Monitoring and Evaluation Capacity Building for Program Improvement

Did you know …?
- Managers commonly state that measuring performance is too complex, time intensive, and costly.
- Many organizations consider M&E to be a requirement of the funding agencies that support them and thus see M&E as an external necessity.
- Few managers consider M&E to be the strategic system assessing organizational capacity, judging economic effectiveness or predicting future programmatic sustainability.

What Is Monitoring & Evaluation?
- Monitoring:
  - Tracks information relevant to program planning, outputs, outcomes and impacts.
  - Tracks costs & program functioning.
  - Provides basis for program evaluation
- Evaluation:
  - Is a rigorous, scientifically based collection of information about program activities, characteristics, and outcomes to determine the merit or worth of a specific program.
  - Is used to improve programs and inform decisions about future resource allocations.

Principles and purposes of monitoring, evaluation and reporting

Purposes of Monitoring and Evaluation
- Ensuring planned results are achieved
- Improving and supporting management
- Generating shared understanding
- Building the capacity of those involved
- Motivating stakeholders
- Ensuring accountability
- Fostering public and political support

Evaluative Thinking
- Evaluation is a process and way of thinking
- Evaluation is not just about providing information for someone else at the end of a project
- M & E should be an integral part of management
- M & E provide key information for management
- M & E can be creative, fun and rewarding
Why M&E is Important

- M&E provides managers with a tool to gain timely information on the progress of project activities allowing them to compare what was planned to what is actually occurring.
- M&E promotes organizational learning and encourages adaptive management.

Why M&E is Important Cont.

- M&E provides organizations with a tool to evaluate how EFFECTIVELY they promote change.

Essential Elements for a Successful M & E Program

- Building an M&E system begins with development of a Monitoring Evaluation and Reporting Plan
- An M&E plan documents data collection, evaluation and reporting procedures to be undertaken by the organization.

The M&E plan identifies:

- The mission and results sought
- Who needs information and data from the organization, why, and when.
- What data (management information and indicators) will be collected by the organization.
- The source, method, frequency and schedule of data collection.

The M&E plan identifies (cont.):

- Plans, schedules, and tools for evaluating information.
- The team or individuals responsible for data collection.
- Plans, schedules, and tools for communicating information.
- How data will be analyzed, compared, reviewed and presented, and the associated tools to be used.

Value of M&E for You

- Facilitates project design
- Provides ongoing data and is thus a management tool
- Provides evaluation data for reporting purposes
- Can generate data for operational research

October 28-31, 2003
The Project Cycle

- Government/Donor
- Goals/Policies
- Organisation
- Mission
- Beneficiary
- Needs
- Final Evaluation
- Formulation/Design
- Strategy
- M&E Plan
- Mobilisation and planning
- Monitoring and Evaluation
- Implementation
- Financing and contracting

Results-Based M&E

The Development Objective

- Today organizations must present the results of their programs as contributing to a larger development objective.
- A development objective is the overall and long-term effect of an intervention (it is your highest level of impact anticipated). Reduction in incidence of HIV or improved food security are examples.

Results Based Management (RBM)

- An approach to project design and management that emphasizes achieving results rather than simply carrying out activities.
- Common sense but many projects have fallen into the trap of losing sight of what they are really trying to achieve.
- RBM implies an effective project monitoring and evaluation system.

Setting Goals and Objectives

- Goal: a general statement that describes the hoped-for result of a programme. Goals are achieved over the long term (5-10 years) and often through the combined efforts of multiple programmes (e.g. reduction of HIV/AIDS incidence).

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## Definitions

- **Objective:** the specific, operationalized statement detailing the desired accomplishment of the programme. Objectives address questions of what and when but not why.
- They should be stated in terms of results to be achieved, not processes or activities to be performed.

## SMART Method

- **Specific:** Identifies concrete events or actions that will take place.
- **Measurable:** Quantifies the amount of resources, activity or change.
- **Appropriate:** Logically relates to the overall problem statement and desired effects of the program.
- **Realistic:** Provides realistic dimension that can be achieved with available resources.
- **Time-based:** Specifies a time within which the objective will be achieved.

## Sample Objectives

**Process Objective:**

Provide VCT clients with HIV test results.

**Outcome Objective:**

Assist VCT clients with developing personalized risk-reduction and treatment strategies.

## Examples of Objectives

**Example:**

*Process Objective:*

By the end of the first program year, 98% of clients tested for HIV will receive test results.

*Outcome Objective:*

By the beginning of the second program year, 65% of clients receiving HIV test results will have developed and adhered to personalized risk-reduction/treatment strategies.

## Examples of Objectives

**Example:**

*Process Objective:*

By the end of the first program year, 98% of clients tested for HIV will receive test results.

*Outcome Objective:*

By the beginning of the second program year, 65% of clients receiving HIV test results will have developed and adhered to personalized risk-reduction/treatment strategies.

## Exercise

- **Mafikeng OVC Trust is developing a satellite Teen Club programme in order to increase access to care and support for HIV-positive adolescents in Northwest Province.**
- **Write specific SMART objectives for the programme.**

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Logic Model Definition

A logic model describes the main elements of a program and how they work together to prevent HIV in a specific population.

This model is often displayed in a flow chart, map or table to portray the sequence of steps leading to program outcomes.

Levels of Results, Inputs & Processes

- Inputs & Processes
- Outputs
- Outcomes
- Impact

Levels of Results - Outputs

- Outputs are information, products, or results produced by undertaking activities
- Outputs relate to completion of activities.
- Outputs reflect what you hoped to produce from a particular input. For example: You decide the process you want to use is to train people, thus people trained is the result at the input/process level
- Outputs usually reflect a result achieved in a relatively short-time period (0-2 years).

Levels of Results - Outcomes

- Outcomes are broad changes in development conditions, answering the “so what” question (So... we trained 100 people and increased their knowledge but did or did they not change their behavior?).
- Outcomes often reflect behavior or economic change and show how our activities contribute toward development objectives.
- Outcomes usually reflect a result achieved an intermediate time period (2-5 years)

Levels of Results - Impacts

- Impacts are the overall and long term effects of an intervention. Impacts are the ultimate result attributable to a development intervention over an extended period. Improved food security, increased standards of living etc
- Impacts usually reflect a result achieved over a longer time period (5-10+ years)

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A Good Logic Model

- Includes a problem statement, inputs, activities, outputs, outcomes, and impacts
- Reflects agreement among major stakeholders about intended implementation and outcomes (planned logic model)
- Illustrates clear, sequential, and logical linkages between each part of the logic model
- Contains a problem statement that identifies underlying causes

**Exercise**

Write down the inputs available for implementation of the satellite Teen Club programme for Mafikeng

**Exercise**

Define the activities the Mafikeng OVC Trust should undertake to implement the Mafikeng satellite Teen Club programme.

### VCT Program Logic Model

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Counseling &amp; testing personnel</td>
<td>Programming of counselors &amp; site managers</td>
<td>Train counseling &amp; testing personnel &amp; site managers</td>
<td>Refer HIV+ clients to Tx services</td>
<td># personnel certified in VCT</td>
</tr>
<tr>
<td>Counseling &amp; testing personnel</td>
<td>Programming of counselors &amp; site managers</td>
<td>Counsel &amp; test clients</td>
<td># clients referred to or provided OI/TB screening</td>
<td># clients received results &amp; post-test counseling***</td>
</tr>
<tr>
<td><strong>ACTIVITIES</strong></td>
<td><strong>OUTPUTS</strong></td>
<td><strong>OUTCOMES</strong></td>
<td><strong>IMPACTS</strong></td>
<td><strong>INPUTS</strong></td>
</tr>
<tr>
<td># clients received pre-test counseling</td>
<td># clients received HIV tests</td>
<td># clients received results &amp; post-test counseling</td>
<td># HIV+ clients referred to Tx, care &amp; support including ARVs</td>
<td># personnel certified in VCT</td>
</tr>
<tr>
<td># pregnant HIV+ women receive PMTCT services</td>
<td># HIV+ clients referred to Tx, care &amp; support including ARVs</td>
<td># clients referred to or provided OI/TB screening</td>
<td># clients received results &amp; post-test counseling***</td>
<td># personnel certified in VCT</td>
</tr>
</tbody>
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Exercise

- Determine the outputs (i.e. short-term results) you expect from the new Mafikeng satellite Teen Club programme.

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Exercise

- Determine the outcomes (i.e. mid-term results) you expect from the new Mafikeng satellite Teen Club programme.

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Exercise

- Determine the impact (i.e. long-term results) you expect from the new Mafikeng satellite Teen Club programme.

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What is an indicator?
- Indicators identify what you will measure to know if conditions have or have not changed.
- An indicator is specific information that provides evidence as to the achievement of results and activities.
- Indicators can be quantitative measures or qualitative (narrative related) observations.
- Indicators are indicative – it enables you to reduce a large amount of data down to its simplest form.

Why are Indicators Important?
- Indicators serve as tools to examine trends and highlight problems.
- Indicators provide an early warning signal to predict future conditions.
- When compared with targets, indicators can signal the need for corrective management action, can evaluate the effectiveness of various management actions, and provide evidence as to whether objectives are being achieved.

Characteristics of Good Indicators
- Measurable
- Practical (data can be collected on a timely basis and at reasonable cost).
- Reliable (can be measured repeatedly with precision by different people).
- Relevant - Attributable to YOUR ORGANIZATION (the extent to which a result is caused by YOUR activities).
- Management Useful (the information provided by the measure is critical to decision-making).

Characteristics of Good Indicators Continued
- Direct (the indicator closely tracks the result it is intended to measure).
- Sensitive (serves as an early warning of changing conditions).
- Responsive (can be changed by management control).
- Objective (the measure is operationally precise).

Exercise
- Make a list of possible indicators associated with the outcomes you have determined for the new Mafikeng satellite Teen Club programme.

Selecting the “Best” Indicators
- Based on your analysis, narrow the list to the final indicators that will be used in the monitoring system.
- They should be the optimal set that meets management needs at a reasonable cost.
- Limit the number of indicators used to track each objective or result to a few (two or three).
Data Collection and Storage
- The data collection methods including standardized data collection tools, explanatory notes and the means for data aggregation (e.g. cumulative, monthly report forms) should be detailed in the M&E plan.

Data Analysis and Reporting
- Information provided by staff at all levels should be input in appropriate databases or entered in a filing system.

Data dissemination
- Data collected through M&E activities will be used to highlight successful strategies, model practices that can be replicated, and inform others about lessons learnt.

Quality feedback loop
- Failure to reach preset goals prompts investigation of possible causes.

Quality element of BIP AI M&E
- Feedback on aggregated data according to defined schedule and preset criteria: e.g. 3 month adherence data on all patients recently initiated on AVRs: failure to attain a level of 80% of patients at or above 95% adherence is flagged.
Quality element of BIPAI M&E

- Immediate feedback on a per patient basis according to preset criteria:
  - e.g. patient is flagged if not reaching desired efficacy on ARVs assessed as assessed by viral load

Key Evaluation Questions

- Relevance - Was/is the project a good idea given the situation to improve? Was the logic of the project correct? Why or Why Not?
- Effectiveness - Have the planned results been achieved? Why or Why Not?
- Efficiency - Have resources been used in the best possible way? Why or Why Not?

Key evaluation questions (cont.)

- Sustainability - Will there be continued positive impacts as a result of the project once it has finished? Why or Why Not?
- Impact - To what extent has the project contributed towards its longer term goals? Why or Why Not? Have there been any unanticipated positive or negative consequences of the project? Why did they arise?

Exercise

- Formulate the key evaluation questions you would like to be answered at the mid-point or completion of the new Mafikeng satellite Teen Club programme.

M&E Data Use