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SESSION 8: **Monitoring During Project Design and Implementation**

Shaista Hussain, Principal Results Management Specialist, ADB
Anders Pettersson, Principal Portfolio Management Specialist, ADB

SESSION 8:

MONITORING DURING PROJECT DESIGN AND IMPLEMENTATION



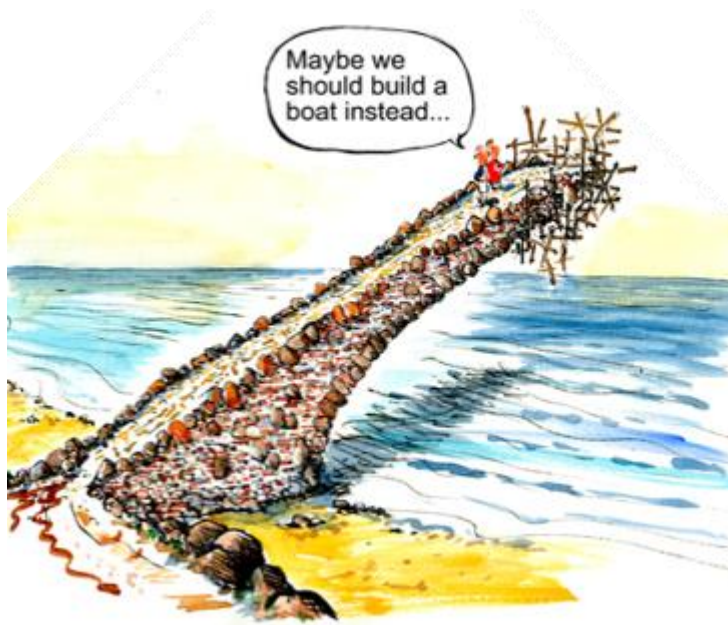
Mr. Anders Pettersson
Principal Portfolio Management Specialist
Operations Coordination Unit
Asian Development Bank



Ms. Shaista Hussain
Principal Results Management Specialist Operations
Coordination Unit
Asian Development Bank



How do we bring about effective development?



- 1. By doing the right things:**
selecting/designing a cohesive set of interventions that are best suited to achieving country-specific development objectives
- 2. By doing things right:**
designing and implementing country-specific interventions so that they meet their development objectives



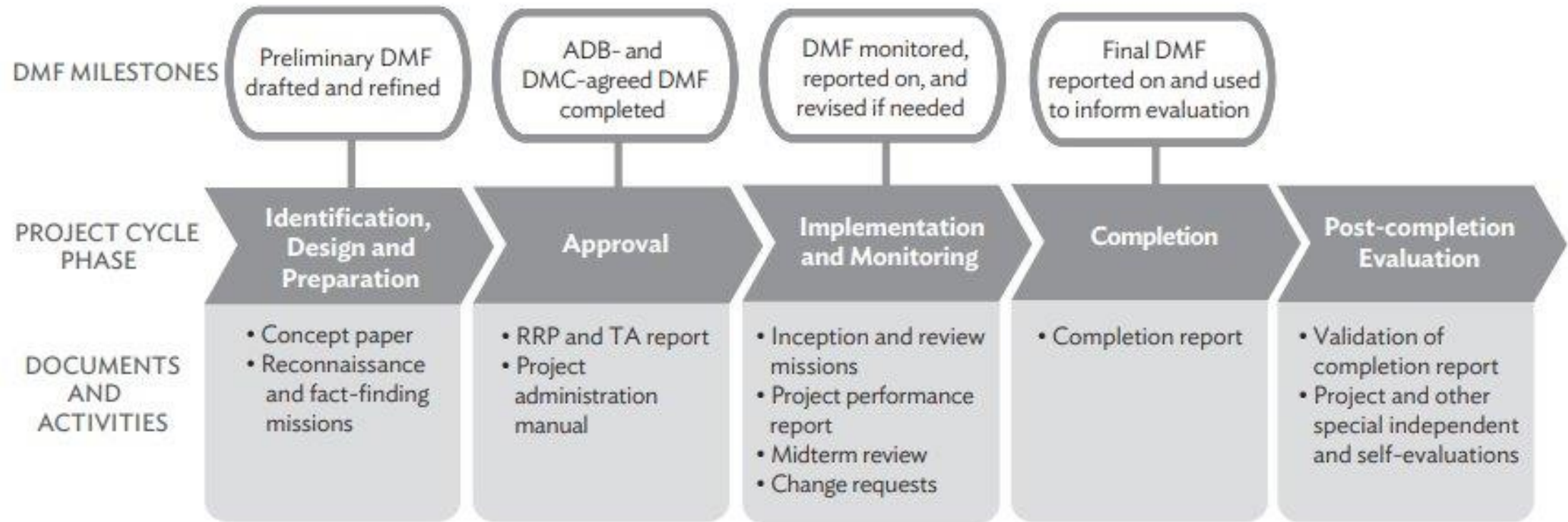
ADB's Project Cycle



<https://www.adb.org/site/public-sector-financing/operations/project-cycle>



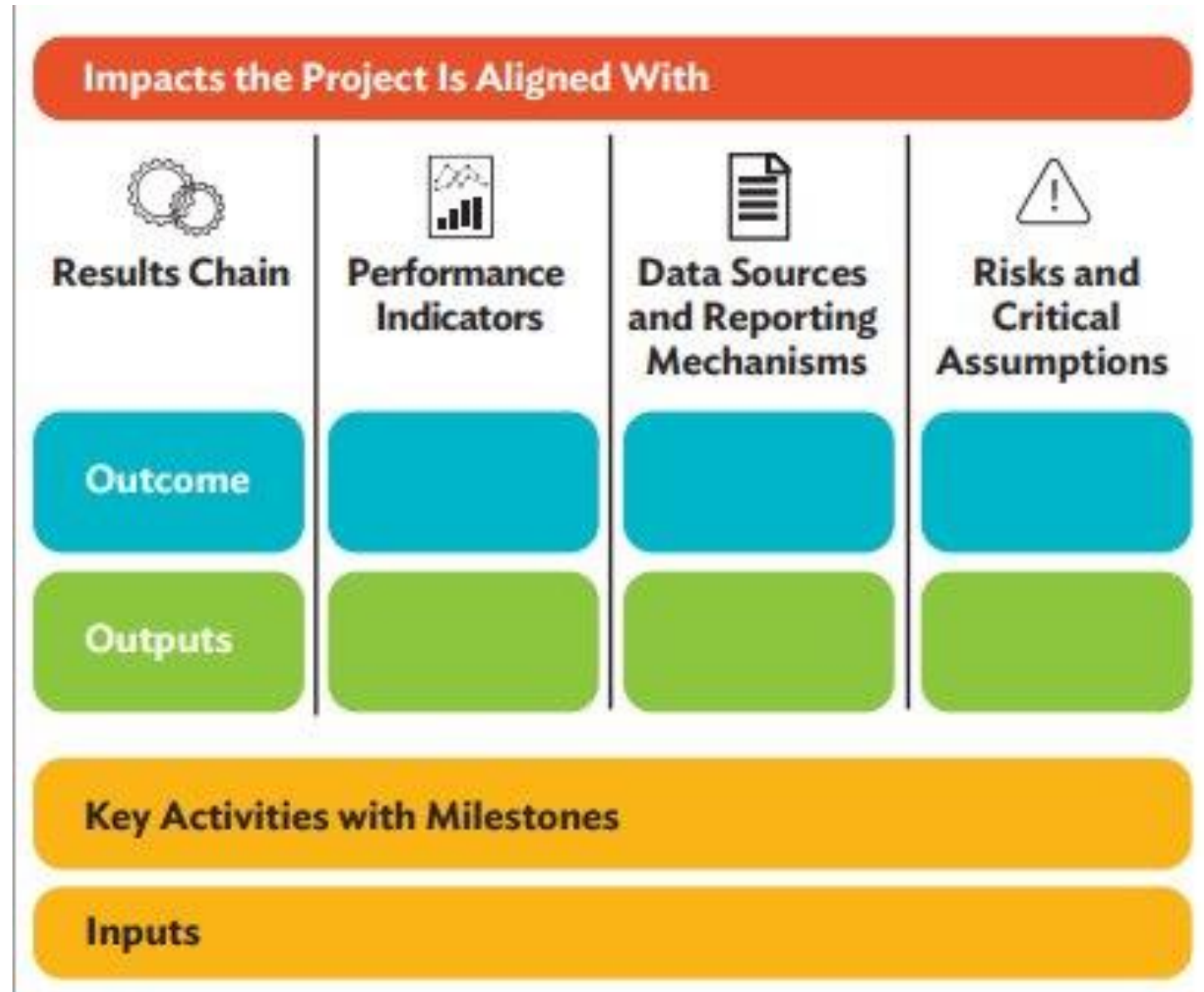
Design and Monitoring Framework



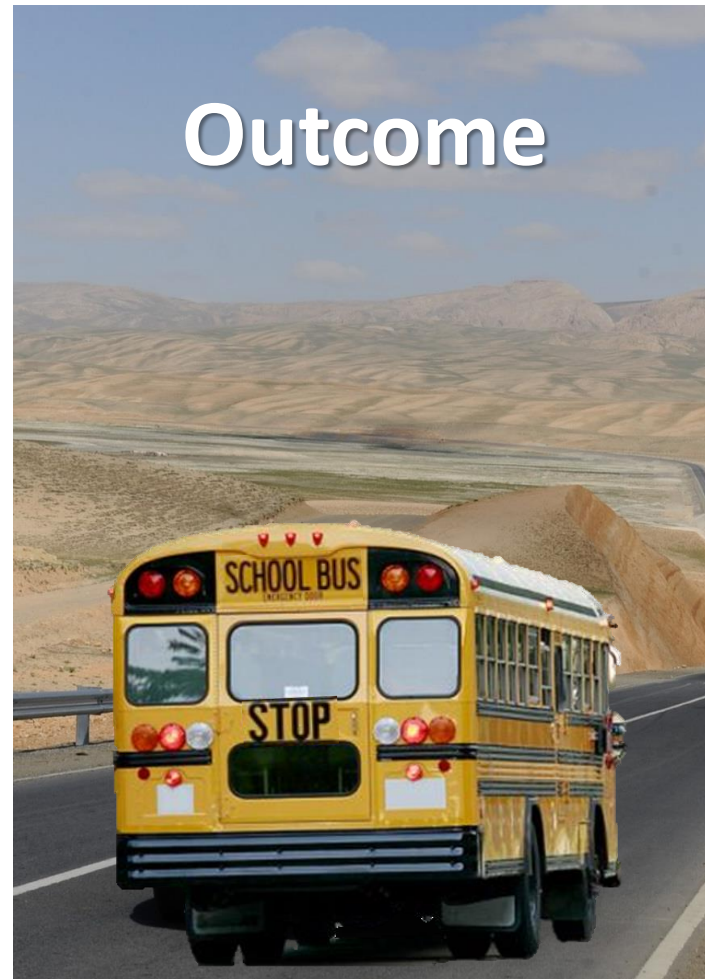
ADB = Asian Development Bank, DMC = developing member country, DMF = design and monitoring framework, RRP = report and recommendation of the President, TA = technical assistance.



DMF: How it Looks Like



Thinking about results, what is the difference between these two pictures?



Importance of results

Impact

Longer term change

Outcome

Immediate benefits of use

Output

Deliverables

Transport



Income increased



Mobility improved



Roads constructed

Water



Health improved



Household use of clean water increased



Water networks built

Energy



Education attainment higher



Households using electricity increased

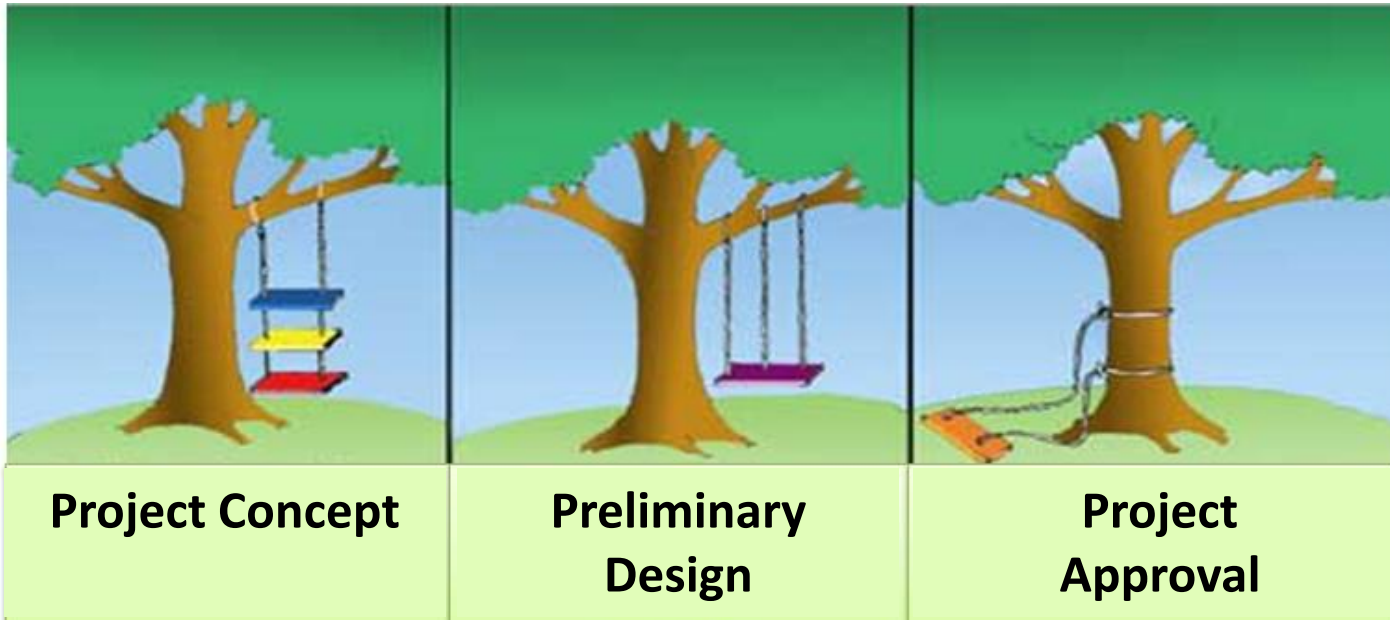


Power distribution capacity expanded

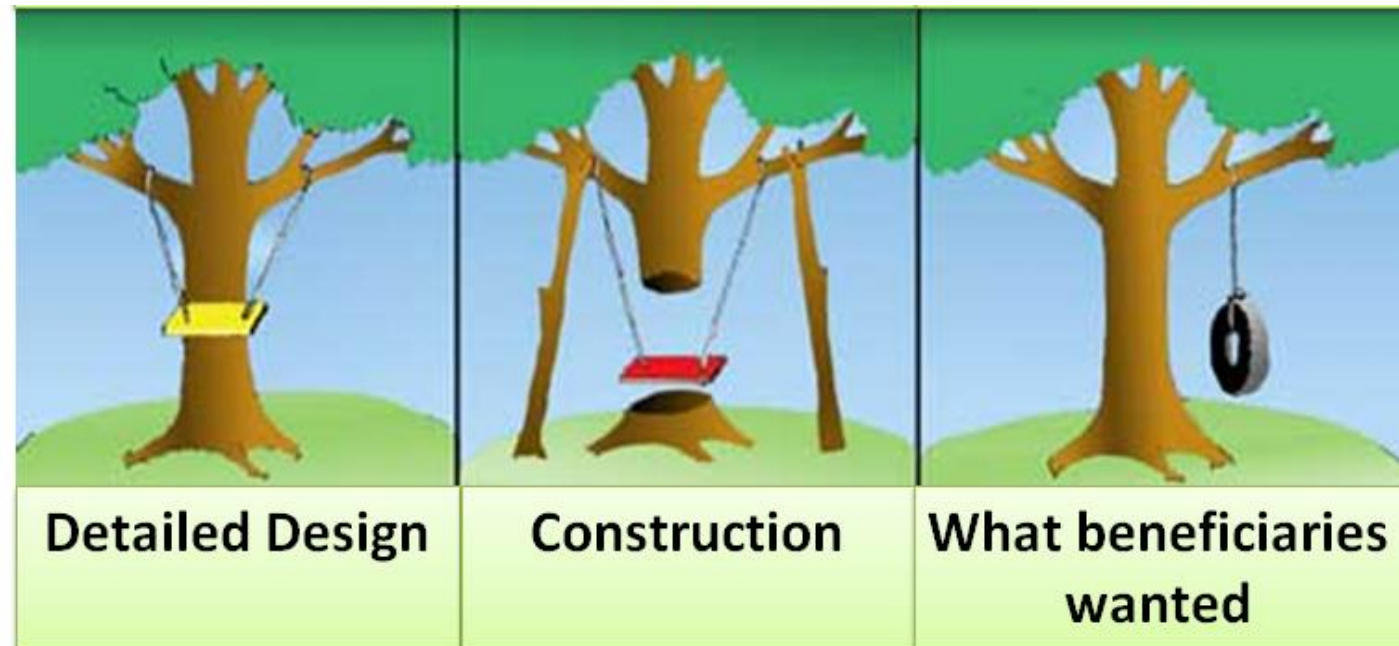
Project control & accountability

Attribution to project





What happens when we don't sufficiently consult stakeholders



Design stage considerations for ensuring quality results-based monitoring

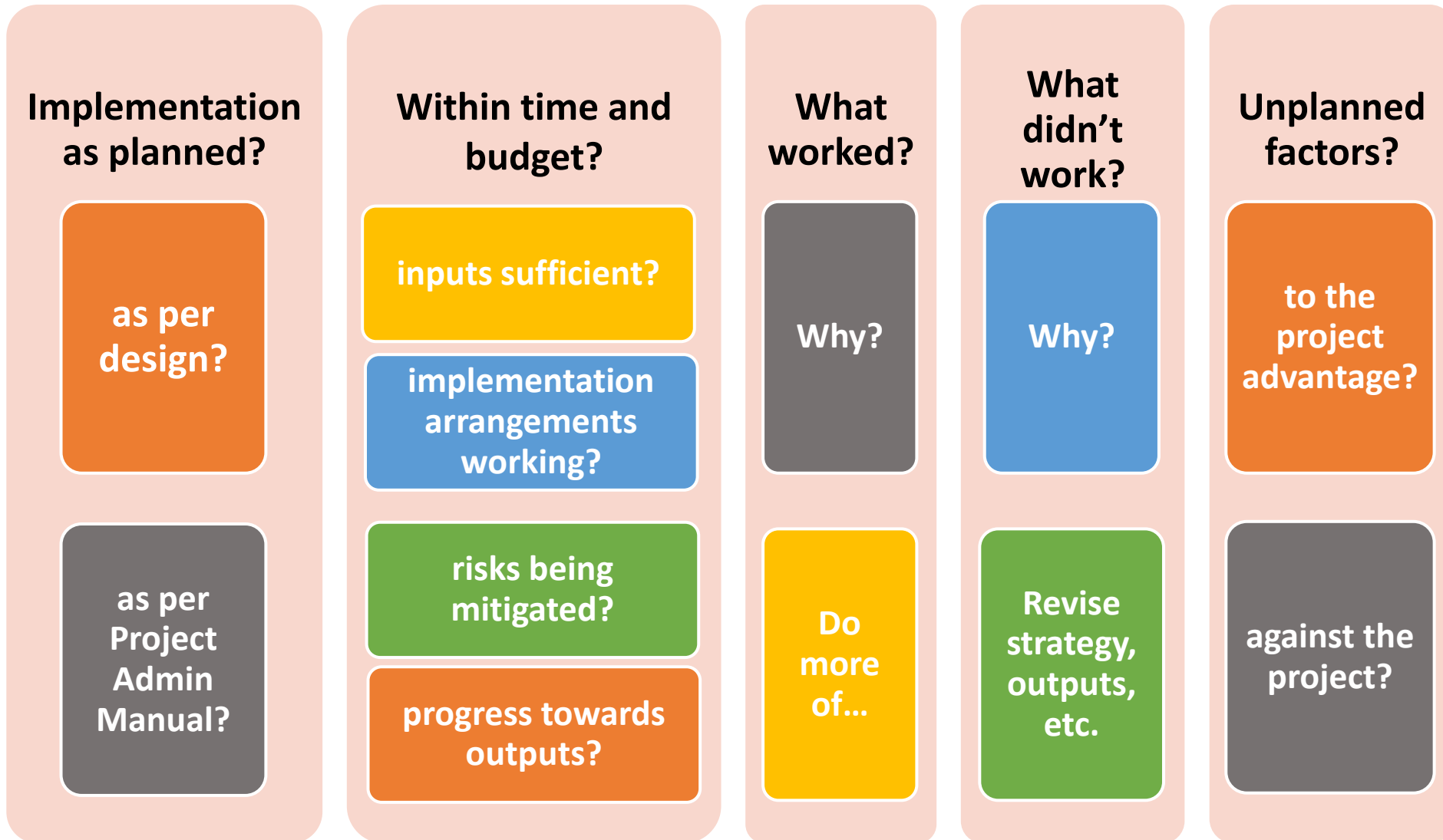
- Required monitoring and evaluation (M&E) activities budgeted for
- Responsibilities, data collection methodologies, and reporting requirements adequately reflected in Project Administration Manual (PAM) and consultant Terms of Reference (TOR)
 - Independent M&E consultant



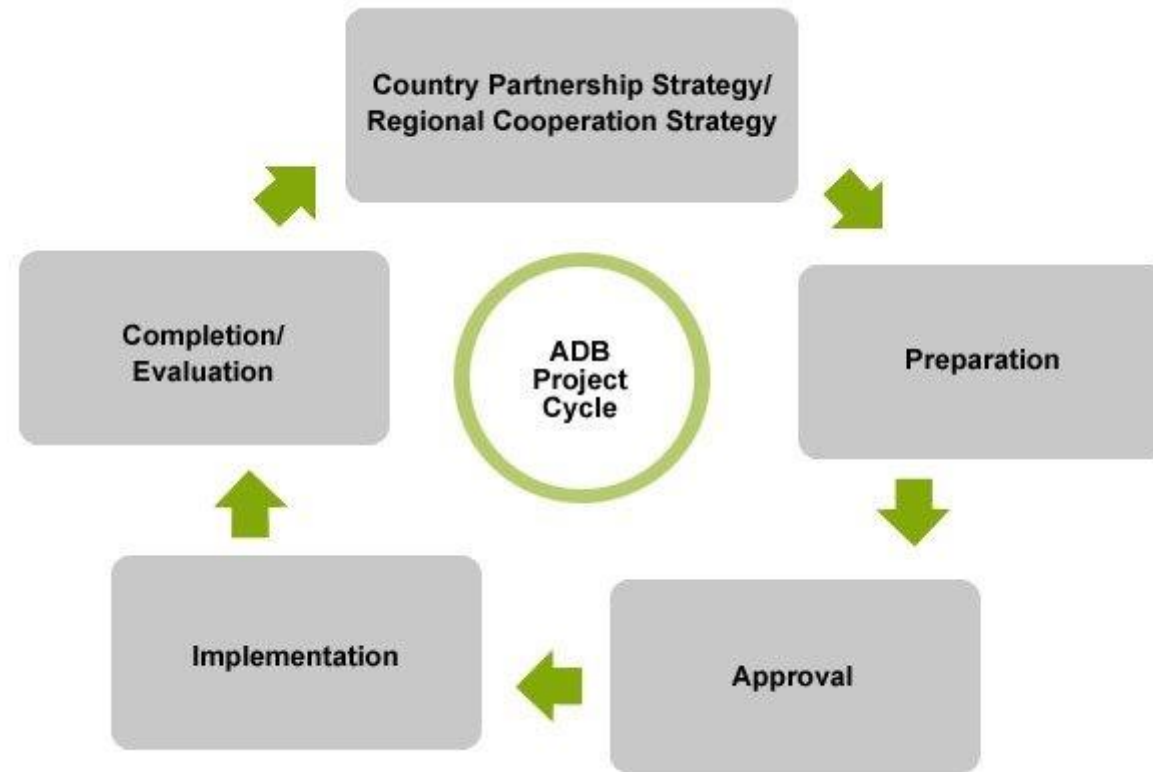
Role of DMF during Implementation



Results-focused Project Management



ADB's Project Cycle

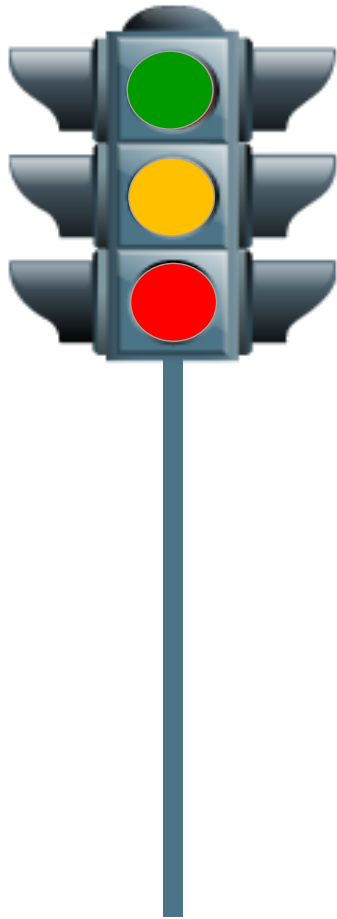


<https://www.adb.org/site/public-sector-financing/operations/project-cycle>



ADB's Project Performance Rating

Methodology for rating performance during implementation phase



On track

Potential Problem

Actual Problem

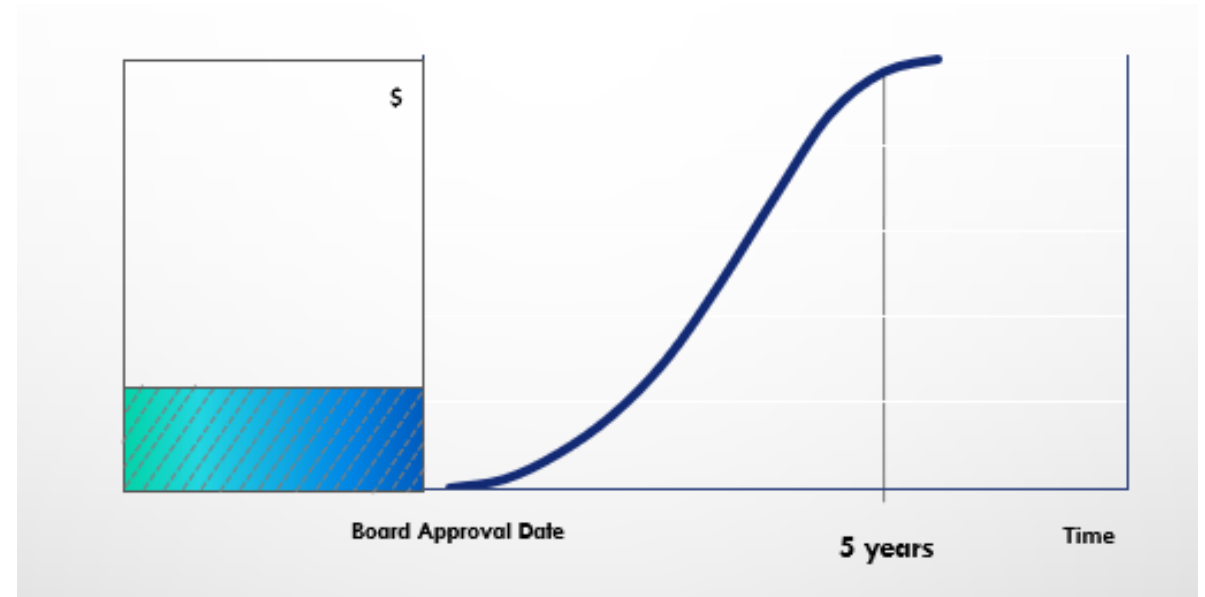
Project **overall rating** based on **5 performance indicators**:

- Output Progress
- Procurement
- Disbursement
- Financial Management
- Safeguards (Environment, Resettlement, Indigenous People)



Project Performance: With Quality Design and High Project Readiness

- PMO/PIU established early with core staffing (by borrower/EA/IA)
- Early consultant recruitment for design and other project preparatory work and later for supervision (by EA/IA)
- Detailed design prepared (by consultants)
- Procurement planning, preparation of bid docs and bidding (EA/IA)
- Land acquisition, if any (by borrower/EA/IA)
- Safeguards planning and docs prepared (by)
- Others, such as government approvals/permits obtained (by borrower)



Project Performance: WithOUT Quality Design and High Project Readiness

Causes of Implementation Delays:

- Low quality Project design
- Weak Project Management
- Late Recruitment of Consultants
- Delayed Procurement
- Safeguards Issues Causing Delays (e.g. land acquisition)
- Delayed Government Approvals and Permits
- Other country specific delays

Without quality design and high project readiness, implementation can take up to 10 years

