ADB’s Project Performance Management System

The Project Framework

PPMS
The Project Framework

1. A **Systematic approach** used by ADB (and other Development Agencies) to scope a proposed project -- from its overall vision, to its key implementation elements -- during design

2. AND a **Standardized format** for easy stakeholder review, reference -- during implementation monitoring & evaluation
The Project Framework

A 4 x 5 Matrix

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ADB’s Project Performance Management System (PPMS) & the Project Framework

The Project Framework provides a common FOUNDATION, SUPPORT & COVERAGE for PROJECT DESIGN, MONITORING & EVALUATION.
“Value added” by the Project Framework

- Facilitates *participation* during project design & review process
- Puts the project in a broader *Sector* context
- *Focuses on verifiable results* - both immediate deliverables, as well as longer term effects & impacts - for Monitoring & Evaluation; later
- Highlights *external Assumptions, and Risks*
- *Identifies stakeholders and their responsibilities*
- *Permits a Rapid Review & Examination* of the project’s key objectives & features
The Project Framework Review Process
ADB’s Project Performance Management System (PPMS); the Project Framework

Design Summary

WHY DO THEY WANT TO DO THE PROJECT?
WHAT IS THE DEVELOPMENT PROBLEM OR CONSTRAINT THEY HOPE TO RESOLVE?
WHY DO THEY WANT TO DO THE WHAT “IMMEDIATE” OUTCOME DO THEY EXPECT TO ACHIEVE?
1. The PURPOSE should be Limited to **One Major Objective** (& Not More than Two).

2. They should describe the **Results Expected** (or Change in Behavior) after the Project Outputs have been Successfully Delivered / Completed.
NOTE 1: “Increased Access” is NOT an appropriate Purpose-level Objective -- It is only an Output (Deliverable) of the project.

Suggest instead to the designers that they use “Increased UTILIZATION” by the Target Beneficiaries of the Outputs (usually new or upgraded Facilities & Services) provided by the project.
NOTE 2: “Capacity Building / Institutional Strengthening” is NOT an appropriate Purpose-level Objective --

It is only a Project Activity &/or Output

Instead, try to get the Designers to Identify what the newly Strengthened Institution is expected to DO differently when it has been strengthened by the project.
Design Summary

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WHAT IS THE Next HIGHER LEVEL, LONGER RANGE, “VISION” TO WHICH THIS PROJECT WILL CONTRIBUTE?

I.e. “Overall Sector Objective”
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WHAT -- SPECIFICALLY -- WILL THE PROJECT PRODUCE, PROVIDE &/or LEAVE BEHIND?

WHAT ARE THE DELIVERABLES"?

PURPOSE

Design Summary

OUTPUTS

GOAL
Try to get the Designers to Identify what they think the next higher level Impact is likely to be -- 5 to 10 years after the Purpose has been attained.

i.e. Work from the “Bottom Up”

Rather than “Top Down”
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WHAT ARE THE “DELIVERABLES”?
I.e. Infrastructure, New Policies, Laws, Systems & Procedures, Strengthened Institutions, Skilled Personnel, etc., etc.
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**WHAT -- SPECIFICALLY -- IS THE PROJECT GOING TO DO?**

I.e. Build, Train, Equip, Develop Policy, Draft Legislation, Conduct Surveys, etc., etc.
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Design Summary

**GOAL**

WHAT **RESOURCES** DOES THE PROJECT NEED TO DO ITS WORK?

I.e. Consultants, Equipment, Civil Works Contracts, Training, Funds

**PURPOSE**

**INPUTS**

**OUTPUTS**

**ACTIVITIES**

**RESOURCES**

DOES THE PROJECT NEED TO DO ITS WORK?

I.e. Consultants, Equipment, Civil Works Contracts, Training, Funds

**RESOURCES**

DOES THE PROJECT NEED TO DO ITS WORK?

I.e. Consultants, Equipment, Civil Works Contracts, Training, Funds
ADB’s Project Performance Management System (PPMS); the Project Framework

**COLUMN 2**

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ADB’s Project Performance Management System (PPMS); the Project Framework

Design Summary

Indicators & Targets

“Yardstick”, Units, Baseline Situation, Incremental, and End Objective Levels, and Timing. Quantitative and/or Qualitative
### Design Summary

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**NOTE:** MEASURES SHOULD BE DIFFERENT FOR EACH LEVEL!
Different Levels -- Different Indicators

Longer term Goals

Immediate Objective - Purpose

Economic Growth

Fewer Accidents

Lower Transport Costs

Outputs

New Roads kms *constructed*

Existing Roads kms *upgraded*

Tech Services *improved*
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<th>Monitoring Mechanisms</th>
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**ADB’s Project Performance Management System (PPMS); the Project Framework**

WHERE THE INDICATOR & TARGET DATA SHOULD BE FOUND

COLUMN 3
### ADB’s Project Performance Management System (PPMS); the Project Framework

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**GOAL**
WHERE THE INDICATOR & TARGET DATA SHOULD BE FOUND. I.e. National Statistics Offices, Ministry Records, Project Reports, Special Surveys, Mission Reviews, etc.
**ADB’s Project Performance Management System (PPMS); the Project Framework**

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**ASSUMPTIONS:** WHAT EXTERNAL CONDITIONS EXIST OR BEHAVIORAL CHANGES BY TARGET BENEFICIARIES ARE EXPECTED -- **ESSENTIAL TO THE PROJECT’S SUCCESS BUT BEYOND ITS CONTROL**?
### Design Summary

<table>
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### Assumptions / Risks

**RISKS:** What is most likely to go wrong?

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**System (PPMS):**

- Project Framework
ASSUMPTIONS / RISKS

In the Project Framework Usage
An “Assumption” is the Opposite of a "Risk" (I.e. Something that can go Wrong)
[see Murphy’s Law !]
It is NOT a premise, logical ‘cause-effect’ hypothesis, or “assumption” as in general usage
Locating the Assumptions / Risks LEVEL in the Framework

Assumptions & Risks should be placed in a “Stair-stepping” mode at **one level lower than the level to which they refer**. [I.e. Assumptions/Risks about attaining the “Purpose” should be on the “Output” Level]
Key Project Framework Items

**DESIGN SUMMARY Column**

**Assumptions / Risks**
- What else is needed?
- What can go wrong?

**Beyond Project Area**

**Project Area but beyond Management Control**

**OUTPUTS**

**Activities**

**INPUTS**

Activities to Outputs
Key Project Framework Items

**DESIGN SUMMARY Column**

- Beyond Project Area
- Project Area but beyond Management Control

**Assumptions / Risks**
- What else is needed?
- What can go wrong?

**PURPOSE**

- Outputs to Purpose
- Activities to Outputs

**INPUTS**

- Activities

**OUTPUTS**

- What else is needed?
- What can go wrong?
Key Project Framework Items

DESIGN SUMMARY Column

Assumptions / Risks

• What else is needed?
• What can go wrong?

GOAL
long range

 PURPOSE

OUTPUTS

INPUTS

Activities to Outputs

Outputs to Purpose

Purpose to Goal

Project Area
Under Management CONTROL

Project Area
but beyond Management Control

Beyond Project Area
Key Project Framework Items

**DESIGN SUMMARY Column**

**Assumptions / Risks**

**GOAL**

long range

NOTE: LEAVE THIS CELL BLANK