



# THE PERFORMANCE MONITORING FRAMEWORK

FOR THE COMPREHENSIVE DISASTER MANAGEMENT  
STRATEGY AND FRAMEWORK

2014 - 2024



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Emergency Management Agency,  
Building No. 1,  
Manor Lodge Complex.  
Lodge Hill,  
St. Michael,  
Barbados.  
Tel: 1 (246) 425-0386  
Fax: 1 (246) 425-8854  
[www.cdema.org](http://www.cdema.org)  
[www.weready.org](http://www.weready.org)

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# LIST OF **ACRONYMS**

<b>ACSU</b>	Alliance and Cooperation Services Unit	<b>M&amp;E</b>	Monitoring and Evaluation
<b>AIM4R</b>	Assessing and Improving M&E Systems for Results	<b>MER</b>	Monitoring, Evaluation and Reporting
<b>AWPB</b>	Annual Work Plan and Budget	<b>MTEF</b>	Mid-Term Expenditure Framework
<b>BVI DDM</b>	British Virgin Islands Department of Disaster Management	<b>NDO</b>	National Disaster Office
<b>CARICOM</b>	The Caribbean Community	<b>OED</b>	Office of the Executive Director
<b>CDB</b>	Caribbean Development Bank	<b>OPDEM</b>	Office of Disaster Preparedness and Emergency Management
<b>CDEMA</b>	Caribbean Disaster Emergency Management Agency	<b>PMF</b>	Performance Monitoring Framework
<b>CDERA</b>	Caribbean Disaster Emergency Response Agency	<b>PS</b>	Participating States
<b>CDM</b>	Comprehensive Disaster Management	<b>RBM</b>	Results Based Management
<b>COTED</b>	Council for Trade and Economic Development	<b>SPMS</b>	Staff Performance Management System
<b>CRIS</b>	Caribbean Risk Information System	<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>CU</b>	CDEMA Coordinating Unit	<b>TAC</b>	Technical Advisory Committee
<b>IDEA</b>	Institute for Development in Economics and Administration	<b>WPDRSC</b>	Work Programme Development and Review Sub Committee
<b>MDG</b>	Millennium Development Goals		

RESEARCH REPORT



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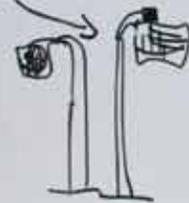
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# I. INTRODUCTION

Five (5) instruments guide the MER processes at regional, national and CDEMA Coordinating Unit levels for the CDEMA System. The objective of the five (5) instruments is to have quality information on programme results and performance available in a timely and complete fashion for decision-making and accountability for Comprehensive Disaster Management (CDM) in the region.

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## The five (5) instruments are the following:

- 1) CDM Monitoring Evaluation and Reporting (MER) Policy for the CDEMA System (9 years);
- 2) CDM MER Plan for the CDEMA CU (3 years);
- 3) CDM MER Action Plan for the CDEMA CU (1 year);
- 4) The Performance Monitoring Framework (PMF) for the CDM Strategy 2014-2024;
- 5) The PMF for the CDEMA CU Corporate Plan 2014-2017.

The CDM MER policy is a long term perspective document of the CDEMA system to clarify what the Council of Ministers want as an overriding executive actor in terms of monitoring, evaluation and reporting. The MER Policy is an official statement and operating principle that will be presented by CDEMA CU for the Technical Advisory Committee's (TAC) revision and submitted to Council of Ministers for endorsement. The outcome of the MER Policy is to streamline, standardise, and simplify the processes of MER for most stakeholders involved in the CDM Strategy 2014-2024 and provide meaningful data for regional and national decision-makers and supporting partners. The expected result of this document is to influence behaviour towards this outcome.

The CDM MER Plan is a document elaborated by key actors in the CDEMA System (CU and NDOs amongst others) that indicates what each specific actor will do in terms of MER, how it will do it institutionally (organisation, arrangements, coordination) and technically (approach, framework and systems). This MER Plan will apply to CU who has a key role supporting, driving and promoting MER practices in the CDEMA System. The outcome of the MER Plan is to support CU in leading the MER practices for internal and external decision makers. The expected results of this document is: i) to organise CU MER processes; ii) define MER outputs; and iii) increase the use of MER outputs for evidence-based decision making and accountability.

The CDM MER Action Plan for CU is operational and has a short term perspective to develop the MER institutional capacities. The Action Plan will include specific activities and outputs to be produced at certain dates in order to develop a fully operational MER system in the first year of implementation.

Finally, the Performance Monitoring Framework (PMF) for the CDM Strategy 2014 - 2024 and the PMF for the CDEMA CU Corporate Plan. These two (2) PMF will include the articulation of results, indicators, baselines and targets to monitor progress on targets and assess performance. The articulation refers not only to the linkages inside the Strategy and inside the Plan, but also between the Plan and the Strategy, in terms of the contribution of the Plan to achieve the results. This contribution was defined through a validation process with CDEMA stakeholders, MER Subcommittee, CU Staff and in accordance to the functions assigned to CU in the Articles of Agreement. The outcome of this PMF is to facilitate the monitoring process, assess performance, and allow the accountability process of CU to the Council and other stakeholders.

This document focuses on the Performance Monitoring Framework (PMF) for the CDM Strategy 2014 - 2024.

# II. CDM MONITORING, EVALUATION AND REPORTING PLAN **FOR THE CDEMA COORDINATING UNIT**

## A. OVERVIEW OF MER ORIENTATIONS

The CDM MER plan of CDEMA CU is set in accordance with the CDM MER Policy for the CDEMA System to be adopted by the Council of Ministers. It is anticipated that this policy will be adopted in 2015 and will remain effective for nine (9) years to coincide with the end of the CDM Strategy 2014 - 2024.

The first three years (2014 - 2017) correspond to the pilot phase of the implementation of the policy in which only few Participating States will take part (around three). This period also corresponds to the period covered by the MER plan of CDEMA CU as well as the CDEMA CU Corporate Plan, i.e. 2014 - 2017. Both the CU Corporate Plan and the MER Plan will be three-year rolling documents which will be updated every year.

This MER plan will be accompanied by two sections: (i) guidelines for CU which will provide details about the process of conducting monitoring, evaluation and reporting practices, using CDEMA Monitor as a support information system; and (ii) an annual action plan for CDEMA CU to start implementing the MER plan for the first year 2014 - 2015.

## B. OBJECTIVES

The outcome of the MER plan is to support CU in leading the MER practices for internal and external decision makers. The expected results of this document is: i) to organise CU MER processes; ii) define MER outputs; and iii) increase the use of MER outputs for evidencebased decision making and accountability.

**The scope of the MER plan covers the three (3) levels considered in the CDEMA MER System:**

- MER of the CDM Strategy implementation (Regional Impacts and Regional Outcomes);
- MER of the CDEMA CU Corporate plan implementation (Institutional Outcomes – immediate - and Institutional Outputs);
- MER of CDEMA CU Annual Work Plan and Budget execution (Programmes, Components, and Donor Projects – Activities and Budget).

This MER plan does not incorporate the MER activities of other institutions in the CDEMA system, in particular regional organisations and NDOs.

## C. GUIDING PRINCIPLES

The monitoring and evaluation functions are clearly distinguished since they have different objectives, methods and processes of data collection, analysis and reporting, and human resources involved:

### Monitoring

It is a continuous process of systematic data collection to inform managers and key stakeholders on results progress at two levels: (i) final indicators (impact, outcome) and (ii) intermediate indicators (output, activities, inputs). Result progress is assessed with indicators and targets. Indicators are variables (quantitative and qualitative) that provide a reliable and simple mean to measure progress, and reflect change that is related to an intervention. Targets are precise value of indicators determined to be achieved at a point in time.

### External CU Monitoring

This process will apply to the CDM Strategy implementation. The Alliance and Cooperation Services Unit (ACSU) will lead and guide stakeholders (non-governmental and PS) in the process. Each stakeholder will be responsible for monitoring its indicators and producing the data to assess progress. Data will be reported to ACSU for validation, data entry in CDM Monitor, processing, analysis and writing of a report to disseminate in the “steering committees” defined for these purposes. ACSU will also follow-up the implementation of recommended actions following the reporting.

### Internal CU Monitoring

This process will apply to CU Corporate Plan implementation. Monitoring will be carried out by programme managers or programme component heads/project coordinators at the level of their respective programme or programme component/project. The ACSU, which has MER leading functions, will advise them and supervise their work in terms of data entry and analysis and it will also conduct aggregate and benchmarking analysis on the programmes and projects portfolio. Finally, it will monitor CDM Strategy and CDEMA CU Corporate Plan results indicators and analyse the theory of change linking outputs for each programme component/project to immediate outcomes of programmes and, in the end, to the final outcomes of the CDEMA CU Corporate Plan and the CDM strategy.

### Evaluation

Is a periodic activity which aims at: i) Analysing and clarifying the correlation between results achieved and the objectives specified in a given strategy, programme or project logical framework or model; ii) Identifying problems and potential or observed bottlenecks in order to recommend corrective actions or preventive solutions.

### CDEMA System Evaluation Agenda

The proposed evaluation agenda includes first, mid-term and final evaluations of the implementation of CDM Strategy and of CDEMA CU Corporate Plan and, second, conducting various types of evaluations of selected programmes and projects for accountability, learning, and future strategy and programme design. In terms of evaluations of programmes and projects:

- 1) All programmes and projects should have a baseline study, even existing ones, unless they are to finish in 2015;

- 2) All new programmes and projects will be assessed by an ex ante evaluation to decide whether to (i) adopt it as such, (ii) adopt it with modifications, (iii) adopt it, but delay its implementation, or (iv) reject it;
- 3) Mid-term and final evaluations will be conducted on all donor-supported projects as well as on a sample of other projects, selected according to budget size and innovative approach;
- 4) Other evaluations such as beneficiary assessments, qualitative studies, impact evaluations, value-for-money audits, institutional assessments, and data quality assessments, might be conducted based on an analysis of their relevancy, costs and benefits, as well as availability of financing.

### Evaluation Criteria

Typically the evaluation criteria will be the OECD/DAC criteria, i.e. relevance, effectiveness, efficiency, impact, and sustainability. The theory of change behind any programme or project will be made explicit and tested with empirical evidence.

### Communication for Accountability and Decision Making

The ability to communicate is essential to the success of the CDM Strategy and the CU Corporate Plan; and is an important factor to demonstrate the achievement of results. Once the MER is completed, the next step is the dissemination of results to potential users, both internally and externally to the CDEMA System. The two essential purposes will be accountability and decision making.

Accountability is defined as the relationship based on the obligation to demonstrate and take responsibility

for performance in light of agreed upon expectations. Each actor of the CDEMA System as part of the Articles of Agreement has the objective to encourage cooperative arrangements and mechanisms to facilitate the development of a culture of disaster loss reduction.<sup>3</sup> Evidence-based and results-oriented reporting for communications will be one of the promoted accountability mechanisms to achieve the latter objective.

The use of results for decision making is essential to the Results Based Management (RBM) approach towards producing more results, i.e. outputs, outcomes, and impacts as well as better value for money. It is a necessary condition to add value to MER practices by using information on performance: i) for feedback to managers; ii) to confront approaches, methodological rigor, and validity of results; and iii) to reinforce the implication of actors and beneficiaries beyond the supply of information.

The communication of monitoring information for decision-making and accountability by ACSU will be done through various platforms: dashboard, management warning system, reports, portal/CRIS, etc. The CDM Monitor, recently developed to be the online database for CDM, will be a key support system for monitoring and reporting used by the CU and all stakeholders linked to CDM Strategy implementation.

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<sup>3</sup> Articles of Agreement: Article V, numeral e, (ii)

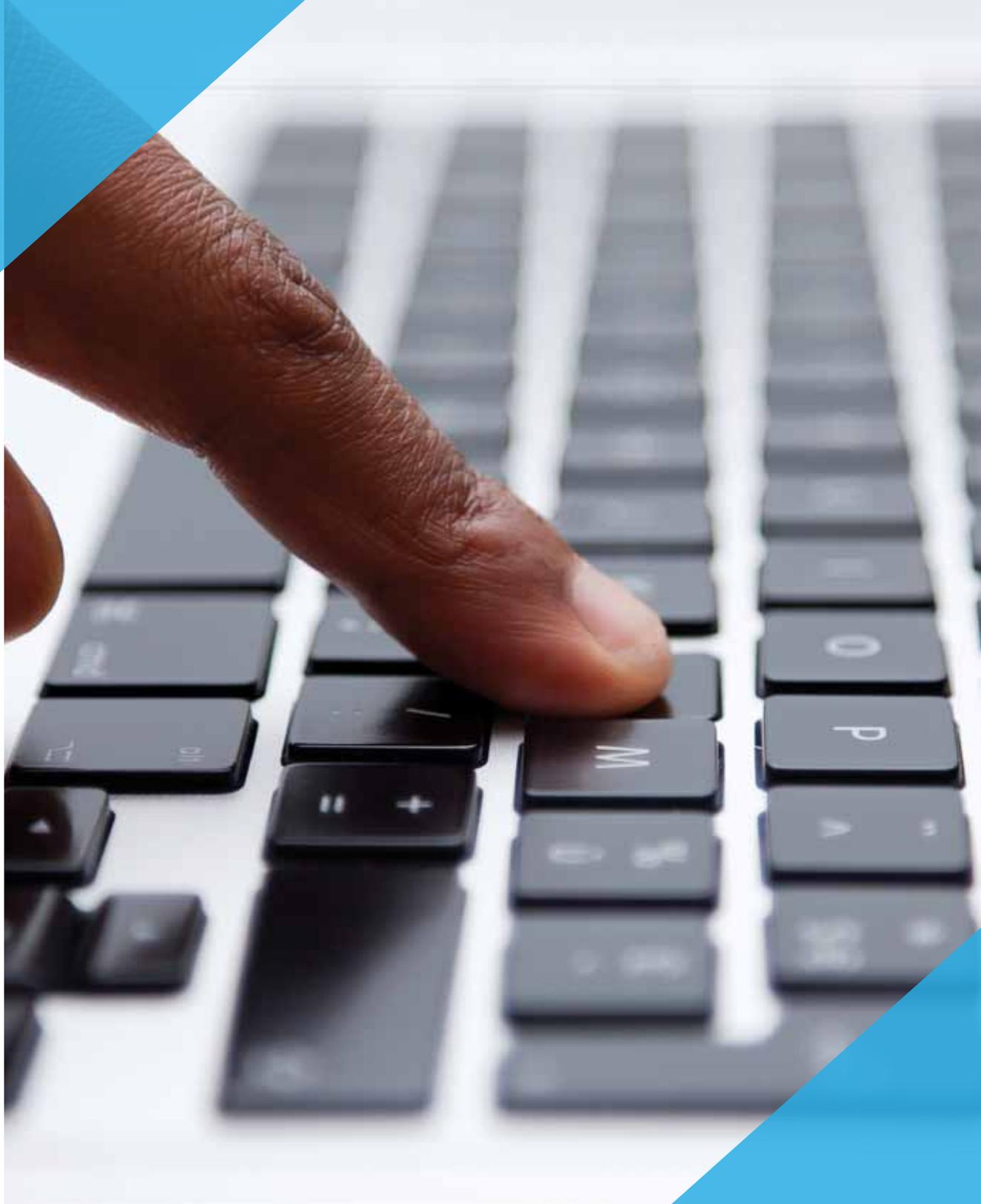
## D. MONITORING PROCESSES AND OUTPUTS

**This section presents the process and outputs that involves:**

- Monitoring data and indicators;
- Disseminating monitoring information for accountability and decision-making;
- Monitoring reports;
- Monitoring process activity and responsibilities;
- Monitoring information flow and generic work plan;
- CDM Monitor;

### **Monitoring Data and Indicators:**

The starting point for the monitoring data and indicators is the PMF as entered in CDM Monitor in the planning section, more specifically Strategic Planning for the CDM Strategy; Programmatic Planning for the CU Corporate Plan and Operational Planning for the Annual Work Plan and Budget (AWPB). This information will be entered in CDM Monitor to facilitate the data collection as presented in the following chart.



## CHART NO. 1 PLANNING REFERENCE DOCUMENT AND DATA

PLANNING REFERENCE DOCUMENT AND SOURCE	SPECIFIC PLANNING LEVEL	INDICATOR TYPE	FREQUENCY OF DATA COLLECTION AND CALCULATION OF INDICATORS	DATA SOURCE
Performance Measurement Framework (PMF) as entered in CDM Monitor during planning phase	CDM Strategy PMF 2014-2024	Impact, final outcome, immediate outcome	Selected years during CDM strategy planning period (at least Baseline 2014, 2016, 2020 and 2024; at most yearly)	Mainly surveys complemented by some administrative routine data
	CDEMA CU Corporate plan PMF 2014-2017 and then updated every year (3 year rolling)	Final outcome, immediate outcome	Selected years during CDEMA CU Corporate planning period (at least 2014 and 2017; at most yearly)	Mainly surveys complemented by some administrative routine data
	CDEMA CU Programmes PMF	Immediate outcome	Yearly	
	CDEMA CU Component PMF	Output	Yearly	Programme component/ project administrative data
Annual Work Plan and Budget as entered in CDM Monitor during planning phase	CDEMA CU Component YWPB	Activity and budget	Monthly	Programme component/ project administrative data

Disseminating Monitoring Information for Accountability and Decision-Making

**CHART NO. 2 DISSEMINATING MONITORING TOOLS**

TOOL	FREQUENCY (NAMES OF SPECIFIC REPORTS)	USERS	USEFUL FOR WHICH ACCOUNTABILITY OBLIGATION	USEFUL FOR WHICH DECISION-MAKING PROCESS
<p>Progress Reports</p> <hr/> <hr/> <hr/>	<p>Biennial (Biennial Interim Progress Report on CDM Strategy Implementation; Biennial Performance Report on CDM Strategy Implementation)</p>	<p>All CDM actors from the Regional Governance Mechanism</p>	<p>Article V, numeral e, (ii); CDM MER Policy</p>	<p>Presented at: CU EMM, TAC, Council, CDM C&amp;HC, CDM Conference</p>
	<p>Annual (Annual Performance Report on CU Corporate Plan Implementation)</p>	<p>All CDM actors from the Regional Governance Mechanism</p>	<p>Article V, numeral e, (ii); CDM MER Policy; CU Executive Director’s decision</p>	<p>Presented at: CU EMM, TAC, Council, CDM C&amp;HC, CDM Conference</p>
	<p>Quarterly (Annual Performance Report on CU Corporate Plan Implementation)</p>	<p>CDEMA CU</p>	<p>Article V, numeral e, (ii); CDM MER Policy; CU Executive Director’s decision</p>	<p>Presented at: CU EMM and WMM</p>
	<p>Monthly (Monthly Report on Annual Work Plan Implementation and Budget Execution)</p>	<p>CDEMA CU</p>	<p>Article V, numeral e, (ii); Executive Director decision</p>	<p>Presented at: CU WMM and UM</p>
<p>Dashboard (CDM Monitor)</p>	<p>Ongoing</p>	<p>All CDM actors that have access to CDM Monitor</p>	<p>Article V, numeral e, (ii); CDM MER Policy; CU Executive Director’s decision</p>	<p>Available for all steering committees</p>
<p>Web access Management warning system (CDM Monitor)</p>	<p>Ongoing</p>	<p>All CDM actors that have access to CDM Monitor</p>	<p>Article V, numeral e, (ii); CDM MER Policy; CU Executive Director’s decision</p>	

<sup>4</sup> Currently CDEMA System and CU only have the Article V as an indication of accountability. However there is no legal obligation to do it. It is recommended to revise accordingly to the progress of MER practices in the following years.



# II. PERFORMANCE MONITORING FRAMEWORK

## A. OVERVIEW OF MER ORIENTATIONS

The “linkage” in this PMF is related to the “change” and “transformation” of inputs through agency-institutional activities (at operational level), to produce an output (goods and

services at programmatic level), and consequently produce a change in target group’s initial conditions and generate an impact (at strategic level).

The model supporting the linkage between the three tiers 1. Strategic (regional) 2. Programmatic (institutional), and 3. Operational (institutional) for the CDEMA MER System will be the following:

**CHART NO. 15 PMF MODEL (CDM MONITOR)**

LEVEL IN THE PLANNING TREE	PLANNING ELEMENT	RESULTS TYPE	INDICATOR TYPE
Region	CDM Strategy	Regional Goal (RG)	Impact
		Priority Area (PA)	Final
		Regional Outcomes (RO)	Final or Immediate outcomes
Institution	CU Corporate Plan	Institutional Goal (IG)	Impact indicator, for a Goal
		Institutional Outcome (IO)	Immediate or final outcome
Programme		Programme Outcomes (PO)	Immediate outcomes indicators
Component / Project	CU Annual Work Plan and Budget	Component Output (CO)	Output indicator
		Activity	Activity indicator

## B. CDM STRATEGY (2014 - 2024)

The PMF for the CDM Strategy corresponds to the first tier of planning. This PMF has been the result of a validation process with the MER Sub-Committee,

CDEMA CU staff and the CDM Consultation (July 2014). The following chart contains the structure and information collected during this process. This information is also available in the CDM Monitor. The PMF contains 24 outcome indicators with baselines

(if available) and targets for 2016, 2020 and 2024. Targets are preliminary until the baseline assessment is conducted. Baseline, target and results annual period corresponds to the following period of time: September 1 (initial year 1) - August 30 (final year).

## PMF for the CDM Strategy<sup>6</sup>

**Regional Goal (RG):** Safer, more resilient and sustainable CDEMA Participating States through Comprehensive Disaster Management

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
1	Percentage variation of the average value of "damages and losses" after a small event	Impact	%	2014	Pending	-20	-20	-20
2	Percentage variation of the average value of "damages and losses" after a medium event	Impact	%	2014	Pending	-20	-20	-20

## Priority Area 1 (PA 1): Strengthened institutional arrangements for CDM

**Regional Outcome 1.1 (RO1.1):** National Disaster Organisations and CDEMA CU strengthened for effective support of the implementation, monitoring and evaluation of CDM in Participating States

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
3	Number of CDEMA system stakeholders (NDOs and CDEMA CU) utilising PMF and MER processes to inform Annual Progress Reports on CDM implementation	Outcome	#	2014	0	10	19	19
4	Number of CDEMA System stakeholders (CDEMA Participating Countries and CU CDEMA) with a Governance Mechanism functioning	Outcome	#	2014	1	7	13	19

<sup>6</sup> TBD: To be defined. NA: Not available

### Priority Area 1 (PA 1): Strengthened institutional arrangements for CDM

**Regional Outcome 1.2 (RO 1.2):** CDM is integrated into policies, strategies and legislation by Participating States

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
5	Number of CDEMA PS countries with a CDM legislation approved	Outcome	#	2014	Pending *CDM HIP	6	12	18

### Priority Area 1 (PA 1): Strengthened institutional arrangements for CDM

**Regional Outcome 1.3 (RO 1.3):** Development Partners’ programming aligned to CDM programming and priorities

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
6	Number of partners that have programmes aligned to support CDM implementation	Outcome	#	2014	5	10	15	20

### Priority Area 1 (PA 1): Strengthened institutional arrangements for CDM

**Regional Outcome 1.4 (RO 1.4):** Strengthened coordination for preparedness, response and recovery at the national and regional levels

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
7	Number of CDEMA system stakeholders (CDEMA CU and Participating States) conducting simulation exercises testing multi-hazards	Outcome	#	2014	Pending	7	19	19
8	Number of CDEMA system stakeholders (NDOs, CDEMA CU, CIMH, RSS, SRC) with an effective emergency communications system supporting response and recovery	Outcome	#	2015	NA	7	15	22

## Priority Area 1 (PA 1): Strengthened institutional arrangements for CDM

**Regional Outcome 1.5 (RO 1.5):** CDM Programming is adequately resourced

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
9	% of national budget supporting NDO operations	Outcome	#	2014	Pending	2	2	2
10	% of Development Partners contribution to CDM implementation	Outcome	#	2014	TBD	TBD	TBD	TBD

## Priority Area 2 (PA 2): Increased and sustained knowledge management and learning for CDM

**Regional Outcome 2.1 (RO 2.1):** Regional Disaster Risk Management Network for informed decision-making at all levels improved

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
11	Number of accredited Centres of Excellence (CoE) operating	Outcome	#	2014	0	2	4	6
12	Percentage of managers and technical professional from state institutions certified by a CoE	Outcome	%	2014	0	0	50	75

## Priority Area 2 (PA 2): Increased and sustained knowledge management and learning for CDM

**Regional Outcome 2.2 (RO 2.2):** Integrated Systems for fact-based policy and decision making established

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
13	Number of stakeholders (Participating States and CDEMA CU) utilising CRIS for DRM decision making	Outcome	#	2014	0	0	8	11

## Priority Area 2 (PA 2): Increased and sustained knowledge management and learning for CDM

**Regional Outcome 2.3 (RO 2.3):** Incorporation of community and sectoral based knowledge into risk assessment improved

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
14	Percentage of communities with hazard and vulnerability assessments that have been completed in consultation with community and sector partners	Outcome	%	2014	Pending	50	65	75

## Priority Area 2 (PA 2): Increased and sustained knowledge management and learning for CDM

**Regional Outcome 2.4 (RO 2.4):** Educational and training materials for CDM standardised, improved and applied in the region

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
15	Percentage of beneficiaries satisfied with training provided by trainers using standardised materials	Outcome	%	2015	NA	50	65	75

## Priority Area 3 (PA 3): Improved integration of CDM at sectoral levels

**Regional Outcome 3.1 (RO 3.1):** Strategic Disaster Risk Management programming for priority sectors improved

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
16	Number of Participating States with sector specific DRM plans that have been implemented	Outcome	#	2014	0	3	10	18

### Priority Area 3 (PA 3): Improved integration of CDM at sectoral levels

**Regional Outcome 3.2 (RO 3.2):** Hazard information integrated into development planning and work programming for priority sectors

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
17	Number of Participating States that have integrated normative requirements for risk mitigation	Outcome	#	2014	2	3	10	18

### Priority Area 3 (PA 3): Improved integration of CDM at sectoral levels

**Regional Outcome 3.3 (RO 3.3):** Incentive programmes developed and applied for the promotion of risk reduction/CCA in infrastructure investment in priority sectors

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
18	Number of Participating States applying incentive programmes for Disaster Risk Reduction and Climate Change Adaptation	Outcome	#	2014	Pending	3	10	18

### Priority Area 4 (PA 4): Strengthened and sustained community resilience

**Regional Outcome 4.1 (RO 4.1):** Standards for safe communities developed, agreed and applied

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
19	Percentage of vulnerable communities in Participating States that have a functioning community resilience mechanism in place	Outcome	%	2014	Pending	50	65	75
20	Percentage of vulnerable communities in Participating States with a standard community disaster programme in place	Outcome	%	2014	Pending	50	65	75

### Priority Area 4 (PA 4): Strengthened and sustained community resilience

**Regional Outcome 4.2 (RO 4.2):** Community-Based Disaster Management capacity built/strengthened for vulnerable groups

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
21	Percentage of vulnerable communities with a standard multi-hazard community disaster plan which addresses vulnerable groups	Outcome	%	2014	Pending	50	65	75

### Priority Area 4 (PA 4): Strengthened and sustained community resilience

**Regional Outcome 4.3 (RO 4.3):** Community Early Warning Systems, integrated, improved and expanded

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
22	Number of Participating States that completed a multi-hazard communication Strategy at community level	Outcome	#	2014	Pending	9	14	18
23	Number of Participating States having appropriate multi-hazard EWS	Outcome	#	2014	Pending	2	5	9

### Priority Area 4 (PA 4): Strengthened and sustained community resilience

**Regional Outcome 4.4 (RO 4.4):** Community livelihoods safeguarded and strengthened through effective risk management

#	NAME	INDICATOR TYPE	UNIT	BASELINE		PRELIMINARY TARGET VALUES		
				YEAR	VALUE	2016	2020	2024
24	Percentage change in the average value (USD) of insurance for communities	Outcome	%	2014	Pending	Pending	Pending	Pending

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1. Endorsement of the CDM Strategy PMF, CU Plan PMF, MER Policy for the CDEMA System and MER Plan for CU by CDEMA Council
2. Share CDM Strategy PMF, CU Plan PMF, MER Policy for the CDEMA System and MER Plan for CU with development partners, donors, CDM organisations, etc
3. Identify “Target Sponsors” (or managers) for the CDM Strategy
4. Conduct a baseline assessment with PS and other involved stakeholders
5. Revise targets and “standards to address success” (PMF) accordingly with baselines
6. Improve indicators for CDM Strategy progressively

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# ANNEXES

## Annex: Key MER Concepts

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### Accountability

A relationship based on the obligation to demonstrate and take responsibility for performance in light of agreed upon expectations

### Benchmarking

Process of comparing one's institution or programme processes and performance metrics to comparable performing institutions or programmes that are performing best

### Cost-effectiveness

Economical in terms of the goods or services received for the money spent. It is typically expressed as the cost of achieving a certain gain in terms of desired result. It is often used when standard cost/benefit analysis methods are difficult to apply, in particular when benefits are hard to quantify in monetary terms

### Effectiveness

A measure of the extent to which a programme, project, or action attains its objectives (OECD/DAC definition)

### Efficiency

Measures the outputs -- qualitative and quantitative -- in relation to the inputs (OECD/DAC definition). Another often used term is value for money

### Evaluation

Assessment of a planned, ongoing or completed programme, project or action or of institutional performance for accountability, learning, and future

design of programme, project or action. Evaluation criteria typically consider the OECD/DAC criteria (already mentioned in the definition of performance) of relevance, effectiveness, efficiency, impact, and sustainability. Evaluation involves measuring a much wider number of performance indicators than monitoring, for a better understanding of the situation and underlying causes. An evaluation must provide credible and useful information, highlighting intended and unintended results, making it possible to integrate lessons learned from experience into the decision-making process. A variety of evaluations can be used at various times in the programme management cycle, including ex-ante evaluations, baseline studies, mid-term, final, and impact evaluations, as well as other types of evaluations such as value-for-money audits. Evaluations can be internal or external (to the institution, programme or project) or mixed, depending on its objectives

### Impact

The positive and negative changes produced by a programme, project or action, directly or indirectly, intended or unintended (OECD/DAC definition). It is often referred to as long-term result

### Monitoring

A continuous process of systematic data collection to inform managers and key stakeholders on progresses in relation to planned activities and results, as well as the use of allocated resources. It involves measuring a limited number of performance indicators, which

vary over the short run. Monitoring is a management function that provides regular feedback and enables managers to rapidly identify problems and make necessary corrections to ensure the correct implementation of a programme. Information from systematic monitoring serves as a critical input to evaluation

### Outcome

Direct (actual or intended) changes in the situation of beneficiaries that an intervention seeks to support. Outcomes typically reflect the beneficiaries' perspective in terms of their access, use and satisfaction level to public goods and services as well as their changing knowledge, attitude and behaviour. Outcomes can be disaggregated into immediate outcomes that directly follow the provision of the public service and final outcomes that take place in the medium-term.

### Output

Tangible product (including goods and services) of a programme component, project or action. Outputs result from the completion of a set of activities and correspond to the type of results over which programme component managers or project coordinators have most influence and are therefore accountable for. Outputs are often referred to as short-term results and represent the public goods and services suppliers' perspective.

## Performance

The extent to which an institution, a programme or a policy action is achieving its objectives. Commonly used OECD/DAC performance criteria include relevance, effectiveness, efficiency, impact, and sustainability (all defined also in this section) which are translated into performance indicators

## Performance Indicators

Qualitative or quantitative measurement of a specific attribute related to a performance criteria. A baseline value is required to appreciate the progress made on an indicator. Target values are set for a sub-set of performance indicators of particular importance, hence their name of Key Performance Indicators (KPIs)

## Performance Measurement

Ongoing monitoring and evaluation of performance indicators in relation to objectives pursued

## Performance Measurement Framework (PMF)

Structural framework that contains the articulation of objectives, indicators, baselines and targets to monitor results progress and assess performance

## Policy

Official statement, guidelines or operating principles that influence behaviour towards a stated outcome

## Programme and Project

A programme is a consistent set of activities conducted by an institution to achieve objectives set in a domain which is part of the institution's mission. A programme usually includes programme components (which tend to offer public goods and services on a continuous basis) and projects

(which are time-bound and typically are more related to investment). The specific wording used may change from one country or institution to the next, for example, some will rather talk about sub-programmes than programme components. A programme manager should monitor the aggregated outputs of its components and projects and their immediate outcomes. A programme component manager or project coordinator should monitor the inputs, activities, and outputs of their programme component or project

## Programme Architecture

The grouping of all activities undertaken by an institution in programmes, themselves disaggregated into programme components and projects. For consistency and efficiency purposes, all projects should be attached to one regional or national programme (and in a few cases more than one)

## Relevance

The extent to which a programme or a project or an action is suited to the priorities and policies of the target group, recipient and donor (OECD/DAC definition)

## Reporting

Reporting is about producing a limited number of complementary reporting outputs on various platforms (paper, electronic, internet, social networks) that provide useful, credible, timely, and representative evidence for decision-making and accountability purposes. Reporting mechanisms should respond to information needs at various levels (long term/strategic, medium term/programmatic, short run/yearly work plan and budget)

## Results-Based Management

A structured approach guiding public sector institutions and programmes toward producing more results, i.e. outputs, outcomes, and impacts as well as better value for money. Implementing RBM typically involves progress in strategic planning, budgeting for results, financial management and procurement, human resources performance management, programme and project management, monitoring & evaluation (M&E), progress which requires leadership and change management

## Sustainability

Measuring whether the benefits of a programme, project or action are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable (OECD/DAC definition)



