

CRIDF

M&E Handbook

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Version 2

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Acronyms

Acronym	Long Form
ACM	Activity Cycle Management
AECF	Africa Enterprise Challenge Fund
AR	Annual Review
ASI	Adam Smith International
BCR	Benefit to Cost Ratio
CAD	China-Africa Development Fund
CBA	Cost Benefit Analysis
CCAP	Climate Change Adaptation Programme
CDB	Chinese Development Bank
CEA	Cost Effectiveness Ratio
CoST	Construction Sector Transparency Initiative (United Kingdom)
CRIDF	Climate Resilient Infrastructure Development Facility
DBSA	Development Bank of Southern Africa
DFID	Department for International Development (United Kingdom)
EEP-S&EA	Energy and Environment Partnership-Southern and East Asia
EU/EC	European Union/European Commission
GETF	Global Environment & Technology Fund
GIZ	Gesellschaft für Internationale Zusammenarbeit (Germany)
IPF	Infrastructure Projects Facility (EU Project)
KAZA	Kavango-Zambezi
LIMCOM	Limpopo Watercourse Commission
LogFrame	Logical Framework
M&E	Monitoring and Evaluation
MIIU	Municipal Infrastructure Investment Unit
MoU	Memorandum of Understanding
NIAF	Nigeria Infrastructure Advisory Facility (DFID Project)
NPV	Net Present Value
OKACOM	Permanent Okavango River Basin Water Commission
ORASECOM	Orange-Senqu River Commission
PDMP	Project Development and Monitoring Plan
PMU	Project Management Unit
PPIAF	Public-Private Infrastructure Advisory Facility (DFID Project)
PPP	Public Private Partnership
Q	Quarter / Quarterly
QA	Quality Assurance
RAS	Rapid Advisory Services
RBO	River Basin Organisation
RIDMP	Regional Infrastructure Development Master Plan
RSAP	Regional Strategic Action Plan
RTWRP	Regional Transboundary Water Resources Programme
SADC	Southern Africa Development Community (SADC)
SAREP	Southern Africa Regional Environmental Program (USAID Project)
TA	Technical Assistance
ToR	Terms of Reference

TWM	Transboundary Water Management
UN	United Nations
USAID	United States Agency for International Development
VFM	Value for Money
WHO	World Health Organization

Introduction

Objective and purpose

The goal of this handbook is to act as a comprehensive guide to CRIDF's systems for collecting and interpreting performance data at all levels of programming. These, in turn, will serve the threefold purpose of:

- **Accountability** - providing a transparent view of progress in order to ensure accountability in the use of DFID funds;
- **Decision-making** - improving performance by providing accurate, timely information on which management decisions can be made; and
- **Lesson-learning** – forming a system of records so that successes and failures on CRIDF can be used to improve future performance.

Specifically, this handbook provides guidance on how the CRIDF M&E tools can be used to:

1. Identify which Projects are eligible for CRIDF support;
2. Ensure that CRIDF is selecting the best Projects to pursue in order to maximise results;
3. Track whether Activities are efficiently contributing to the progress of Projects and highlight any issues or risks;
4. Measure the contribution that each Project is making to Logframe achievement on an ongoing basis;
5. Assess whether Projects are on track to deliver results according to schedule and, if not, reassess whether they should be still be pursued;
6. Collect feedback from clients on CRIDF's performance and react to findings;
7. Measure the contribution of Portfolios to Logframe achievement in terms of the aggregation of Projects;
8. Capture the additional holistic contribution that Portfolios are making towards achieving long term strategic and institutional results;
9. Ensure that CRIDF is optimising the allocation of resources between Portfolios;
10. Present and publish results in terms of Quarterly Reports, case studies and VfM metrics.
11. Ensure that CRIDF is providing good Value for Money

Distinction between Monitoring and Evaluation (M&E)

Monitoring - capturing data on management decision-making and project performance, and immediate contributions to Logframe outputs on a continuous basis. This involves looking at use of resources, implementation of Activities, and production of results. The monitoring process is continuous and is aggregated at the Logframe output level, and at key points of Project lifecycle – in sync with the screening processes.

Reporting – presentation and publication of data. This requires the timely, accurate and relevant aggregation of results in order to facilitate interpretation by DFID, the PMU or other stakeholders

Evaluation – the drawing of conclusions based on the results. These can be either internal management conclusions or those of an external reviewer. The latter are likely to focus on longer-term results, relevance, effectiveness, and sustainability at the outcome and impact level of the Logframe.

What is unique about M&E in CRIDF?

CRIDF differs from conventional projects in a number of ways:

- CRIDF is 'demand-driven' but uses screening to ensure that the most appropriate projects are chosen and continued. Thus the monitoring and reporting role is contingent on how far projects get through screening, rather than a more conventional start to finish approach to monitoring and reporting.
- CRIDF is a composite of individual heterogeneous Projects. There is a lot of variety in the type and size of Projects. Therefore the M&E framework must be flexible enough to meet the monitoring needs of the different types of Projects across CRIDF.
- CRIDF takes a 'Portfolio approach' whereby evolution and selection of Projects is used to maximise overall results. As a result M&E has a core role to play in the decision making process of the PMU.

At what level are we reporting?

- Activity level** – at this level we are interested in tracking the day-to-day activities, and determine whether tasks are performed to the agreed standards and timescales. The main focus of this is for CRIDF internal adaptive management for continuous improvement, with additional benefits for accountability to the DFID overarching Logframe. There is also strong focus on the collection of VFM economy and efficiency indicators at this level.
- Project level** – to track the contributions that each Project makes to the Logframe and cross-cutting indicators (climate resilience, pro poor, and transboundary focus). VFM efficiency and effectiveness is also tracked at the Project level. This level of reporting tracks the suite of Activities that form a Project, and ensures that this combination is appropriate for the successful completion of the project.
- Portfolio level** - to understand the contribution that each Portfolio is making to the Logframe indicators and cross-cutting indicators by aggregating results across the Projects within the Portfolio. Portfolio performance more generally can be tracked and broadly compared to each other, in terms of internal efficiency and external Logframe reporting, to determine issues arising across Portfolios, and to allow for adaptive management and lesson learning at the Portfolio level. Additionally there are holistic benefits at the Portfolio level that might not be tracked at the Project level such as strategic policy and institutional change.
- Programme level** – tracking the contribution that the Programme as a whole is making to the Logframe and cross-cutting indicators by aggregating Project-level data. This is important both for CRIDF quarterly reporting and DFID performance reporting at the Annual Review phase. Critically, Programmatic level reporting also tracks the facility's performance as a whole, including its VFM performance, to ensure CRIDF can nimbly respond to needs based on its adaptive approach to Facility management.

Figure 1 Summary of M&E landscape across CRIDF

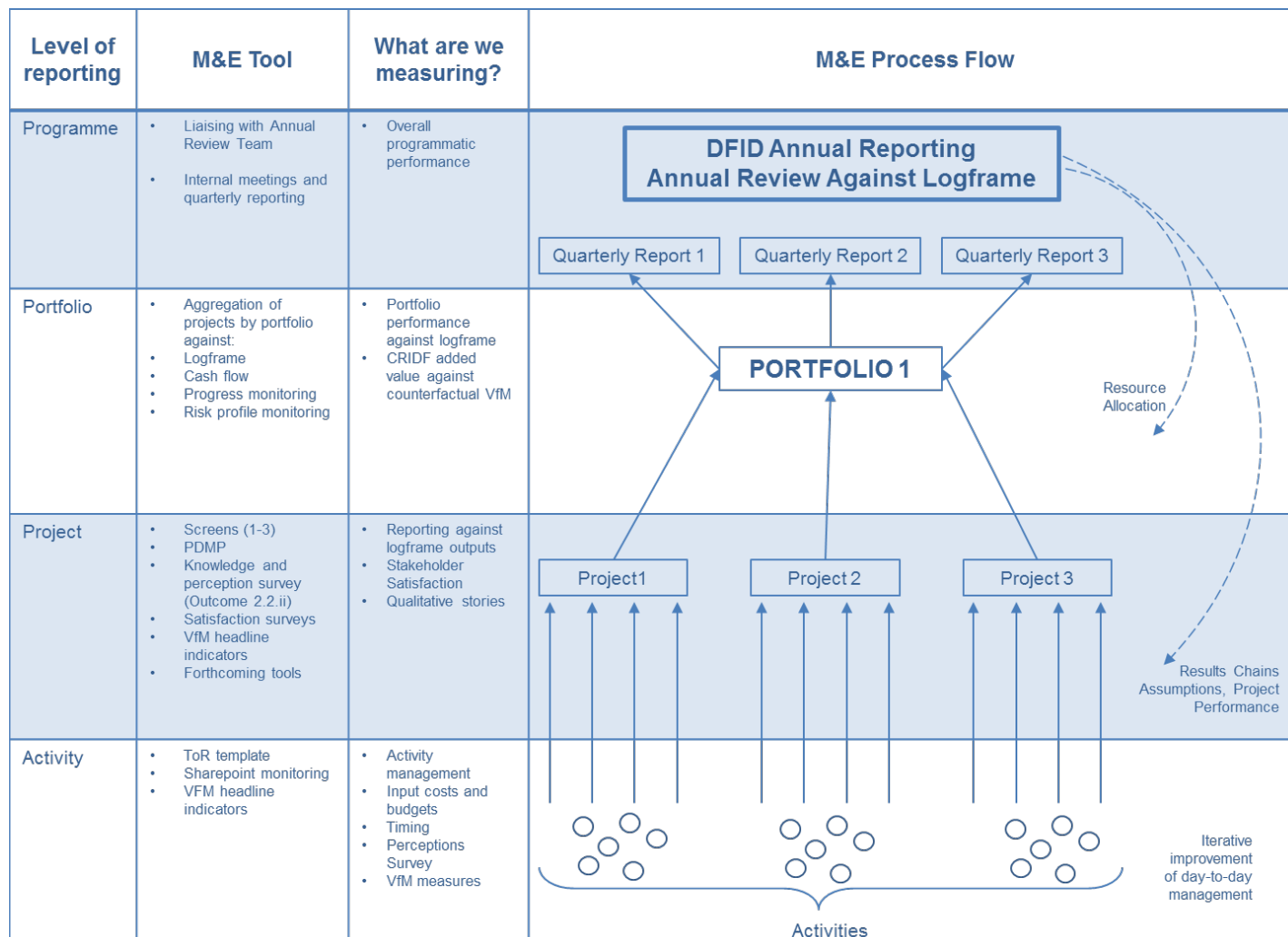


Figure 2 Summary all the M&E and VFM tools across CRIDF at all levels of aggregation.

Monitoring and Reporting Tool	Objective	Level of reporting	Timing and frequency
Activity ToR Template – VFM section	Allows the qualitative and quantitative VFM reporting in terms of economy, efficiency and contributions to Project level effectiveness. Quantitative reporting against headline VFM economy and efficiency indicators	Activity level	Every time a ToR is issued
Activity ToR Template – contribution to Logframe section	Enables us to track the contribution that an Activity makes to the Logframe output indicators	Activity level	Every time a ToR is issued
Log of timescales in the activity cycle management	Allows internal process efficiency to be monitored for adaptive management purposes.	Activity level	Updated at key points of approvals, submissions etc.
Screen 1	To assess identified Projects for eligibility	Project level	Every time a new Project is identified
Screen 2a	To report in detail on the Activities and steps needed to achieve bankability, and to provide a checklist to ensure all required tasks have been completed to the right standard	Project level	At the start of the bankability preparation stage
Screen 2b	To confirm that bankability has been achieved and that the Project can now proceed towards financial closure	Project level	At the end of the bankability preparation stage
Financial closure checklist	A checklist to ensure all required tasks to reach financial closure	Project	During the point in the lifecycle after

	have been completed to the right standard. This will be supported by a detailed report on financial closure.	level	bankability, and towards financial closure.
Stakeholder Satisfaction Survey I (RAS services)	Measures the satisfaction of CRIDF stakeholders who have received support services in the form of a RAS - a CRIDF Rapid Advisory Service. Reporting into Output Indicator 3.1.iii	Project level	The survey should be distributed immediately following service delivery. The results will be used for quarterly and annual reports.
Stakeholder Satisfaction Survey II (Non-RAS support services)	Measures the satisfaction of stakeholders who have received support services (such as technical assistance) from CRIDF, but excludes RAS services as per the indicator definition. Reporting into Output Indicator 3.2.iii	Project level	The survey should be distributed immediately following service delivery. The results will be used for quarterly and annual reports.
Knowledge and perception Survey: Knowledge of Infrastructure Delivery in SADC Region	To measure the level of knowledge and changes in attitudes among key CRIDF stakeholders regarding the design, planning and delivery of transboundary infrastructure development in the SADC region. Aims to attribute the changes to CRIDF. Reporting into Outcome Indicator 2.2 ii.	Project level	This survey should be implemented at all strategic engagements with stakeholders during the first quarter of every year.
Project Development and Monitoring Plan (PDMP) – for Infrastructure and non-infrastructure projects.	An excel based, living tool for Project planning and developing purposes, including forecasting budgets, outputs and outcomes with a results chain at the centre. The PDMP also allows monitoring of the Project to report progress and performance, and cash flow against forecasts.	Project level	For infrastructure Projects this is started once screen 1 has completed. Quarterly updates required for reporting purposes. For non-infrastructure projects – once approval to undertake Project is given. Data captured in the PDMP will be aggregated on a quarterly basis and

			used for quarterly and annual reports.
Quarterly Delivery Plan	A Quarterly plan of targets at the both the Portfolio and Programme levels for achievement by the next quarter	Portfolio level	During the finalization of the Quarterly Report, in anticipation of the following quarter
Quality Assurance Manual	Provides guidance on the quality assurance procedures for all activities, including benchmarks for approval times and other clear timelines. Also quality assurance, standards and templates for key studies, such as feasibility studies, CBA format etc. aligned to VFM headline indicators	All levels	Continuous
Forthcoming Project Terms of Reference Template – VFM Section	Allows quantitative and qualitative Vfm reporting and monitoring in terms of efficiency and effectiveness against Vfm headline indicators.	Project level	To be determined
Forthcoming Qualitative Case study template	<p>Systematically showcase unquantifiable results and VFM. In particular benefits beyond the Logframe requirements – systemic changes, behaviour changes, and the value-add provided by CRIDF compared to the counterfactual, in terms of the extra benefits from a multi-sector nexus approach. Also testing assumptions in the Logframe.</p> <p>Various audiences: the task will involve the curating, packaging, tailoring, and disseminating of knowledge created for the purposes of engaging CRIDF’s stakeholders (e.g., CRIDF consortia partners, financiers, partners, DFID, Westminster etc.)</p>	Project level	<i>Ad hoc</i> basis, when deemed appropriate by Project/Portfolio or Programme staff. They will be used for communications and knowledge management tools, and reported in quarterly and annual reports as appropriate.

<i>Forthcoming poverty tracking tool</i>	Specifically ensure beneficiaries are part of the vulnerable groups specified in CRIDF Strategy – poor, women, certain geographic locations.	Project level	During the PDMP process, when beneficiaries are forecast at the beginning of a project.
<i>Forthcoming Procurement and VFM tracking tool</i>	Guidance and checklist to ensure that during procurement design and implementation (contract management), VFM is monitored and reported.	Project level	During procurement design and implementation.
<i>Forthcoming social and private CBA templates and guidance notes</i>	Templates to ensure socio economic studies are undertaken consistency across projects to the right standard and format, and reporting on headline VFM indicators.	Project	Every time a socio economic study (as part of Project prep) is commissioned
<i>Forthcoming live list of benchmarks</i>	List of external economy, efficiency and effectiveness benchmarks to better assess VFM (in Headline Indicators)	All levels	Aligned with the timelines of the activity ToR, project level ToR, PDMP and quarterly analysis.
<i>Forthcoming facility level VFM tracking tool</i>	Tool to benchmark and track CRIDF's VFM relative to other similar facilities	Programme level	Regularly reviewed every quarter or every 6 months
<i>Forthcoming Survey tool for Impact indicator 2.2</i>	Tool to track assess the ICF contribution to transformation impact	Project level	TBA.
<i>Forthcoming tool for gender and vulnerable groups</i>	A tool to track the distribution of benefits in terms of gender and vulnerable groups	Project level	TBA

A) Activity Level Monitoring and Reporting

Activity Terms of Reference (ToR) Template – VFM section

This section of the activity ToR template ensures that VFM is adequately monitored and reported at the Activity level. This is for the purposes of accountability for the actual Activity itself, and also for the contributions to Project level VFM.

The most important focus of this tool is the narrative, which explains how the Activity is designed in the most economical and efficient way. The narrative also allows a description of how this Activity will contribute to Project level effectiveness. And here, most importantly, the trade-offs between the 3Es is described, to show a realistic and dynamic account of the VFM offering of this Activity. There is also a quantitative section, so that economy savings and efficiency measures can be tracked. Standardised indicators allow ease of aggregation, so that trends at the Programme level can be analysed over time, for internal benchmarking and comparison purposes. Such indicators are a subset of the VFM headline indicators (see below).

Timescales in the ToR lifecycle

In order to understand the level of efficiency in developing, approving, and closing out TORs, a tracking tool has been developed. It measures the time taken as well as the number of iterations between stages of the ToR lifecycle process (inception to closure). System approval data is used to measure the time taken as well as number of iterations from the point at which TORs are initiated, submitted into the ToR approvals process (for Technical, VfM, and Financial approval), and the deliverables for the Activity are submitted to close out the Activity. Furthermore, this tool tracks the time taken and number of iterations for the sign-off process from DFID, necessary for invoicing and Activity closure purposes, as well as the time taken between each of the lifecycle stages.

By monitoring delays/time efficiencies in this way, CRIDF will be able to assess whether patterns of delays exist, and thereby address these if and when they arise. By actively tracking the processing timeframe, it is possible to maximise efficiency through adaptive management.

The system approval data is captured regularly and automatically via SharePoint, CRIDF's IT platform, and analysed for delays on a quarterly basis.

VFM Headline Indicators

These are a shortlisted set of VFM indicators at the Economy, Efficiency and Effectiveness levels in order to report CRIDF progress in terms of VFM at the activity, Project and Programme level. They are designed to be fully comprehensive (in terms of quantitative indicators rather than qualitative) and will be tracked over time. In the absence of suitable VFM indicators in the business case, these are the set of indicators which CRIDF will be assessed against in the Quarterly Reports and Annual Review processes to determine whether CRIDF is offering good VFM. The indicators span various units – numbers, costs (£), ratios, %s and so forth. They are complemented by the qualitative VFM reporting (Activity and Project level tools).

B) Project Level Monitoring and Reporting

Project screens

There are three screening tools which have been developed to assess potential and active CRIDF Projects at various stages of their implementation, i.e. Eligibility, Bankability and Financial Closure.

Screen 1: Eligibility

This first screening tool is designed to provide a preliminary, high-level understanding of the proposed Project and determine its eligibility for CRIDF support. The results with which the screening tool will be populated are based on desk-based research only. The screen is MS-Excel based, and is only completed at the outset of the Project.

Screen 2: Bankability

The purpose of this second assessment tool is to re-confirm and interrogate the information gathered in the Eligibility screening process (i.e. using Screen 1), and to supplement this with a more detailed analysis of the steps to ascertain whether or not a Project is bankable. This provides a checklist approach of the key steps to bankability. The screen ultimately recommends whether or not CRIDF should seek to develop the Project further, and if so, what needs to be done to achieve Bankability.

Financial Closure

A checklist to confirm that all the steps required to achieve Financial Closure have been completed.

PDMPs

The Project Development and Monitoring Plan (PDMP) aims to align Project planning activities with required results reporting and monitoring Activities in one integrated system. This Project specific, MS-Excel based tool contains a number of elements, including an overall project description, activity planning, budget forecasting and tracking, monitoring and reporting for Logframe requirements, risk monitoring and cross cutting factors, in addition to some VFM tracking. Each CRIDF Project will have at least one PDMP. However, in the case of some multipurpose Projects, where the overarching Project contains a number of elements, multiple PDMPs may be necessary.

Note that initially, there was only one template which was intended to be used by both infrastructure and non-infrastructure project types. However after piloting the tool, and through a process of consultation with project teams, it became clear that the differences between these types of projects necessitated the development of two separate templates to ensure the best possible representation of the projects. Both are now available for use.

As far as possible, both PDMP templates have maintained a similar structure. For infrastructure projects PDMPs are filled in after Screen 1. For non-infrastructure projects the start date is less formal, when a project is hatched. They are updated quarterly for results reporting purposes.

Project level Logframe survey tools to track perceptions and satisfaction amongst stakeholders

The influence that CRIDF has on stakeholders is difficult to capture quantitatively. So in order to address the perception- and knowledge-based elements of certain project Activities such as technical assistance and general CRIDF business, a number of survey tools have been designed. These are described below:

Knowledge and Perception Survey: Knowledge of Infrastructure Delivery in SADC Region

The survey is a short, simple feedback tool designed to be filled in by key CRIDF stakeholders/beneficiaries during workshops, meetings etc. across CRIDF Projects. It addresses Outcome Indicator 2.2.ii: "improvement in the level of knowledge of infrastructure delivery in SADC institutions (scorecard/10)". The survey tracks the changes in the level of knowledge of infrastructure delivery (for transboundary, climate resilient and pro poor benefits) in SADC institutions due to CRIDF activities over time. The survey is rolled out during the first quarter of every year, and the results compared year by year. The survey considers a change in subjective perceptions as a proxy measure of knowledge change. It is expected that if CRIDF's interventions and Projects are successful, the results of the survey will show improved perceptions of and beliefs toward cooperative transboundary water management and by extension, improved knowledge of the benefits thereof, among those with whom it has engaged most regularly. So far CRIDF's major contribution has been in the design and planning of infrastructure delivery that accounts for aspects of climate resilience, GESI considerations, pro-poor focus, TWM etc.. Attribution to CRIDF is expected to be shown in this tool, as this will be a difficult issue, given the plethora of existing, other donor-funded and other funded interventions contributing to the same outcomes.

Rapid Advisory Services (RAS) Satisfaction Survey I

The survey is a simple feedback tool designed to be filled in by CRIDF stakeholders who have received RAS support. The RAS is a technical advisory service to CRIDF stakeholders, which "deliver[s] on demand TA in the fields of water governance, water infrastructure development and water management, for water stakeholders"¹. The survey addresses Output Indicator 3.1.iii, which aims to measure the level of client satisfaction with the service delivered (score 1-10).

CRIDF stakeholders who have requested and received RAS services will undertake the survey immediately afterwards. These could include, for example, members of River Basin Organisations (RBOs) and key government departments of Basin States (e.g. Agriculture, Infrastructure, Water Affairs). Each survey will be evaluated individually, and compared across Activities to see trends emerging.

¹ Indicator methodology note

Stakeholder Satisfaction Survey II (Non RAS)

This is a short, simple feedback tool designed to be filled in by SADC transboundary institutions who have received support from CRIDF - both short and long term. Such support relates to output Indicator 3.2.iii which measures the level of client satisfaction with the quality of support delivered (score 1-10). This indicator would typically include services such as technical assistance and the provision of expert consultation/opinions, but excludes services provided in the context of a CRIDF RAS.

The survey's primary aim is to allow CRIDF to monitor and assess the perceptions and satisfaction of stakeholders who have received support services during the particular reporting period with regard to the services received. As above, such stakeholders could also include members of RBOs and government representatives. These surveys will also be conducted on an individual basis by the Portfolio teams to evaluate the success of each support service provided.

Forthcoming Impact indicator 2.2 Survey tool

The will consist of a survey instrument to assess the ability of selected key SADC institutions and key national authorities to apply agreements and improved knowledge so as to contribute to the Impact Statement (peaceful and climate resilient management of shared water resources in SADC for the benefit of the poor). It supplements Outcome 2 indicators (the % of projects brought to bankability where cooperation between two or more countries has taken place and the number of projects where cooperation has taken place as well as the improvement in knowledge). This tests the application of agreements and improved knowledge towards the achievement of impact.

Project level VFM reporting tool

This forthcoming tool will monitor Projects for their VFM offerings, at the efficiency and effectiveness levels. For efficiency, this focuses on cost savings, speed and quality of work due to combinations of activities, in terms of sequencing and economies of scope, procurement models and their efficiency savings. Such elements are quantified as much as possible, but there are also provisions for narrative on these issues.

In terms of effectiveness, the key indicators at the project level are recorded here, for example, Net Present Value (NPV), cost effectiveness indicators, benefit-cost ratio, # poor beneficiaries etc. Such indicators will be taken from the socio economic studies in the reports. There is also a space for a narrative on the qualitative VFM data at the Project level, in addition to a narrative on the trade-offs between the 3Es.

Project level Qualitative Case study template

Some results and VFM findings cannot be captured quantitatively, as there is no reliable way of quantifying them due to a number of challenges including uncertainty, a lack of data and attribution (to CRIDF) and so forth. Quantitative indicators can be limited, in that they are not always effective in assessing the extent to which changes have happened and exploring the nature of changes, or testing the assumptions underlying the results chains. To do this, a process to capture qualitative data is necessary to supplement quantitative findings.

Capturing CRIDF's comparative advantage is not something that can easily be undertaken quantitatively. One of the key strengths of CRIDF is the ability to pick up existing Projects and significantly re-model them to produce a multi-sector Project, benefits beyond immediate end users in the form of behavioural changes, replication, and the interactions of food/water/climate nexus give rise to far bigger gains than anticipated. By repackaging existing single dimensional projects to give rise to a climate resilient focus, CRIDF is providing the potential for greater benefits at a potentially lower cost to society, at a higher quality and quicker timescale compared to the counterfactual scenario. Such benefits are not easy to capture systematically in routine M&E, and will be captured through in depth case study analyses.

Unquantifiable benefits such as externalities, environmental factors, and social benefits need to be reported qualitatively, logging their uncertainty and degrees of likely attribution to CRIDF. In addition, understanding why such changes are occurring and benefits being realised in a sustainable way or not can often only be captured qualitatively. The case study template includes a survey tool to answer these questions. The template allows a regular, systematic and standardised capture of qualitative benefits for sampled case studies, for reporting and monitoring purposes.

It is expected that some Projects may either not be taken to conclusion for good reasons, or will fail, and lessons can be learnt from failures as well as successes. These decisions and learnings also need to be documented as part of the qualitative M&E process. Similarly, the PMU can monitor some projects in more depth than others and these will qualify for ad hoc qualitative studies. Faced with resource limitations, it may be more effective to prioritise monitoring of more expensive, successful, or innovative projects.

This function will overlap with the communications and knowledge management function at CRIDF to further provide information about projects in a suitable and digestible way.

[Project level cross cutting indicators \(external to the Logframe\)](#)

There are three distinct Project level indicators which are tracked within the PDMPs to capture key cross cutting benefits of CRIDF which are not systematically captured in the Logframe. These are:

- The degree of climate resilience imposed by the project
- The degree to which the project has a transboundary focus
- The degree of pro poor social impacts

These are captured systematically for monitoring and reporting purposes.

[Forthcoming live list of benchmarks](#)

This is currently being commissioned, and will be available soon. This list seeks to document a series of benchmarks to aid the VFM data collection, analysis and assessments in line with the VFM Headline Indicators. VFM is a relative concept – Programmes, and elements of Programmes, can only be assessed as VFM against

feasible alternatives. These feasible alternatives must be identified. VFM, at the efficiency or effectiveness² levels could be assessed against the following benchmarks:

1. Relative to performance in the same Programme in an earlier year (time)
2. Relative to performance of another similar Project within CRIDF
3. Relative to performance of another similar Programme implemented by another agent in the same context/country
4. Relative to standardised, established country specific, regional or worldwide benchmarks

Points (3) and (4) above are external benchmarks, which will be collated within this live list from existing knowledge of Projects and facilities running in the SADC region. They will span the Activity, Project and Programme levels.

Forthcoming poverty tracking tool

A template for socio economic studies will be developed to ensure that sufficient data for monitoring and reporting on the distribution of beneficiaries, their socio economic status and so forth is consistently collected and clearly defined. This is to allow systematic aggregation across Projects to the Portfolio and Programme level to monitor and measure distributional impacts. Poverty is regarded as a multidimensional phenomenon, and reported figures in the Logframe should be supported by narrative or statistics relating to such concepts as well-being, access to shelter, as well as to health and education services, literacy, consumption rates etc.

The impact of the CRIDF's' work on the vulnerable and poor is a clear priority for the Programme and it is important to ensure that a standardised definition of poverty is adopted to ensure reliability and validity of results in this regard.

The Millennium Development Goals' target of eradicating extreme poverty and hunger initially used as an indicator the 'proportion of population below \$1 (PPP) per day" (2008³). Subsequent work, however, has revised this figure to \$1.25 a day (2013⁴) based on higher price levels in developing countries. Consistent with this, the World Bank uses the poverty rate of \$1.25 a day (at 2005 prices) for estimating poverty worldwide.^{5 6}

CRIDF will therefore adopt a consistent definition of poverty relating to the number of individuals living below \$1.25 per day. (Note, this value should be considered against national poverty lines.) Given that the Logframe indicators refer to the number of households, defining a poor household would be one where the average household member lives below \$1.25 per day.

² Economy level benchmarking has already been undertaken and negotiated upfront front in the proposal document, so will not be revisited here.

³<http://mdgs.un.org/unsd/mdg/Host.aspx?Content=Indicators/OfficialList.htm>

⁴ <http://www.un.org/millenniumgoals/poverty.shtml>;

<http://mdgs.un.org/unsd/mdg/Resources/Static/Products/Progress2013/English2013.pdf>

⁵<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPOVERTY/EXTPA/0,,contentMDK:22397595~pagePK:210058~piPK:210062~theSitePK:430367,00.html>

⁶ For further reading, see "Dollar a Day Revisited": http://www-wds.worldbank.org/servlet/WDSContentServer/WDSP/IB/2008/09/02/000158349_20080902095754/Rendered/PDF/wps4620.pdf

Forthcoming Procurement and VFM tracking tool

In terms of VFM in procurement, there are two issues by which VFM is obtained:

1. The initial choice of procurement model which spans all three Es
2. The continuous monitoring of the construction works as they are carried out, to largely ensure good economy and efficiency

Point (1) is highly important, as this dictates to a large part, the economy, efficiency and effectiveness of the construction works in terms of speed, quality and cost; (2) is just as important to ensure that contracts are adhered to since this is where the money is actually spent. Poor monitoring can result in contract price overruns both due to time and/or erroneous certifications. Suitable tools will be developed in due course to ensure that Portfolio teams use VFM as a key decision making tool when choosing procurement models and monitoring the construction works.

Forthcoming social and private CBA templates and guidance notes

These tools provide standardised templates and guidance to undertake private and social Cost Benefit Analyses (CBA) to the required standard and specification for the purposes of project preparation and bankability. The templates ensure that the consultants will report against standardised VFM indicators, thus allowing aggregation by the M&E function to analyse and report on aggregated data for Project, Portfolio and Programme level effectiveness. The templates and guidance will be designed according to established external CBA guidelines from DFID, the World Bank and the European Union (EU).

C) Portfolio Level Monitoring and Reporting

It is important that the M&E function takes a Portfolio approach, primarily because the success of the Programme depends on the achievements of each of the Portfolios and not any individual Project or series of activities.

Aggregation is the technique of combining data on one indicator from several Projects, in order to provide an overall understanding of a Portfolio and ultimately, the Programme. This allows us to assess which Logframe indicators are on target, and which are off track, so that we can adjust Activities and budgets accordingly, in real time. The data will be coming from different sources. The M&E system will need to triangulate and verify data obtained from one source or method with another.

Quarterly Development Plan

The Quarterly Development Plan (QDP) is a target-setting and monitoring tool employed by Portfolios. Towards the end of a Quarter, each Portfolio team is tasked with setting specific goals with regards to its performance in the subsequent quarter. These targets vary from Portfolio to Portfolio and include specific project outputs, establishment of strategic relationships, or the resourcing of the team to meet specific objectives. Critically, each goal or objective is linked to a milestone or deadline as well as a champion to entrench accountability in the process. Through discussions with the Resident/Senior Programme Manager (R/SPM), and with the guidance of the Technical Director (TD), the goals are interrogated before finalization to ensure that high, but realistic and achievable, targets are set. Additionally, objectives for the quarter are assessed to under their contribution to CRIDF's LogFrame and prioritized based on a Programme-level prioritization matrix accordingly.

Similarly, CRIDF develops a Programme-level QDP that sets out high-level goals and targets to be achieved in the subsequent quarter. Prioritization of activities is assessed through iterative and consultative discussion among the management team, leveraging a formal/informal prioritization matrix to ensure alignment particularly with the LogFrame.

Once finalized, the QDPs of each Portfolio as well as the CRIDF Programme as a whole are reported in the Quarterly Report (QR). In the subsequent Quarter, when works towards goals takes place, progress against targets set is monitored on an ongoing basis to steer the course towards the achievement of objectives or adaptively make amends as necessary. Finally, the quarter's performance is then reported on (quantitatively and qualitatively) and a new QDP for the subsequent quarter is developed.

D) Programme Level Monitoring and Reporting

Aggregation tool and reporting template

At the Programmatic level, results from the project level PDMPs are aggregated to report against Logframe milestones that are Programme wide for annual review purposes. The quarterly reporting template provides the format against which to report the aggregated results.

Forthcoming Facility level VFM tracking

By analysing other similar facilities in terms of failure rates, Project types and degree of social returns and objectives (as opposed to just private infrastructure returns), and the amount spent on Project preparation, this tool and benchmarking will allow CRIDF to gain a good understanding of the value for money offered by CRIDF at the Programmatic level.

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