Performance Monitoring of Operational Plans
Performance monitoring

Learning objectives

• To create a common understanding of performance monitoring

• To describe the **linkages** between different levels of M&E

• List examples of tools and processes for performance monitoring

• To develop key performance indicators for your annual operational plan
A continuous process of collecting and analysing data, to compare how well a development intervention, partnership or policy reform is being implemented against expected results (achievement of outputs and progress towards outcomes).
The role of operational plans in performance monitoring

- The Operational Plan is a performance monitoring tool because it lays out expectations.

- OP forms the basis for monitoring planned vs achieved results on an annualized basis.
Platform for performance monitoring

- Impact
  - Strategic Goals/ Priority Areas
    - Impact indicators
      (Impact of the NR on HIV Prevalence/ incidence)
  - Strategic Objectives/ Targets
  - Strategies
    - Outcome indicators
      Population based changes over time (beh. change, Improvement of Quality of life, mitigation, institutional changes)

- National Annual Results in OP

- Sectors and implementers Activity plans

- Performance Monitoring
  - Performance indicators
    Tracking planned vs Achieved results
  - Monitoring at implementation level
Performance monitoring and OP cycle

Key performance Indicators
- Number of VCT sites established
- Number of health workers trained

National Annual Results
- To establish 90 new CT sites in 16 districts
- To train 200 health workers in PMTCT

Data collection tools

Planned vs Achieved results

Joint AIDS Programmes Review
- Were sites for new VCTs appropriate?
- Is the utilisation rate increasing?
- Are they equipped?
- Are they adequate?
- What are the emerging issues – More people testing but no referral services?

Next National OP
Country Practices

• What is the reporting rate to NAC in your countries?

• What percentage of your national key indicators are reported on annually?

• Is the development of annualized operational plans guided by previous years monitoring/progress report?
Why One M&E System

- Collection of data based on **national needs** rather than those of individual donors, thus avoiding vertical and isolated initiatives;
- Production of **higher quality, relevant, accurate and timely** data to provide evidence for programming;
- Submission of **reports** to international bodies under a **unified global effort**;
- **Efficient and effective** use of data and resources; and
- Greater **transparency, coordination and communication** among different groups involved in the national response to AIDS.
Monitoring, evaluation and HIV surveillance

M&E FRAMEWORK

Input → Process → Output → Outcome → Impact

- People: money, equipment, policies, etc.
- Training: Logistics Management, etc.
- Services: Service use, Knowledge
- Behaviour: Safer practices
- HIV/STI transmission reduced
- HIV impact
A results chain is a logically linked set of results, some immediate, others more distant. Results at each level aggregate to produce the results at the next higher level. The results chain includes:

- Immediate results called OUTPUTS that are the consequences of completed activities.

- End-of-project results called OUTCOMES, which are the consequence of the achievement of a set of outputs.

- A long-term result called IMPACT, that is the logical consequence of the achievement of the outcomes.
Inputs

- Resources invested in a program (supplies, people)
- 5 Ms: (Wo)Manpower, Machines, Money, Methods, Materials
Activities

• The key activities that staff are engaged which contribute to the achievement of the outcomes
• examples: training, counseling, services provided, etc
Outputs

- Immediate results of activities achieved
- Demonstrates that the activities have been undertaken; outputs provide evidence that the activity had occurred
- Examples: number of workshops conducted; number of youth reached by BCC materials; number of home visits
Outcomes (Effects)

- Changes observed among clients of the program
- Usually have an action word associated with them, e.g. “increased”, “improved” and represent the consequences of the activities and the outputs
- Changes in behavior or skills (e.g. improved handling of VAW cases, decrease in incidence of early pregnancies)
Impact

- changes in the longer term that occur in the community level as a result of a given program

- usually observed in community level vis individual level (e.g., reduction in HIV/AIDS related mortality; decreased prevalence; coping capacity of the community)
Example of a Results Chain: Splash and Ripple Effect

Project: Peer Educators Training

**Input**
- Materials
- Persons

**Activities**
- 3 days seminar on HIV and AIDS

**Output**
- 20 Peer Educators trained; increased knowledge on HIV/AIDS

**Outcome**
- Condom Use among MSMs

**Impact**
- Low prevalence of HIV and AIDS
The Results Chain

**RESOURCES**

Operational Results:
The administrative and management product of an agency, its programs, or projects.

**RESULTS**

Developmental Results:
An actual change in the state of human development that is the results of a project or intervention.
The Results Chain

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Performance Measurement

• Also known as “monitoring and evaluation”
• Know the level of achievement of the results chain
• Elements of Performance Measurement
  – Selected performance indicators
  – Data sources
  – Methods of data collection
  – Frequency of data collection
  – Roles and Responsibilities of data collectors
Key Components of an M&E System

- One monitoring and evaluation unit *coordinating M&E* activities in HIV/AIDS
- One national multi-sectoral *M&E plan* with clear goals and targets
- One national set of *standardized indicators* comparable over time (a sub-set comparable across countries)
Key Components of an M&E System, con’t.

• The goal/s, indicators and data sources should be clearly linked using a logical framework;

• A process flowchart that details the activities involved in the data collection, the sequencing of these activities as well as the responsibilities of all stakeholders responsible for the execution of these activities;
Key Components of an M&E System, con’t.

- One national level **information system** containing key data
- Effective **information flow** from sub-national to national level and among different national level actors feeding into the national information system;
- Harmonised M&E **capacity building** efforts among all the training providers in country.
- Annual operational **plan** of activities, including the annual responsibilities of NAC’s partners, and annual operational budget to execute the M&E work plan
Program Level M&E and the National M&E

- A national M&E system provides a national overview to enable decision-making and track progress from a national perspective.

- A programmatic-level M&E system collects data for use by the implementers of the HIV programme and for feedback to the national M&E system.
M&E Issues at the Local Level

- The proportion of service organizations using monitoring data
- The proportion of organizations with a staff whose primary designation is M&E
- The proportion of agencies with M&E skills
- The level of experience in data collection and in data analysis.
- The level of knowledge and information management
- The level of computer ownerships in service organizations; availability of internet access
1. M&E data collection

2. Analysis by organisation that collected the data

3. Collation of data in National HIV/AIDS Database

4. Meta-Analysis of data from different sources

5. Identification of Lessons Learned, Gaps and Priorities

6. Development of Targeted Information products, tailored to info needs of specific stakeholders

7. Strategic Use of Info in Policy development; Programme implementation; Research priorities; Advocacy; Resource mobilisation
“Evidence and Results based”: The system is oriented towards generating and using information based on programme results. This will create opportunities for results and evidence based learning and planning at various levels. The system will focus on monitoring programme outputs at regular intervals with timely and accurate analysis; enabling corrective action and for maintaining strategic direction.

Key Information Needs: System must meet needs and demands of information of various stakeholders at different levels.

Mechanisms: Includes both Independent, impartial assessments along with internal self assessments.
Guiding Principles of M&E Systems for Operational Plan

- **Harmonization of tools and formats**: Standard set of tools to collect and analyze information.

- **Feedback loops operate**: System works in circular fashion of action-analysis reporting-feedback-action. Not just one way.

- **Balance between collection and analysis**: Striking a balance between providing a meaningful overview of every program area and a national overview.
Thank you