for each problem (don't skip any!)
- Remember to include the stakeholder in the statement of objective



15 minutes

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The Process

Situation Assessment

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- **Problem Analysis**



Solution Development

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- **Project Strategy**



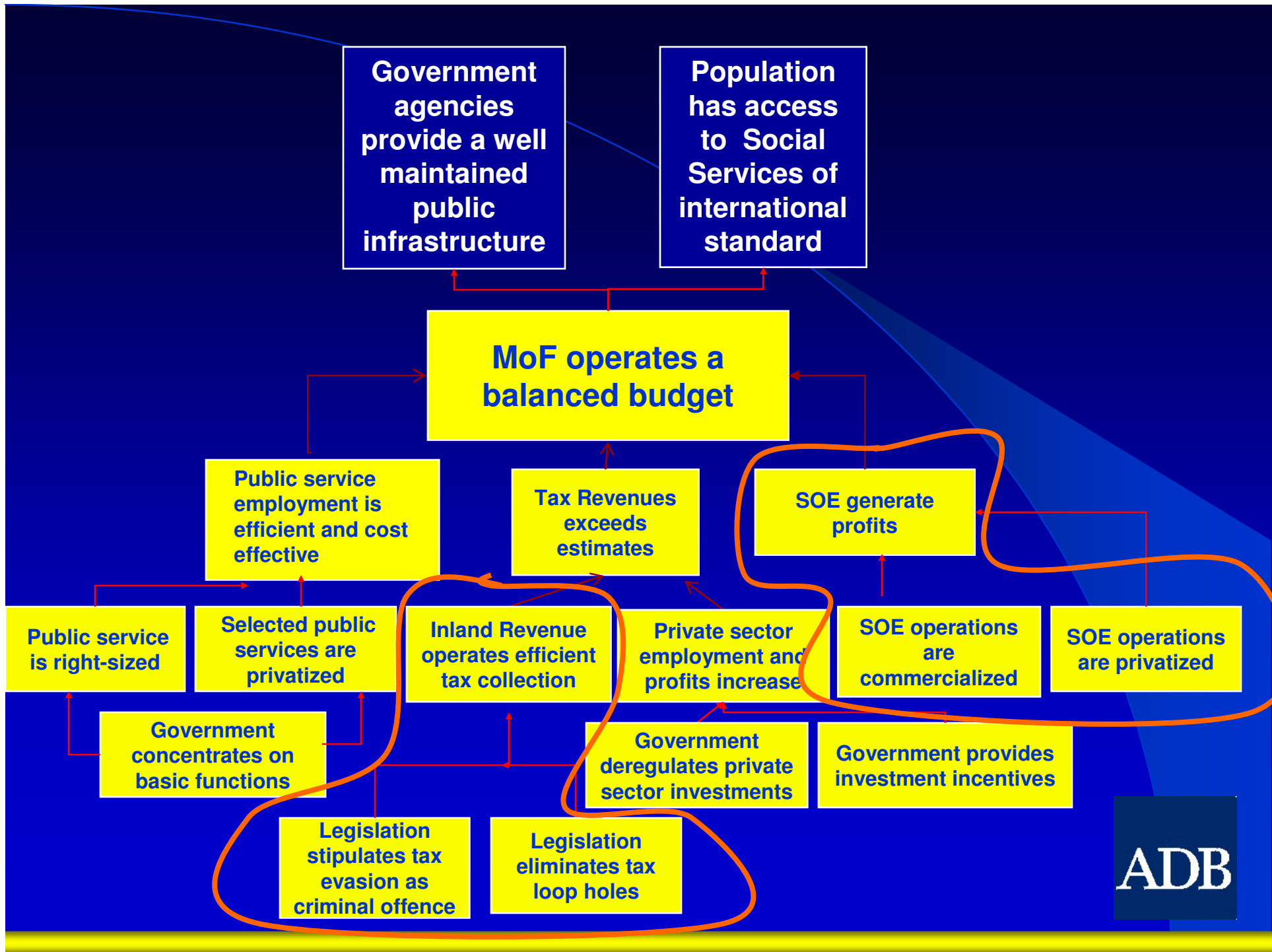
Results Chains

- Helps in assisting stakeholders “own” the project by analyzing their “part” in the Objectives Tree
- Clarifies the changes that stakeholders aspire to have and checks on their willingness and readiness to carry these out

How to do a Results Chain

- Identify the owners of means-end chains in the Objectives Tree
- Have each stakeholder-owner assess the feasibility of achieving their means-end chain before deciding whether this should be included in the project design

External Consultants and Experts should share their experiences to encourage stakeholders to consider the change

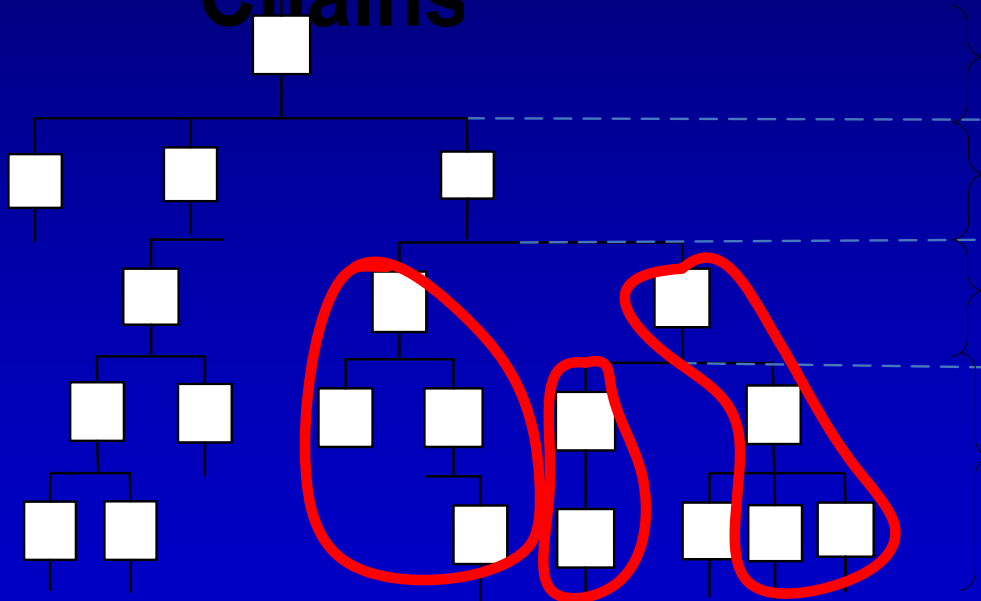


From Objectives Tree to Design Summary

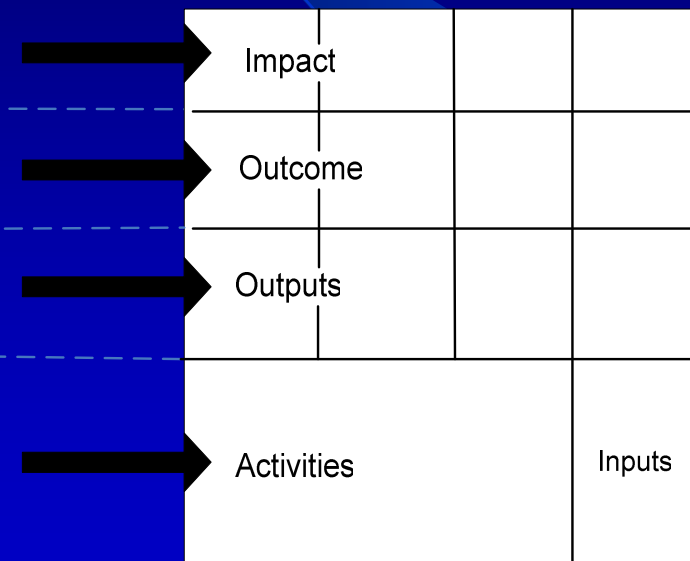
- Each stakeholder group declares what change (results chains) they can work on.
- By consolidating their different results chains, stakeholders agree on a common statement of **Outcome, Outputs, indicators and targets**

Linkage between the Objectives Tree and the DMF

Selected Results Chains



DMF



Design
Summary

IMPACT

OUTCOME

OUTPUTS

ACTIVITIES

1st Step - Outcome

Why do you want to implement this project/program?

What is the problem or constraint you hope to resolve ?

What IMMEDIATE OUTCOME do you expect to achieve from using the completed outputs?

Style of Outcome Statement

'MoF operates a Balanced Budget'

[change statement, not an action statement, that will either involve beneficiaries using the project outputs to achieve an outcome, or performance changes of systems or institutions]

**Design
Summary**

IMPACT

OUTCOME

OUTPUTS

ACTIVITIES

2nd Step - IMPACT

What is the high level, long range 'VISION' to which this project will contribute? Should be the same as or support sector and thematic impacts as stated in the CSP and roadmaps

Style of Impact Statement

The Population has access to high quality social services and well maintained public infrastructure

3rd Step - Outputs

Design
Summary

IMPACT

OUTCOME

OUTPUTS

ACTIVITIES

What, specifically, will the project produce, provide or leave behind?

What are the “DELIVERABLES”?

e.g. Infrastructure, New Policies & Procedures, Strengthened Institutions, Skilled Personnel

Examples Output Statement

1. Inland Revenue operates an efficient tax collection system.
2. Private sector investments are deregulated.
3. SOE operations are commercialized.

Design
Summary

IMPACT

OUTCOME

OUTPUTS

ACTIVITIES

4th Step - Activities

What, specifically, is the project **GOING TO DO?**

For example: 'Build...', 'Train...', 'Equip...',
'Develop Policy....', 'Draft Legislation...',
'Conduct Surveys...'

Sample Activities

Output 1. Inland Revenue operates an efficient tax collection system.

- 1.1 Revise tax legislation closing loop holes (10/2008)
- 1.2 Prosecute tax evaders. (8/2008)
- 1.3 Install IT-based tax system (5/2008)
- 1.4 Training tax officers. (2/2008)

Output 2. Private sector investments are deregulated.

- 2.1 Review current legislation and red tape.
- 2.2 Consult private sector representatives on their concerns.
- 2.3 Draft legislative amendments.
- 2.4 Advise private sector on legislative changes.

Design
Summary

IMPACT

OUTCOME

OUTPUTS

ACTIVITIES

5th Step - Inputs

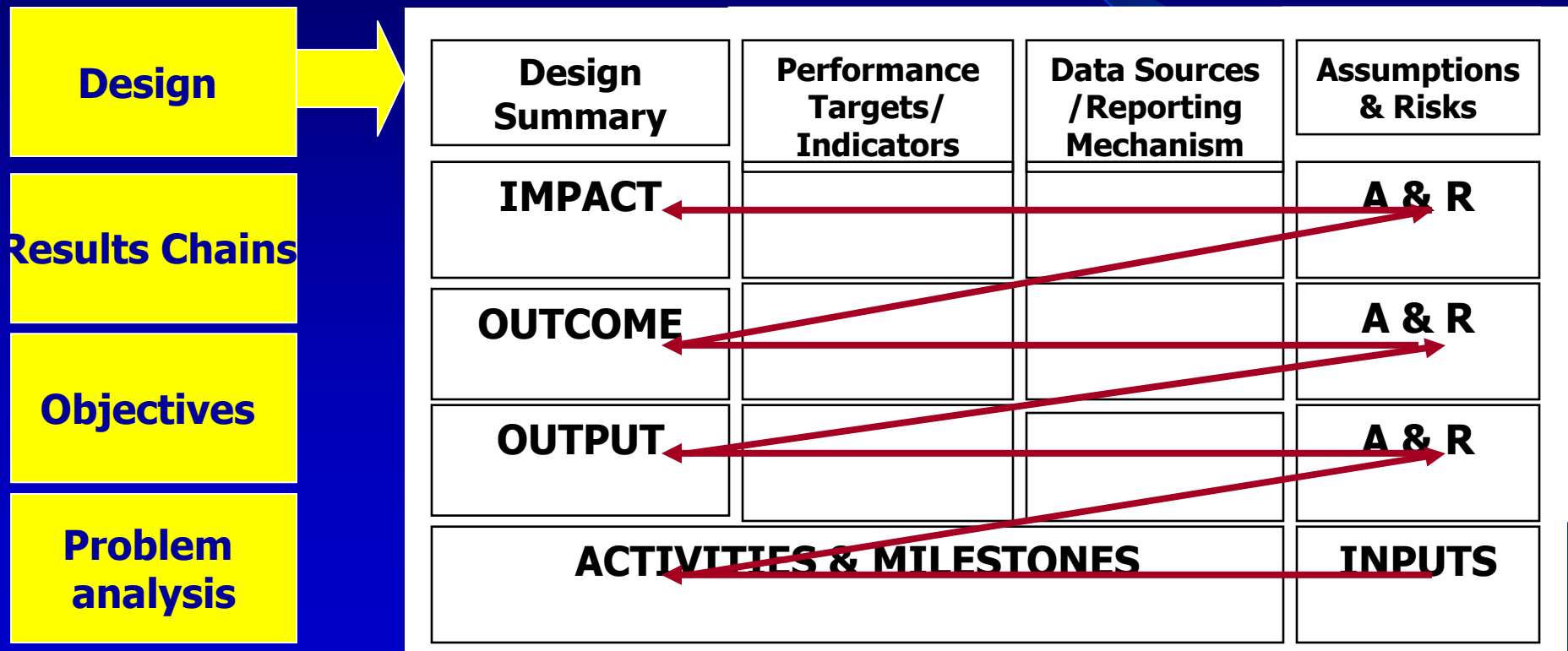
What **RESOURCES** does the project need to do its work? e.g. Consultants, Equipment, Civil Works, Training, Funding, including counterparts

INPUTS

Government – \$5 million
Personnel 150 PM – \$2 million
Transport and logistics – \$1.5 million
Operating Expenses – \$1.5 million
Donor Agency– \$20 million
Consulting services 50 PM – \$1.25 million
Training, study tours – \$2.75 million
Contingencies – \$1 million
Beneficiaries/Private Sector
Personnel 200 PM – participation in planning, monitoring and evaluation

The Result

Design and Monitoring Framework



Improving development performance

- Involve the stakeholders in all stages
- Let stakeholder determine what change they aspire and are committed to implement
- Hold them responsible for their commitment
- Jointly monitor progress and **adjust design** when necessary.

Thank you.

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