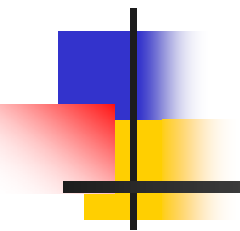




Development Marketplace Knowledge Session



Planning for Monitoring and Evaluating Results in Health Projects

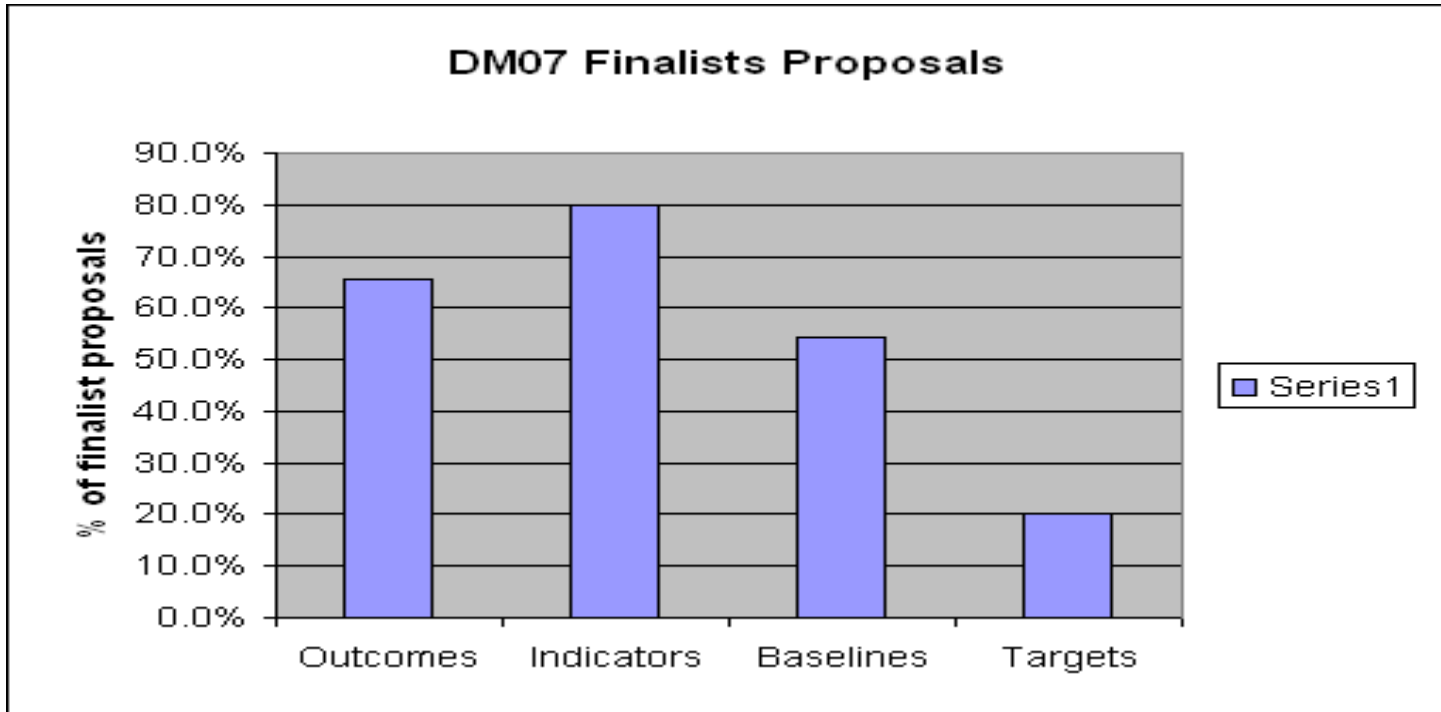
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Global HIV/AIDS Program – Human Development Network

HNP Strategy: Improve Health Conditions Particularly of the Poor in the Context of Poverty Alleviation - This Requires *Monitoring and Evaluating* Actual Results on the Ground

Sample projects	Outcomes	Indicators	Baseline	Targets
35	65.7%	80.0%	54.3%	20.0%
	23	28	19	7



Monitoring and Evaluation Incorporates Two Mutually Reinforcing Set of Activities to Build Evidence of Project Outcomes

MONITORING

A results management tool for:

- routinely monitoring progress
- managing resources
- on-going review of performance
- decision-making and programmatic adjustments

Indicators help measure progress in achieving project objectives

EVALUATION

An analytical tool for:

- examining project achievements and population impacts
- generation of knowledge
- identifying best practices and lessons learned
- allocation of resources

Defining the Project Goal

The Project Goal describes the effect that the project will have on the beneficiaries in terms of changed behavior or increased services utilization - It defines the program's success. Keep it REALISTIC.

- ❑ **Focus on the outcome that the project can directly influence**, given its duration, resources, and approach
- ❑ **Focus on the expected outcome for the primary beneficiaries**
At the close of the program, what problem has been solved for the key recipient of the program outputs ?
- ❑ The project **outcomes are one step beyond the products of the activities.**
- ❑ Keep the Project Objective statement clear, **precise, and stated as realistic results**— not overly broad or too ambitious

Example: The Project Goal is “to achieve expanded and sustainable utilization of basic health services by (i) women, (ii) youth, (iii) children, and (iv) the population of the East Province”

Select a Project Design that will Help Achieve the Project Goal by being Clear about what the Expected Results are

Example: Prevent HIV Infections

If not infected, prevent people from getting infected

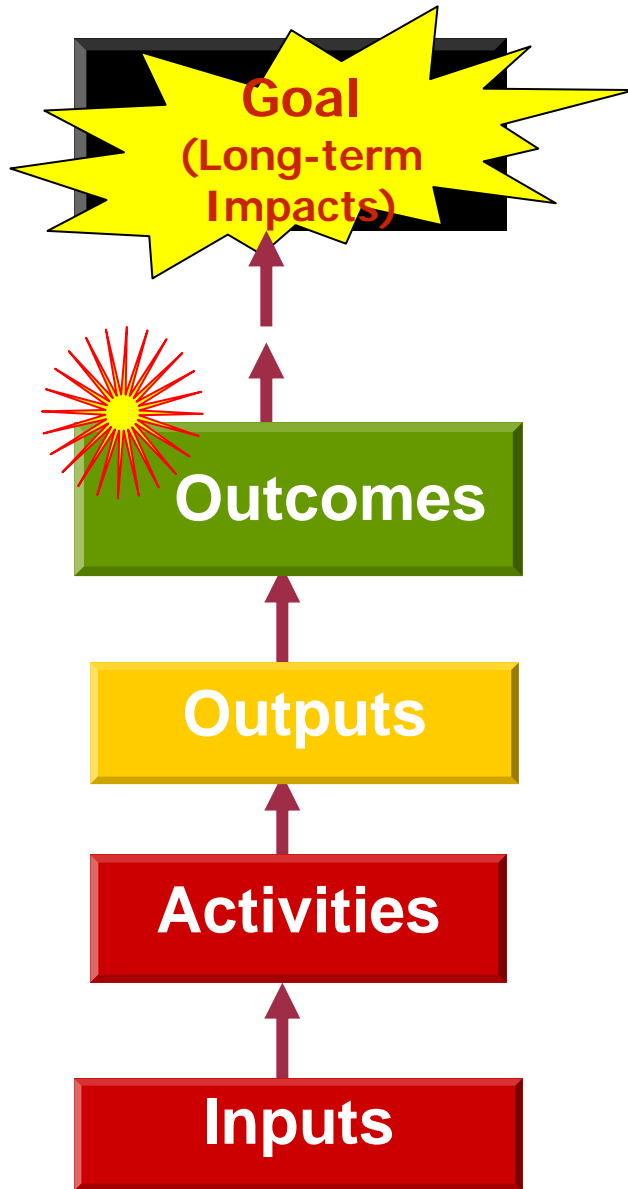
If infected, prevent people from getting sick

If sick, prevent deaths through treatment

If on treatment, prevent drop-outs and drug resistance

If there are deaths, mitigate the social effects

The Logical Approach of the Results Chain



- Long-term, widespread improvement in society
“Big picture” (country longer term strategy)
- Effects or behavior changes resulting from a strategic program
- Products and services that need to be developed to achieve the expected outcomes
- What actually was done with the available resources to produce the intended outputs
- Critical resources (expertise, equipment and supplies) needed to implement the planned activities

Applying the Logic of the Results Chain to HIV/AIDS

IMPACTS

Reduced HIV Prevalence and Incidence among age 15-24 (longer-term goals)



OUTCOMES

Increased Coverage. Access and use of services and behavior changes among age 15-24 (sector and project goals)



OUTPUTS

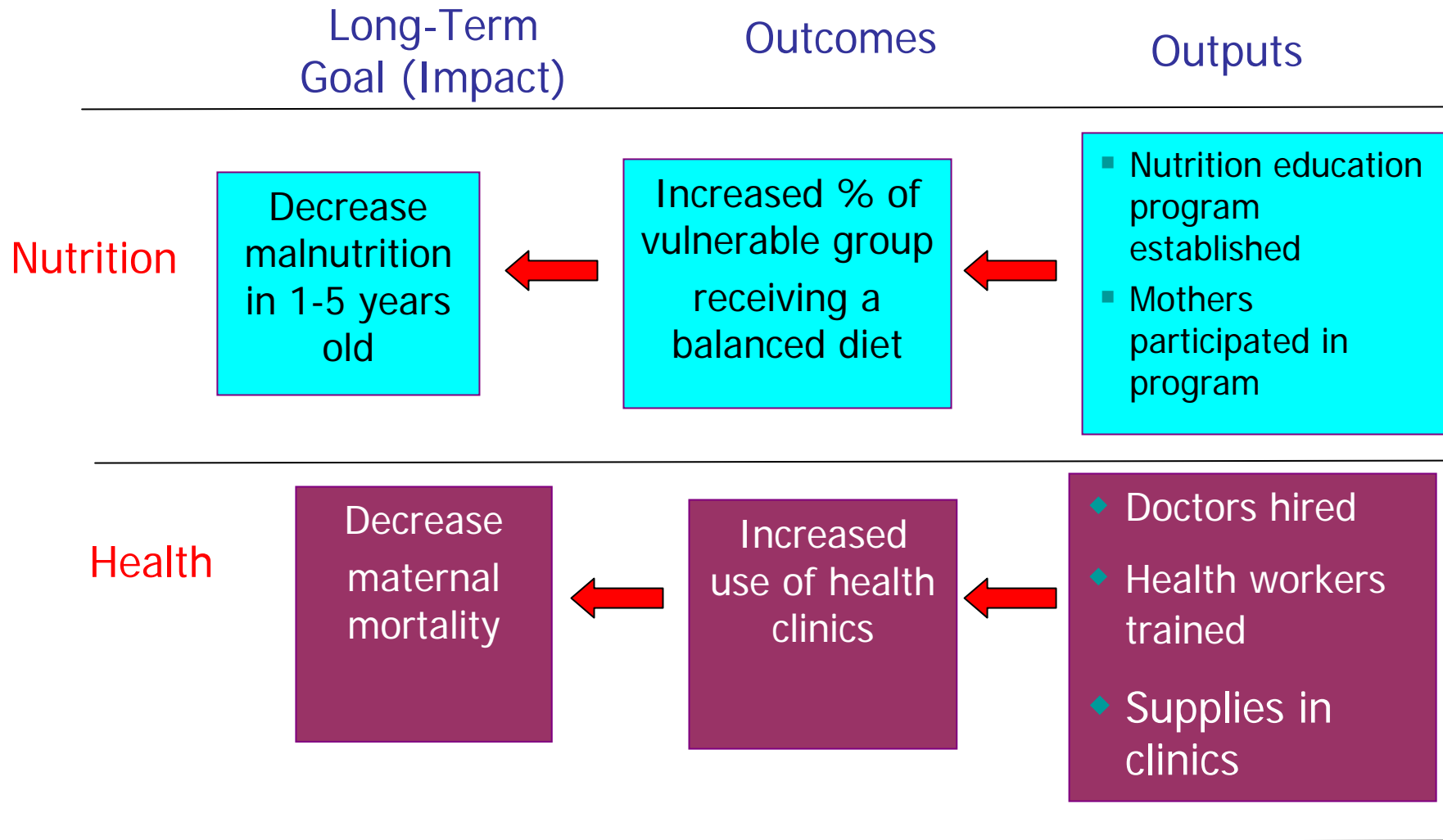
Products and Services. First level results needed to achieve the outcomes (project objectives)



INPUTS

Critical resources. Includes money, people, equipment, supplies and know how (resources for implementation)

Applying the Logic of the Results Chain to HNP



What to do at the Project Level to Measure the Results?

1 of 3

1. Translate outcomes and outputs into **measurable indicators to track progress**
2. **Don't start by creating indicators.**
 - use globally accepted indicators (sector-theme indicators, WHO, UNICEF, UNAIDS) . Then, add country-relevant indicators and baselines (MOH, National Statistics Center)
3. **Adapt those indicators to the goal** and target groups of the project

ASK: Does a national baseline average reflect the health situation of the East-Province –the area of your project?
4. Creating **new indicators is the last resort.**

What to do at the Project Level to Measure the Results?

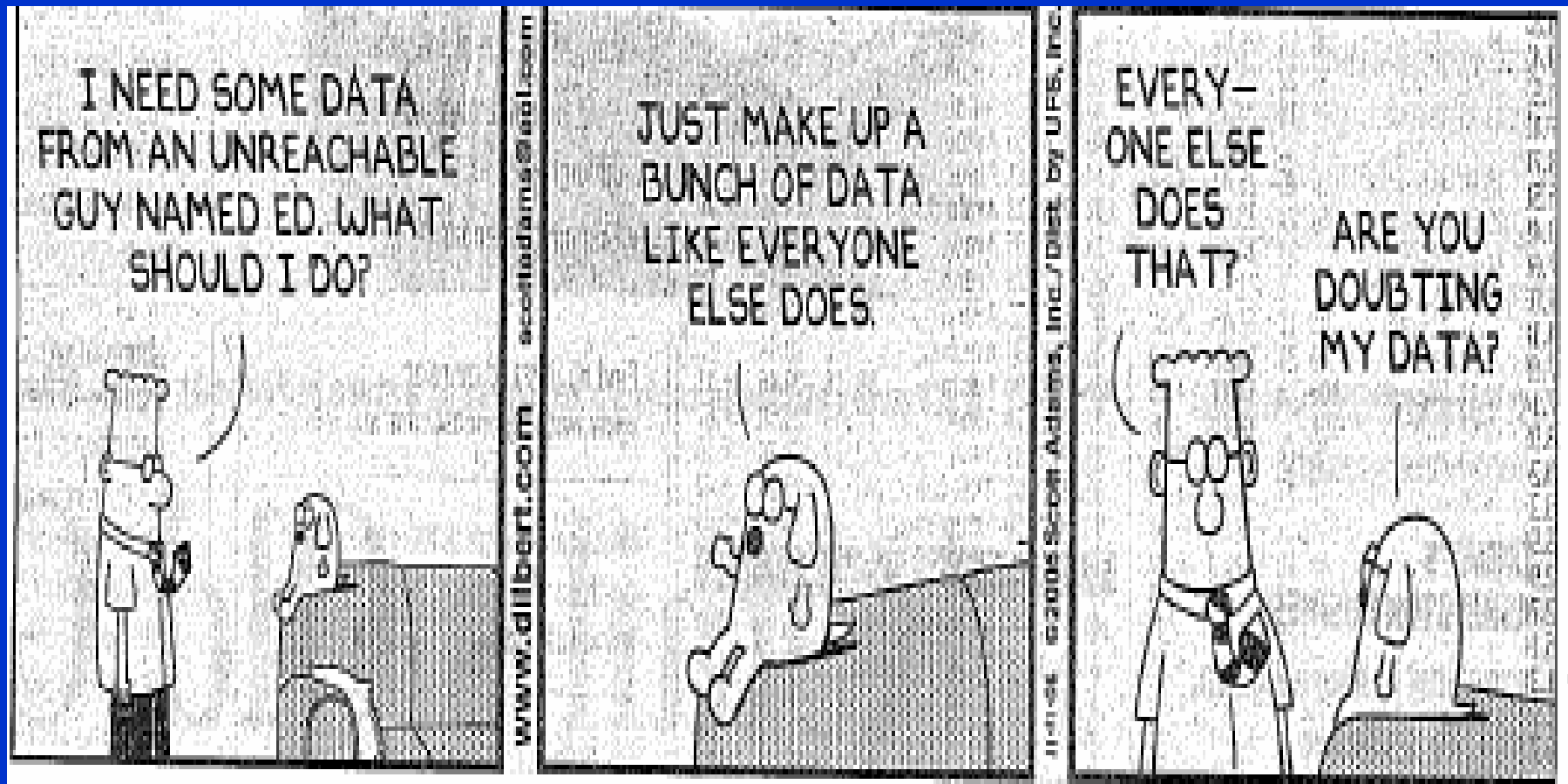
2 of 3

5. Some performance indicators may require limited **household surveys** to be measured. Make sure that this is included in the project M&E plan.
6. For a focused-short project (2-3 years) the it would be appropriate to **conduct a pre-and post intervention survey** to determine the baseline against which to assess the effects of the project – **the effect that the project has had on the beneficiaries in terms of changed behavior or increased services utilization.**

What to do at the Project Level to Measure the Results? 2 of 3

7. Collect **ONLY** the data needed to track the progress of the project and to document what the project has accomplished
8. Take the time to think through and plan **how** the data will be collected, processed, reported and utilized.
9. Provide **feed back** to stakeholders

When Dealing with Data Be Realistic



Performance Framework Template

Project Goal:

<i>Applying the Results Chain</i>				
Expected Outcomes (Results)		Outcome Indicators	Baseline data (year and source)	Performance targets
A. Longer-term				
B. Intermediate Project Outcomes and Outputs				

Developing the Performance Framework

Be precise and clear defining what the Outcomes and the Outputs are

Be specific as to how each outcome will be measured and unity of measure.

Identify and/or determine baseline. Value of the indicator at the beginning of the program. Used as a point of comparison when measuring progress toward a specific results

Select realistic performance target values. The intended value of the indicator at the end of a specified point in time, against which actual results will be measured

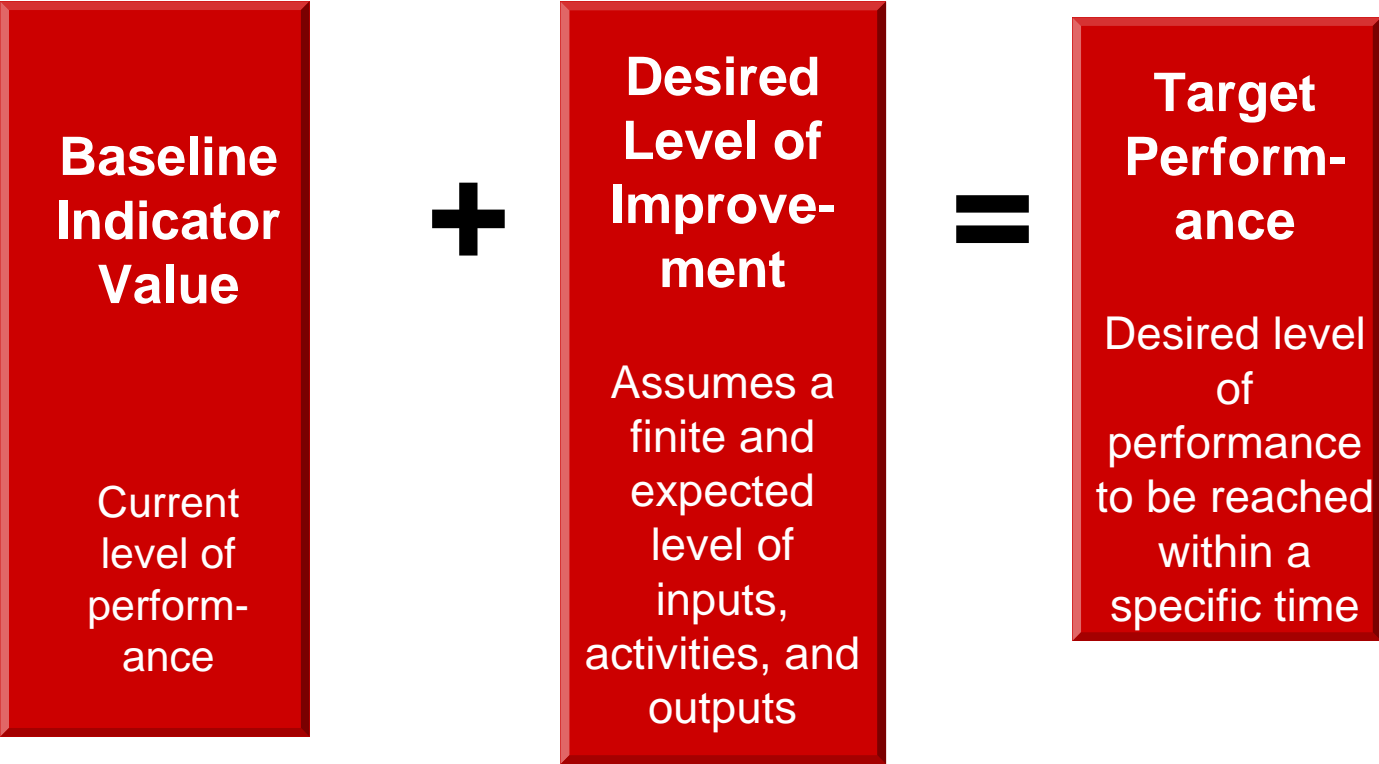
Determine Baseline Values

To measure progress one needs to know what the present situation is. Thus:

- Make an effort to seek baseline data that may be available from reputable sources.
- Always include the year of the baseline and the source.
- If the baseline data are national or from other groups give a plausible explanation of how they help picture the situation of your project.
- If baselines not reliable, plan to collect new ones.

Setting Performance Targets for a Project

Example:



Current condom use among 15-24 years old in East Province Schools is 35%

Increase use of condom use by 15-24s by 18% in five years

Condom use by youth aged 15-24 will reach 53% by the end of the Project time period

Source: Adapted from Kusek and Rist, 2004

Example of a Results Framework for HIV/AIDS

Goal: Improve (i) Access and (2) Use of Prevention Services.

Outcomes	Indicators	Baselines	Targets
1. IDUs will have better access to needle exchange programs	1. Percent of IDUs with access to needle exchange programs	20% in 2005 (NACA)	50% by 2010
2. Use of condoms by SWs will increase	2. Percent of SWs who report using a condom with their most recent client	35% in 2004 (Behavioral Study MOH)	70% by 2010
3. Use of condoms by young men and women will increase	3.1 Percent of men aged 15-24 who report using a condom during last sex in the last 6 months.	48% in 2006	60% by 2010
	3.2 Percent of women aged 15-24 who report using a condom during last sex in the last 6 months.	23% in 2006 (DHS)	50% by 2010

SUMMARY MESSAGES



1. In the project keep the focus on showing what the project will directly do. **-do not ATTEMPT to change the world. BE REALISTIC.**
2. Global Indicators (i.e., MDGs) are indicators of overall direction. They can be used for national and global reporting but **not as implementation progress indicators.**
3. **Utilize the information already available.** There are more data that it seems. Pay attention to disaggregation by age, gender, geography; and identify data gaps.
4. When you collect new data **be systematic and rigorous** so the data will be relevant and valid.
5. **Evaluations** should help **clarify the links in the results chain** from project inputs to outputs to outcomes.
6. **Use project data** for decision-making and to document project progress to stakeholders and donors.
7. Remember to **budget for monitoring and evaluation activities.**

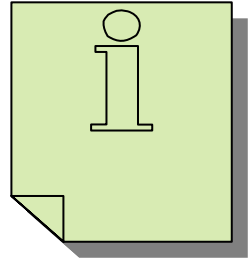


GROUP WORK

- Complete the Performance Results Framework at the ROUND TABLES

For more Information on Monitoring and Evaluation

- UNAIDS www.unaids.org
- United Nations Development Programs
www.undp.org
- World Bank Global AIDS Program
www.worldbank.org/aids
- WBI www.worldbank.org/wbi
- World Health Organization www.who.org
- World Bank http://www.worldbank.org/oed/eod/me_tools_and_approaches.html
- Measure Evaluation www.measureprogram.org
- American Evaluation Association - www.eval.org/resources.asp
- African Evaluation Association- <http://www.afrea.org>



Definitions: Results Terminology

- Input Financial, human and material resources used for a development intervention

- Output Products, goods and services which result from a development intervention

- Outcome Likely or achieved effects or behavior changes resulting from a development intervention

- Performance Degree to which a development intervention or partner operates according to specific standards or criteria

- Result The output, outcome or impact of a development intervention

- Results Chain The causal sequence for a development intervention, moving from inputs and activities to outputs, outcomes and impacts.