



Implementation – part 2

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Purpose

This session will

- ❖ In-depth analysis of components in the performance measurement framework
- ❖ Establishing the credibility of the management strategy
- ❖ Elements of program or policy analysis.

Performance Management Framework: Components and assessment



“At the heart of RBM is performance measurement”

- What is monitoring? “A **continuing process** that involves the systematic collection or collation of data (on specified indicators or other types of information). Provides the management and other stakeholders of an intervention with indications of the extent of implementation progress, achievement of intended results, occurrence of unintended results, use of allocated funds and other important intervention and context-related information.” OECD Glossary
- A continuous process of collecting and analyzing information on **key indicators** and comparing actual results with expected results in order to measure how well a project, program or policy is being implemented
- Performance measurement presents a valuable opportunity to **learn and adjust** so that the desired results can be achieved

Performance Measurement Framework

- The Performance Measurement Framework is defined as:
- The process and systems of **selection, development** and on-going **use** of performance **measures** [indicators] to guide decision-making.
- The PMF, in many cases, is the final tool used by managers to monitor in a very decision-making focused the success (or lack of) of project and program. If logframes are more adapted to use in projects, the PMF could be built for use in monitoring programs.
- The most important element to remember is that managers need the best, most timely information /data to make the appropriate **decisions**.

Template Performance Measurement Framework

Narratives or statements	Indicators	Baseline data	Targets	Data sources	Data collection methods	Frequency	Responsibility
From higher to lower levels	Appropriate indicators for each level: SMART	Different sources: national or project related	Realistic and according to date	Accessible, diversified, credible, and reliable	How will the data be gathered?	According to reporting requirements	Who will collect? and does the entity have the capacities?

Components of the PMF

- **Outcome statements:** they must be identical in all documents: logic model, logframe, and PMF. In RBM managers must determine results from the higher levels to the lower ones.
- **Indicators:** the PMF does not change the definition of indicators, they remain measurement tools, best suited to assess if the cause and effect relations have been validated.
- **Baseline data:** it is defined as the specific value for an indicator at the **outset** of a project or program. Baseline data is collected at one point in time, and is used as a point of reference against which progress on the achievement of outcomes will be measured or assessed.

Components of the PMF

- **Targets:** A target specifies a particular value, or range of values, that you would like to see in relation to one performance indicator by a specific date in the future. It is also a means of ensuring compliance to national and regional goals at the level of program outcomes.
- **Data sources:** the sources needed to validate indicators from the project or program levels. They can be project specific or national produced sources.
- **Data collection methods:** there are numerous methods either qualitative (ex. Focus group discussions) or quantitative (ex. Survey) illustrated in the next presentation. The objective of all methods is to produce the most reliable information or data in an efficient way.

Components of the PMF

- **Frequency:** setting in the PMF the timeliness of indicators' data or information makes sure that all stakeholders involved in decision-making will have all that it required to make an evidence-based decision.
- **Responsibility:** assigning responsibility for data/information gathering makes sure that the monitoring will be feed regularly at the lowest cost possible. The responsible stakeholder can be individuals, organizations, or divisions. In all cases, the responsible will make sure indicators are reliable and the information system if robust.

The PMF works through the logic model, a logframe, if one is produced, and stakeholders' expectations and requirements, to operationalize the monitoring system and assign roles for planners and M&E staff.

The key to success is that these divisions **work together**.

Components of the PMF: Outcome statements

- Do all statements reflect RBM's practice, i.e. results oriented?
- Do stakeholders feel their concerns have been taken into account in the statements?
- Are statements identical in all documents?
- Does the narrative briefly explain statements (relevance, validation from situation analysis, cause and effect relations, etc.)

Components of the PMF: Indicators

- Have all levels of the PMF been assigned relevant indicators?
- Do they measure or gather information for their specific outcome or output?
- Do they comply to criteria found in guidelines?
- Did their choice involved the three core challenges: timeliness, cost, and complexity?
- Have there been enough time and analyses allocated to assessing the capacity of partners to deliver expected data/information?
- Was there a risk analysis performed on both the quantity and quality of indicators requested?

Components of the PMF: Baseline data

- Have baselines been provided for all elements of the PMF? If not can the team identify any? Are baselines at 0 value significant?
- Are measures used for indicators and targets identical to baseline ? e.g. number of boats in parish
X
- Are they disaggregated by significant characteristics?
- Are there any activities planned in the matrix to measure/assess missing important baselines?

Components of the PMF: Targets

- Have planners understood the difference between targets and indicators?
- Are they achievable in sync with scope, budgets, and timeline?
- Is it useful to disaggregate? If so have they been disaggregated?
- Do the units of measure and of analysis match those units in the indicators and baseline data?
- Similar to baseline: Are there any activities planned in the matrix to measure/assess missing targets?

Components of the PMF: Data sources

- Have planners understood the difference between primary and secondary sources?
- Are data sources described with precision?
- How reliable are they? Are there any biases?
- Are they easily available?

Components of the PMF: Data collection methods

- Are methods described with the proper level of precision? Negative example: laws (a source); positive: analysis of jurisprudence.
- Are identified methods adapted to capacity of implementing partners?
- Are identified methods linked to budget lines?
- Have the methods been used before in the country or in the region?

Components of the PMF: Frequency

- Is the established frequency in line with capacities, availability, and budget lines?
- Does the frequency meet the needs of decision makers (e.g. MoT) and/or implementing partners?
- Will the selected frequency be possible throughout the lifecycle of the program/policy?

Components of the PMF: Responsibility

- Does the performance measurement framework identify the best group (e.g. beneficiaries, local professionals, partner organizations, etc.) to collect, manage and validate and assess the performance information?
- Will the group identified have the capacity to collect, manage, validate and assess the data in a timely fashion?

Elements of program or policy analysis



From Ministry/Agency to Parliament

A ministry or agency requesting approval to forward a policy or program plan must complete a submission form which includes:

1. Description:

- the plan to carry out the department's initiative (including its costs and source of funds)
- the expected results
- the risks associated with the initiative (and any risks of the broader initiative), including the risk of
- not implementing the initiative
- the decision(s) being sought from the Treasury Board

From Ministry/Agency to Parliament (continued)

The ministry/agency requesting TB's approval must consider it will analyze:

- the risk level of the initiative
- how technical the initiative is
- whether the initiative is considered to be non-controversial
- whether the initiative is part of an existing initiative or is a new initiative
- the cause-and-effect relationship between the proposed initiative and results metrics.

Session 04: Case Study Exercise

Choose **one** outcome statement and fill the Performance Measurement framework with all the relevant requested information.

Assess if all the information conforms to the guideline.



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