Session 3.1 –Developing a Performance Measurement Framework

Aim
To understand the what, why and how of monitoring, evaluation and reporting in a project and learn to develop a Performance Measurement Framework.

Outcome of this session
By the end of this session participants will be able to:
- Distinguish between monitoring and evaluation;
- Describe why monitoring and evaluation is undertaken;
- Develop a Performance Measurement Framework for a project;
- Use PMF to keep track of a project's progress.

Key points

1. Results Monitoring is a continuous process of collecting and analyzing information about the short-term results (outputs) of ongoing interventions
2. Results Evaluation is a periodic assessment of the outcomes of ongoing or completed interventions to determine the relevance, efficiency, effectiveness, impact and sustainability of the achieved outcomes
3. The Performance Measurement Framework is a structured plan for data collection, analysis, use and dissemination of performance information.

Materials and handouts
3.3.1 Handout on Performance Measurement Framework
3.3.2 Handout Selecting Performance Indicators
3.3.3 Handout on Collecting Performance Information

Handout 3.3.1 – Performance Measurement Framework: Key Concepts

Monitoring
Monitoring can be defined as the ongoing process of tracking inputs, activities and outputs. It focuses on the regular collection of information to track programs and projects and to alert management as to whether actual results are being achieved as planned.

Evaluation
Evaluation is "the assessment of the worth or merit of a project or a project component ". Its main use has been to provide a "thumbs-up" or "thumbs-down" judgment about a program or a project

Performance Measurement
Performance measurement differs from the traditional evaluation practice in that it is a continuous process of performance self-assessment undertaken by the program/project delivery partners. Performance measurement is customized to respond to the performance information needs of program/project managers and stakeholders. Since the stakeholders are involved in one aspect or another of measuring performance, the information that is generated is more accessible and transparent to the users. Performance measurement is also more result-oriented, because the focus is on measuring progress made toward the achievement of developmental results. Consequently, the performance information generated from performance measurement activities enhances learning and improves management decision-making.

When performance measurement is undertaken on a continuous basis during implementation, it empowers managers and stakeholders with "real time" information about the use of resources, the extent of reach and the achievement of developmental results. This performance information will inform management as to progress made along the results chain, as well as help identify programming strengths and weaknesses in order to take corrective action. The enlightened manager should be able to answer the following question with evidence-based performance information: "Are we achieving the developmental results expected by the targeted beneficiaries at a reasonable cost"? Building a performance measurement framework during the design and planning phase is an important first step in answering this question.

Because measuring performance is a vital component of the PCM, it is important to establish a structured plan for data collection, analysis, use and dissemination of performance information. This plan must describe who will do what, when and how. A Performance Measurement Framework will help structure the answers to these questions. It will document the major elements of the monitoring system and ensure that performance information is collected on a regular and timely basis. Its main components are organised in a matrix format as illustrated below.

The Performance Measurement Framework

Performance Framework	Performance indicators	Data Sources	Collection Methods	Frequency	Responsibility
Impact					
Outcomes					
Outputs					

Handout 3.3.2 – Selecting Performance Indicators

Building a Performance Measurement Framework begins with the identification of performance indicators. It is important that the stakeholders agree on the indicators that will be used to measure project performance. Performance indicators are qualitative or quantitative measures of resource use, extent of reach and developmental results achieved. Quantitative indicators are statistical measures such as number, frequency, percentile, ratios, variance, etc. Qualitative indicators are judgment and perception measures.

There are six criteria that should be used when selecting performance indicators. Each one is presented below along with an illustrative question;

1. Validity	Does it measure the result?
2. Reliability	Is it a consistent measure over time?
3. Sensitivity	When the result changes will it be sensitive to those changes?
4. Simplicity	Will it be easy to collect and analyse the information?
5. Utility	Will the information be useful for decision-making and learning?
6. Affordability	Can the program/project afford to collect the information?

Although performance indicators should be identified across the entire spectrum of the performance framework, from resources through to impact level results, emphasis must be put on measuring the achievement of developmental results more so than the use of resources. Gender, age, profession, income, geographic location (rural/urban) and other indicators are generally useful when measuring the extent of reach. The choice of performance indicators to measure the achievement of results, especially at the output and outcome levels, will depend on the nature of the result, how it is articulated and the implementation context including cost, level of effort, the size and complexity of the program/project.

At the outcomes level, the information collected on performance indicators would be analyzed and used in management decision-making to keep a program/project on track toward the achievement of its purpose. Information collected on the same indicators would be also used to assess program/project success or failure at termination. It is suggested that at least three indicators per expected result at the outcomes level should be used: at least one quantitative, one qualitative and one of your choice. In many cases, a total of two indicators at the output level would be sufficient. description of expected conditions or situation to be observed.

Project stakeholders should begin the process of identifying and selecting performance indicators by preparing a comprehensive list. The next step is to decide how many are needed and apply the selection criteria above to the list.

Those that don't meet these criteria should be discarded. The best performance indicators from those remaining should be used and the rest kept in a reserve pool. Developing a performance measurement system is a trial and error experience that can only be improved after several cycles of data collection, analysis and appraisal. Some performance indicators may, after some use, prove not to meet the above criteria and must then be replaced from the reserve pool.

Handout 3.3.3 – Collecting Performance Information

Once the performance indicators have been selected, the next step in completing the Performance Measurement Framework is to resolve issues surrounding the collection of the performance information. More specifically data sources, methods and techniques of collection and analysis as well as frequency of collection will have to be determined. Roles and responsibility for each of these tasks should be clarified and confirmed.

It is necessary to identify the data source for each indicator that has been selected. Data sources are the individuals or organisations or even documents from which the data will be obtained. This exercise should be completed during the project planning in order to assess the availability of the data and identify any potential problems. It is important to choose data sources wisely to avoid having to switch data sources mid-way through a project. We should first focus on existing sources to maximise value from existing data.

Now that data sources have been identified, the next step is to decide how the information should be obtained. There are several methods and techniques of data collection from which to choose. For example, information can be captured through Participatory Rural Appraisal (PRA), Participatory Learning and Action (PLA), self-assessment, testimonials, focus groups, surveys, case studies participant observation, and the list is endless. There are also other things to consider such as sampling techniques and data collection instruments. Some of the data collection methods may require developing data collection instruments. For example, questionnaires would need to be developed if surveys were chosen as one of the collection methods. The same would be true of participant observation. This would require developing a participant observation reporting format to ensure consistency and validity of the information collected from one observer to another.

Once the data source has been identified and a method or technique decided upon to collect the information, the question of the frequency of data collection must be addressed in the framework. Financial information on the use of resources should be captured by a good accounting system on a continuous basis. Information on targeted beneficiary groups may have to be captured initially to create a baseline and subsequently on a periodic basis. Since outputs are the short-term results of activities, data collection on output achievement should begin shortly after the completion of an activity. Information collected on output achievement will support management learning, decision-making and continuous performance improvement.

Since outcomes are the results of a combination of outputs, they will not begin to materialise until a sufficient number and type of outputs have been achieved. For example, the following outputs: commercial sex workers provided with condoms, peer educators trained, brothel owners sensitized for supporting condom use and

CSWs' capacity to negotiate condom use enhanced may all be needed to achieve this outcome: increased condom use among CSWs. Consequently, the collection of data on performance indicators for this outcome may have to be captured initially to create a baseline, but then only once after every six months or so. Information collected on outcome achievement will support stakeholder learning and decision-making. Performance information should be appraised by stakeholder groups at least annually so as to adjust the implementation plan in a manner that will enhance the probability of successfully achieving the outcome level results and thus the purpose of the endeavor. Responsibility for continuous performance self-assessment by stakeholders should be limited to measuring the achievement of outcomes.

Since impact level results are a logical consequence of a combination of outcomes, and outcomes are generally achieved around program/project termination, therefore it would not be possible to measure impacts during the implementation phase. Because impact level results are long-term socio-economic changes expected at a country level, it would be very difficult to attribute them to a certain project.

Session 3.2 –Detailed Project Planning: Developing a Work Breakdown Structure

Aim
To learn to develop the work breakdown structure for a project.

Outcome of this session
By the end of this session participants will be able to:
- Understand how to link activities with outputs
- Develop a detailed work breakdown structure for a project.

Key points

1. A Work Breakdown Structure is a tool for organising activities into basic work packages.
2. A WBS provides a standard numbering system to trace activities across different documents
3. A WBS illustrates the links between planned activities and expected outputs

Materials and handouts
3.2.1 Handout on Work Breakdown Structure

Handout 3.2.1 – Work Breakdown Structure

Key Concepts:

Work breakdown structure is a tool for organizing activities into basic work packages, illustrating the links between planned activities and expected outputs.

WBS Component is a work package of associated project activities. A work package could include all the activities which are planned to achieve a certain outcome. For instance, in the example given in Handout 3.3.3, the outcome is: increased condom use among sex workers. Now to achieve this outcome, we will have to plan a number of activities such as educating CSWs, identifying and training peer educators, implementing peer education programme, convincing brothel owners to support condom use, establishing a system for regular supply of sufficient quantities of condoms to CSws etc. Here all these activities can be packaged under one WBS component: “Condom use among CSWs”. However in case this happens to be the only outcome of our project, then we will look at the various outputs which will lead towards achieving this outcome and take every output as a WBS component. In this case then, for example: “Peer Education Program” can become one WBS component under which we can list down the following activities: Developing a peer education program strategy, training peer educators, monitoring and follow up with peer educators, etc.

WBS Activity is a work package of associated sub-activities or tasks. For instance, consider the activity “training peer educators” from the above example. Sub activities under this could be: identifying peer educators, conducting training need assessment of peer educators, developing training methodology and training materials for peer education trainings, and conducting trainings for peer educators.

Why Use WBS?

The WBS is a simple planning tool that allows you to:

- Organize groups of related activities
- Link activities to the budget
- Align activities to results
- Make sure you include all necessary activities in design
- Organize plans and reports
- Communicate plans and progress

WBS Numbering System

WBS uses a numbering system for components, activities and sub-activities

- WBS 100 – Component
- WBS 110 – Activity
- WBS 111 – Sub-activity

The WBS numbering system is also used in:

- The budget
- The schedule
- Plans and reports
- Individual work plans and job descriptions

How do you know you have a good WBS?

You know you have a good WBS when:

- It includes 5 to 10 activities
- It includes all necessary activities in a component
- It aligns with an LFA output
- It aligns with partners' and staff responsibilities

Overheads of presentation of day 3