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CESD | CENTER FOR ECONOMIC & SOCIAL DEVELOPMENT

Global Think-Tank

CESD Monitoring Policy

Contents

This Policy was approved by the CESD Board on November 12, 2021 and approved by Dr. Vugar Bayramov, the Chairman of the center.

Performance Monitoring and Evaluation Plan (PMEP)

Once integrated with the formal program's work plan (discussed later), a Performance Monitoring and Evaluation Plan (PMEP) is critical to program management because it provides analysis of *impact*, which allows program managers to make strategic decisions about current and future program implementation. PMEP is a performance management tool preferred by agency because it helps implementers manage the process of assessing and reporting progress towards achieving program goals and objectives. It is also the critical tool for *planning, managing, and documenting* how performance data is collected and analyzed. A PMEP serves to:

- Define performance indicators for each program objective, determine baselines and set targets
- Plan and manage the report data collection process to meet quality standards

A PMEP contributes to the effectiveness of the performance monitoring system by assuring that *comparable* data will be collected on a *regular and timely* basis. Using the PMEP to sufficiently document indicator definitions, sources, and methods of data collection increases the likelihood that you will collect comparable data over time - even when key personnel change. PMEPs also support reliable data collection by documenting the frequency and schedule of data collection and assigning responsibilities.

A PMEP contains full documentation of the indicators used to track progress toward program objectives, their data sources, and the quality of data available and responsibilities for collection and analysis of the data. There is no standard PMEP format, however, the PMEP should help establish systems to monitor, evaluate, analyze, review, and report performance data. Agency recommends the following contents for a PMEP:

- Propose result and performance indicators for the objective-level result (with baseline data and ultimate targets)
- At least one indicator to measure progress at the objective level with baseline data and performance targets
- Calendar of performance management tasks (developed later in the work plan and integrated with PMEP)
- Statement of all performance indicators that will be used to assess progress over the life of the program
- Baseline values and performance targets for each indicator
- Specification of the data source and collection method
- Specification of the schedule for data collection
- Description of known data limitations
- Description of the data quality assessment procedures that will be used to verify data quality

PMEP Terminology

Primary Activities: Define how the program team will carry out the program. Per objective, there will be around 3 to 7 activities that need to be carried out to accomplish the objective (e.g. research, developing training material, organizing training events).

Results Indicators (outputs): Measurable, quantifiable *impacts* that define what the program will be held accountable for when it is completed (i.e., the project's impact and core deliverables and / or the goods and services it is expected to produce).

Performance Indicators: Means of measuring the *extent* to which the activities have been or are being achieved. Performance indicators are measurable, i.e., they are specified in terms of quality (what?), quantity (how much?) and time (by when?).

Baseline Data: Data used to measure progress of all performance results in order to determine program success. Targets of new data that is collected are based on this data.

Performance Targets: The quantifiable numerical measurement to be achieved within an explicit timeframe and against which actual results are compared and assessed. Performance targets represent the numerical value of the performance and result indicators.

Preparing a PMEP

You should begin planning for performance monitoring and evaluation early in the proposal development process. A complete PMEP is not always required with the proposal, but a monitoring and evaluation plan of some type is typically due within 90 days of program start up, depending on whether a full-blown baseline assessment is required by the program.

To compile a PMEP, the following steps can serve as a guide:

Step 1:	Plan for PMEP Development	- Identify your team - Set a schedule for final delivery - Review all planning and background information
Step 2:	Integrate the Results Framework (including result indicators)	- Assess quality of results statements - Validate logic

		• Ensure critical assumptions are identified (if any)
Step 3:	Determine primary activities for each objective	• Develop a list of activities needed to carry out the objective in chronological order • Identify how the activities will be carried out • Identify who will carry out the activities (see RASCI Model in section 3.3 below)
Step 4:	Develop Performance Indicators	• Develop list of potential indicators (use various resources to identify potential indicators) • Assess potential Indicators • Select best indicators • Document indicators in the PMEP
Step 5:	Identify Data Sources and Collection Methods	• Identify potential data sources • Generate data collection options • Select data collection option • Develop data collection tools
Step 6:	Collect Baseline Data and Verify Quality	• Collect data • Conduct a data quality assessment • Build commitment to and capacity for quality
Step 7:	Establish Quantitative Targets for Results and Performance Indicators	• Establish baselines • Establish indicators • Make final decisions • Input baselines and targets into performance data table
Step 8:	Plan for Other Assessing and Learning Elements	• Plan for data analysis and use • Plan for performance reviews • Plan for evaluations and special studies • Plan for performance reporting • Plan for ongoing data quality assessments

RASCI Model

RASCI is supplementary model that managers can use to assign roles and responsibilities in order to ensure that all levels of management are covered.

R – **R**esponsible person for the particular activity (i.e. Program Officer).
A – **A**uthorized person to approve or sign off on a particular activity (i.e. Program Manager).
S – **S**upporting staff available to assist in getting the activity completed (i.e. Program Assistant).
C – **C**onsultants needed to complete an activity (i.e. external Technical Expert).
 I – **I**nformed; person(s) who need to be informed (i.e. Board of Directors).

Work plan Overview

With the PMEP in place, the work plan is the other key document to guide program management. A work plan is the specific management guidelines to help the program manager prepare and *implement* program activities that support final program objectives and goal. It is the critical tool for *planning, managing, and documenting* programinterventions and scheduling key activities.

A work plan contributes to the effectiveness of the performance implementation by providing the blue print for interventions and assuring that adequate resources (time, personnel, and money) are available for program implementation. The work plan is the central scheduling tool to ensure personnel working on different projects are not double-booked.

The work plan, with an integrated PMEP, shows how activities support program objectives. There is no standard agency work plan format; however, Uluchay has developed an integrated Work plan / PMEP template that should be used for all Uluchay's programs. The work plan should be a document that can be posted on a manager's wall to see at a glance what should be going on with a program at any given moment. The work plan is typically submitted annually for approval to the donor and is the blueprint for program implementation. It is essential that key program staff is involved in the creation the work plan.

Preparing a Work plan

You should begin planning the work plan early in the proposal development process. A work plan is not always required with the proposal, but a work plan of some type facilitates project design and budgeting. An annual work plan is typically due within 90 days of program start up. To compile a work plan, the following steps can serve as a guide:

Step 1:	Preparation for Work plan Development	- Identify your team - Set a schedule for final delivery - Review all planning and background information, including the proposal and the PMEP
Step 2:	Develop the Work Plan	- Brainstorm key activities (based off of PMEP) - Check assumptions in terms of order and timing of interventions - Identify key deliverables and other items that are fixed dates (activities around holidays, etc.) - Set fixed items on the calendar/work plan - Lay out all other activities that support targets for the year
Step 3:	Integrate PMEP into work plan	- Review and revise PMEP based on work plan - Integrate core PMEP activities into the work plan

Reporting and Analysis

If the PMEP and work plan are regularly reviewed, revised and followed carefully, the reporting is a straightforward process. main thing donors want to read about is whether or not the key activities have been completed, whether or not each performance and result indicator has been met according to the work plan, best practices and lessons learned, and concrete impacts that have resulted from your activities. Reporting periods vary, and may occur on an annual, bi-annual or quarterly basis.

Reports should be thorough but concise, and donor requirements must be carefully reviewed to ensure that all required information is included. If any indicators were not met, it is important to justify why, and to follow up with an alternative "action plan" describing how you will meet them before the next reporting period (if possible). The list below is a reminder of some key things to focus on when submitting reports to donors:

- Tie everything to the Goals and Objectives – everything should to follow a straight line to the top
- Always make sure you answer the question "so what?"
- The report should demonstrate you *progress* in achievement of ultimate goals and objectives.
- Ensure that the report formatted and is easy to read. A sloppy report with good content is unprofessional and overlooked.
- Follow any donor instructions regarding organization of the report, inclusion of required information, page limits, etc.
- Be specific, thorough, and concise. Do not include irrelevant information.
- Submit your report by the required date and time
- Identify patterns when analyzing best practices and lessons learn