A Discussion on the Approaches to Affecting Development
Discussion Outline

1. Using projects to effect immediate change: a discussion on Project Management
2. The Evolution from Projects to Multi-country Frameworks
3. Measuring Results
4. Managing for Development Results: Agency Experiences
5. RBME and its Use in Monitoring MDG Implementation
Project Management

Introducing Social Change through Projectized Interventions
Definitions

- **Project management** is the discipline of organizing and managing resources (e.g., people) in a way that the project is completed within defined scope, quality, time and cost constraints.

- A **project** is a temporary and one-time endeavor undertaken to create a unique product or service, which brings about beneficial change or added value. It is a carefully defined set of activities that use resources (money, people, materials, energy, space, provisions, communication, etc.) to meet the predefined objectives.
Generally, a project consists of the following phases:

1. Design
   - Initiating
   - planning

2. Implementation
   - Executing
   - Controlling

3. Closure
Challenges to project management

1. To make sure that a project is delivered within the defined constraints

2. Optimized allocation and integration of inputs needed to meet pre-defined objectives
Problems with the project approach

1. Focus on implementation of activities sometimes without asking whether they are relevant to stakeholders (donor-driven).

2. People were unclear about what they should be doing, when and where.

3. Capacity gaps, if unidentified in the original project design, are sometimes not filled.

4. Little information is shared with stakeholders. There is little evidence about whether activities are leading to results.
The Evolution from Projects to Multi-country Frameworks

From inputs to outcomes; from specific social development projects to governance
Drivers to performance improvement

1. Need for government to demonstrate the efficient and effective use of public resources;
2. Public concern for national debt reduction
3. A declining confidence in political leadership
4. The globalization of the economy, free trade and consequently, increased competitiveness in the open market

Source: http://www.acdi-cida.gc.ca/CIDAWEB/acdicida.nsf/En/EMA-218132656-PPK#2
Start with the end in mind!

INPUTS → PROJECT/PROGRAMME → OUTCOME/IMPACT

Module 2. The Performance Management Approach to Development
On-line Training Course on Results-Based Monitoring and Evaluation for MDG Implementation
Simply put, performance management is a management tool used to ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on performance of the organization, a department, processes to build a product or service, employees, etc.

- puts strong focus on aligning unit and individual performance with the overall preferred results of the organization;

- provides a consistent frame of reference during ongoing feedback about performance—measurements ensure that everyone involved is working and talking from the same script, though the measurements themselves may change.
Key benefits of performance management

1. Focuses on results, rather than behaviors and activities
2. Aligns organizational activities and processes to the goals of the organization
3. Cultivates a system-wide, long-term view of the organization
4. Produces meaningful measurements

Source: http://www.managementhelp.org/perf_mng/benefits.htm
Performance management is otherwise referred to as results-based management.

Results-based management and, consequently, results-based monitoring and evaluation, has a more holistic and integrative approach than traditional project management/M&E.
**Why build a results-based M&E system?**

1. For policymakers to know whether promises were kept and goals achieved.
2. Performance information can be used to improve continuously.
3. Performance reports can be useful in competition for funds, where it can be shown that ‘value for money’ is provided.
4. Performance information can be used as a basis for management decision-making and identifying areas for improvement.

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The project planning and implementation matrix

- Development Objectives
  - Immediate Objectives
  - Output
  - Activities
  - Input

Planning → Monitoring

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Trends and timelines

Early ’70s
Projects (Logframe; Cost-Benefit Analysis)

Mid ’80s
Sectoral Programs (Results Frameworks; Performance Monitoring Plans)

Mid ’90s
Country-Wide and Agency-Level RBM Systems (Medium-term Plans; Annual Reports)

Early ’00s
Multi-County Frameworks
(Global Goals; Common Indicators; Development Effectiveness Reports)


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Moving from strategic planning to RBM

1. Identifying clear and measurable objectives
2. Selecting indicators
3. Setting explicit targets
4. Developing performance monitoring systems
5. Reviewing, analyzing and reporting actual results vis-à-vis targets
6. Using evaluation findings to provide complementary information and explanation
7. Using performance information for accountability, learning, resource allocation decisions, and reporting to stakeholders and partners