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Developing, Modifying and Updating Project Level M&E Plans

**Office of EG IP M&E Working Group Meeting
GILLBT Training Center, Tamale
June 15, 2015**



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CONTENT OF PRESENTATION

- ❖ Concept of Performance Management
- ❖ Significance of PMPs/M&E Plans
- ❖ Developing an initial M&E Plan
- ❖ Modifying and Revising M&E Plans
- ❖ Documenting Changes to the PMP/M&E Plan
- ❖ **Revising a PMP – A Practical Experience**



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What is Performance Management

- ❖ It is a systematic process of:
 - monitoring the achievements of program operations;
 - collecting and analyzing performance information to track progress toward planned results;
 - using performance information and evaluations to influence decision-making and resource allocation; and
 - communicating results achieved, or not attained, to advance organizational learning and tell the project's story



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Regulation Establishing Performance Management

- ❖ The **GPRA of 1993** establishes requirements for strategic planning and performance measurement for all USG agencies (*and their Implementing Partners*)
- ❖ Under ADS 592 (Performance Audits), Missions/offices (*and their projects/activities*) may be audited for their compliance with USAID policies on performance management
- ❖ Missions and their **DO Teams** are **RESPONSIBLE** for establishing mechanisms for measuring results to demonstrate attainment of Development Objectives.



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Performance Management Concept Contd.

- ❖ Performance management therefore, represents the Agency's commitment to managing DOs for results in order to achieve the best possible development outcomes.
- ❖ It is important to understand the difference between performance monitoring and evaluation



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- ❖ Performance monitoring reveals whether desired results are occurring and whether DO outcomes are on track.
 - It addresses the “what” of performance.
 - It uses pre-selected indicators to measure progress towards planned results

- ❖ Evaluation answers the “why” or “why not” of performance, as well as the “what else” question.
 - It is used on a periodic basis to identify the reasons for success or lack of it thereof;
 - It is also used to assess effects and impacts; or
 - to indicate which, among a range of program or project/activity alternatives, is the most efficient and effective



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What is a PMP/M&E Plan?

- ❖ A tool to **plan** and **manage** the process of **monitoring**, **evaluating**, and **analyzing progress** toward achieving results identified in a project LogFrame (**or DO**) in order to inform decision-making, resource allocation, learning, and adapting projects and programs.
- ❖ Each Project **MUST** prepare a PMP/M&E Plan that includes:
 - Performance indicators,
 - Baseline data, and
 - Targets for the project LogFrame.



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What is a PMP/M&E Plan Contd.

- ❖ PMPs/M&E Plans should be project-wide rather than separate documents for each Project Component.
- ❖ All projects, irrespective of status, are **REQUIRED** to have a PMP/M&E Plan that covers any activities funded by USAID.
- ❖ The PMPs/M&E Plans **MUST** include well-defined **indicators** at the Goal, Objective, and IR level.



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Format and Content of PMPs/M&E Plan – ADS 203.3.3.1



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Format and Content of PMPs – ADS 203.3.3.1

- ❖ There is no standard format for PMPs/M&E Plans.
- ❖ USAID Projects should use a format that best fits their management and communication needs.
- ❖ The following information should be included in a good PMP/M&E Plan



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Content of a PMP/M&E Plan

A. The full set of Performance Indicators

- The indicators should measure progress for the project LogFrame, identified in the project PMP/M&E plan (**ADS 203.4**).
- Initially, PMPs/M&E Plans may only have indicators corresponding to the highest levels of a Project's results framework and activities.
- As new activities are designed over time, the PMP/M&E Plan must be updated with relevant indicators.
- Indicators to **track assumptions** should be included as well.



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Content of a PMP Contd.

- B. Provide baseline values and targets** for each performance indicator included in the PMP/M&E Plan.

- C. Describe the Data Quality Control and Assessment procedures** that will be used to verify and validate the measured values of actual performance of all the performance information.



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Content of a PMP Contd.

D. Describe the kinds of **Evaluation** that would be undertaken over the project timeframe.

- ❖ Evaluation plans should include (at minimum) the following:
 - Project component or activity to be evaluated,
 - Evaluation type,
 - Possible evaluation questions,
 - Estimated budget,
 - Planned start date and estimated completion date



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Content of a PMP Contd.

E. A schedule of Performance Monitoring Tasks and Responsibilities

- ❖ The project will carry out M&E activities over the timeframe. It is imperative to include a schedule of what would be undertaken, who would be responsible and when the M&E activity would be undertaken.
- ❖ Typical performance monitoring tasks include:
 - Collecting and analyzing data
 - Assessing data quality
 - Updating and revising the PMP
 - Designing and conducting evaluations as planned/needed and following the project Evaluation Policy



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F. Performance Indicator Reference Sheets for all performance and context indicators.

- ❖ Reference data for each indicator includes:
 - The definition of the indicator;
 - Indicator linkage to the RF;
 - Unit of measure;
 - Whether and how data should be disaggregated
 - Data source and method of data collection, construction, and/or analysis;
 - Reporting frequency;
 - Known data quality limitations, relative to the **five standards of data quality**;
 - Date of last DQA and DQA reviewer for all indicators that **a Mission plans to report externally**;
 - Responsible office and individual for collection and analysis; and
 - Any changes to the indicator reference data over time.



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Resource for Developing a PIRS

- ❖ Please see: <http://kdid.org/kdid-lab/library/recommended-performance-indicator-sheet> for a copy of the PIRS
- ❖ METSS will share word version with IPs that are interested in obtaining copies



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Content of a PMP Contd.

G. Tracking tables for all performance indicators to include:

- Baseline values and timeframes,
- Targets and rationales for targets, and
- Actual values.

- ❖ The data tables must be updated, at minimum, on an annual basis.
- ❖ Projects are encouraged to maintain databases that will serve as a repository and enable analysis of performance indicator data collected for project PMP/M&E plans. ,



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Illustrative Timeline for PMP/M&E Plan development and Revision



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Stages PMP/M&E Plans are Developed, Modified & Revised

- ❖ There are three major occasions during which Project staff will be engaged in developing, modifying, and updating the PMP/M&E Plans:
 - During proposal design and after the project proposal is approved - (**Phase One**)
 - During project implementation (**Phase Two**); and
 - Following Project Reviews and other learning and management “triggers.” (**Phase Two**)



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PMP/M&E Plans Stages

- ❖ Other opportunities that may call for updating and revising the PMP include, but are not limited to:
 - Analysis of performance data (e.g., if analysis suggests a need to revise targets or revisit assumptions and hypotheses); as evaluation findings are acted upon; based on management decisions (e.g., budget reallocations); and
 - As learning occurs.



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Phase I : Develop the Initial PMP/M&E Plan

- ❖ Projects should finalize the PMP/M&E Plan within 4 to 6 months of proposal approval.
- ❖ The PMP/M&E Plan should focus on indicators at the highest level of the Results Framework - Goal, Objectives, and Intermediate Results (IRs).
- ❖ The PMP/M&E Plan may also include indicators at the sub-IR level (ADS 201.3.3.4), though it is expected that these will be further defined during the Activity Design process.



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Phase I Contd.

- ❖ PMPs/M&E Plans are developed when Organizations are responding to call for proposals – Project design stage
 - Focus on indicators at the highest level of the Results Framework - Goal, Objectives, and Intermediate Results (IRs).
 - Suggest indicators at the sub-RI level where applicable
 - Provide base data using the most reliable and valid data sources possible
 - Add targets that are ambitious, yet realistic and achievable



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Phase 2: Revise and Update the PMP/M&E Plan

- ❖ PMPs/M&E Plans are living documents and therefore are expected to be revised and or updated periodically
- ❖ Revisions and updates are triggered by the following:
 - ❖ During activity design and implementation stage
 - ❖ Gaps in the logic of the results framework
 - ❖ Need to revise the results framework
 - ❖ Annual update of indicator results



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Phase 2 Contd.

- ❖ PMPs/M&E Plans are also revised following project (portfolio) reviews
- ❖ Project (portfolio) reviews provide an opportunity for the project to assess and better understand its progress toward the desired results outlined in its project Logframe.
- ❖ The portfolio review provides a chance for reflection, asking questions, and identifying areas in which more evidence is needed



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Phase 2 Contd.

❖ Portfolio review topics include:

- Status of critical assumptions and the hypothesis defined in the RF, along with the related implications for performance;
- Country and regional trends and how the context is evolving;
- Evidence that projects are leading to the achievement of the project goal;
- Status of cross-cutting themes and/or synergies between components;
- Status of related partner efforts that contribute to the achievement of sub-IRs and IRs;
- What has been learned during project implementation from monitoring data, evaluations, partners, or other sources of evidence



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Phase 2 Contd.

- ❖ Portfolio reviews necessitate analyzing data patterns and trends and assessing what is working, what is not working, reexamining assumptions, and identifying new risks and opportunities.
- ❖ The review should not only ask, “How are we doing?” but also, “What did we learn?” and “What should we change?”
- ❖ It is anticipated that, through learning and adaptive management, projects will need to modify their Results Framework and development hypotheses from time to time.
- ❖ Change may also come in the form of anticipated budgets not being fulfilled, an unexpected political change in the host country government, or important learning regarding the success or failure of a key intervention.



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Example PMP Change Tracker Table

Item	Source Document/Date and/or Version	Description as Listed Previously	Status (Revise, Add, Drop)	Revision and date	Comments
Sub-IR (and Project Purpose)	Approved R/CDCS, dated 12/5/2012	"Civil Society Organizations capacity to provide constituent services improved"	Revise	"Civil Society Organizations capacity to provide constituent services in targeted rural areas improved" (approved by Project Manager and DO Team Leader on 3/12/2013 (PMPOC informed))	During Project Design the team realized that the program could not be focused across the country to include all civil society organizations nationally. Instead, the priority is to provide services to rural communities in targeted areas, where government capacity to deliver services is too low. While the scope has changed, the meaning of the result has not changed. This change does not require Washington approval, because it is at the sub-IR level (see <i>Mission Order on Strategy</i>). The change also has the full agreement of the Ministry of Local Development.



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Telling your story

- ❖ Why and how the ATT project revised its PMP?



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Any questions?

Thank you!