



***Monitoring and Evaluation  
at AFEW***

***by Irina Berezhnova, Adrian Webster and  
Tatiana Pilipenko***

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## Overview: M&E at AFEW

1. Introduction (the role and value of M&E)
2. M&E tools in the past
3. How we do that now? Core functions of M&E
4. Function 1: Project M&E key tools (eg. Site Visits, Training Evaluation, Service Utilisation)
5. A note on the other core functions

# Overview M&E at AFEW (cont)

# **But what is the purpose or value of M&E at *AFEW*?**

Why are we here?

## ***AFEW's Mission Statement***

**“...to make a major contribution to the reduction of the impact of HIV/AIDS in Eastern Europe and Central Asia (EECA)”**

# What does this mean?

- We implement programmes and projects on behalf of donors
- We advocate for a more significant and effective response from others (governments, donors, other NGOs etc)

# How does M&E fit in?

## *Programmes and Projects*

1. Donors = Donor requirements = M&E
2. A genuine desire to “contribute” = Organisational performance management and continual programme development = M&E and Research  
(ie. making sure we “do the projects right” AND “do the right projects”)

## *Advocacy*

3. Advocacy = Reliable information and evidence = M&E and Research

# M&E tools in the past

- **Impact Evaluation:**
  - **Baseline/RAR studies (HR projects – Russia, Ukraine, Moldova, CAR and SW projects – CAR);**
  - **Follow up studies amongst MARA (Mass Media Campaigns on Safer sex, PSP, SW projects in CAR).**
- **Output and Outcome Evaluation:**
  - **Qualitative and quantitative studies;**
  - **Site visits;**
  - **Reports from the projects' staff; and**
  - **External evaluations of the projects.**



# M&E Core Functions

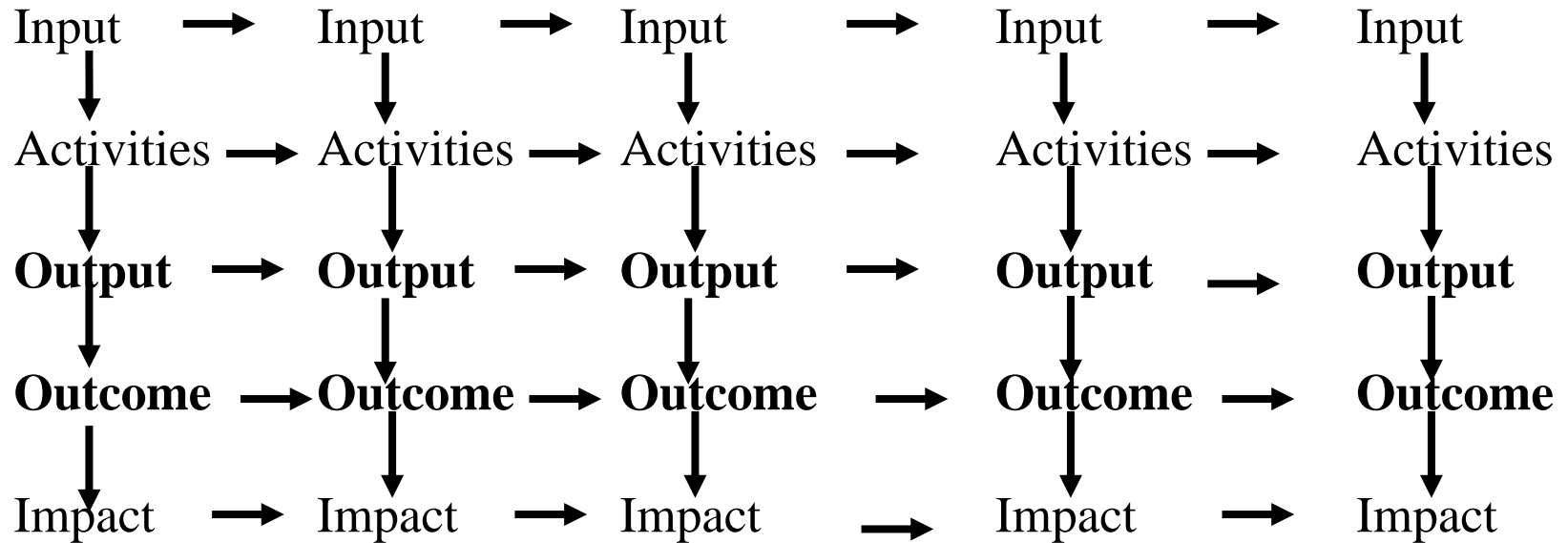
## (What do we do?)

- 1. Plan and conduct activities aimed at M&E of projects and programmes (data collection, analysis, etc);**
- 2. Conduct specific research assignments for projects (needs assessments, re-analysis of data, etc);**
- 3. Gather and provide epidemiological and contextual information relevant for programme development and advocacy;**
- 4. M&E of the implementation, effectiveness and efficiency of *AFEW* procedures; and**
- 5. Conduct research projects for advocacy and/or programme development purposes.**

# Function 1: How do we do it?

## Comprehensive and Integrated

Plan → Build → Implement → Close → Realise



# The M&E Sub-Project

## How does it all work?

### **Plan**

Identify desired outputs, outcomes and impact of each activity and/or conduct risk analysis to establish indicators



### **Build**

Develop and test data collection tools, develop and test project in The AIR



### **Implement**

Implement tools and system, conduct ongoing monitoring, update The AIR



### **Close**

Conduct final evaluation, review all existing data



### **Realise**

Transfer lessons learnt, publish results

# Planning Phase

Planning Phase:

- Conduct Risk Analysis;
- Identify key risk points for project success;
- Develop logical framework;
- Review indicators;
- Identify desired outputs and outcomes for each activity; and
- Develop strategy for M&E.

# Build Phase

- Develop M&E tools;
- Set up The AIR; and
- Conduct Trainings on tools.

# Implementation Phase

- Implement M&E strategy, including conducting regular reviews of project performance; and
- Maintain data in The AIR.

# Close/Evaluation Phase

- Collect all information (ie. Conduct follow-up survey, etc);
- Analyse all data; and
- Develop evaluation report.

# Realisation Phase

- Transfer lessons learnt internally; and
- Publish data where possible.



# Core M&E Tools

## **Main Output and Outcome measurement tools:**

- Training Evaluations (eg. Pre and Post Training Evaluation);**
- Service Utilisation Surveillance (eg. Treatment Surveillance);**
- Site Visits, including checklists and guides;**
- Regular project reporting; and**
- Workshop feedback reports.**

# Core Data Collection Tools

## **Main Impact Measurement Tools:**

- **Baseline and Follow-up Evaluation Studies (in some cases could be considered outcome measurement); and**
- **Epidemiological data (eg. incidence rates).**

# The benefits of effective M&E

- Improved management of activities and quality of outcomes;
- Improved accountability: it helps to identify the successful strategies for extension/expansion/replication and modify unsuccessful strategies; and
- Learning and development. It helps to measure effects/benefits of programmes and interventions.

M&E helps to improve performance and achieve results. It is also provides important information for advocacy and helping others improve their activities.

# Indicators

Measures that indicators can be based on include:

- Quantitative, e.g. number of people trained; or
- Qualitative, e.g. training curricula developed.

# A good **OUTCOME** indicator is:

- **Specific.** Key indicators need to relate to the conditions the project seeks to change.
- **Measurable.** Both quantifiable and qualitative indicators can be measurable and useful as long as they are precise, in terms of what is measured and how and they can be independently verified.
- **Attainable.** The indicator must be attainable at reasonable cost using an appropriate data collection method.
- **Relevant.** Indicators should be relevant to the management information needs of the people who will use data. Information must be sorted, screened, aggregated and summarized in different ways to meet different managers' needs.
- **Timely.** An indicator needs to be collected and reported at the right time to influence many management decisions.

# Methods of data collection

- Extracting data from written records (eg. client files);
- Surveys of individuals or households, including:
  - Self-administered questionnaire;
  - Interviewer administered questionnaire; and
  - Qualitative studies (eg. interviews, FGDs).
- Have a trained observer rate behaviour, environments or organisations;
- Take physical measurements (eg. health status);
- Reports from project staff or stakeholders; and
- Identified outcomes and records from meetings.

# Key issues in Data Collection Procedures

- When to collect?
- Who is a participant?
- All participants or only a sample?
- Who will collect the data?
- How to protect confidentiality?
- How to inform participants?

# What to monitor in your measurement system?

- Time spent;
- Former participant not located;
- Data frequently missing in records;
- Response rates;
- Refusal rates;
- Planned observations not completed;
- Data collection errors;
- Data needed but unavailable; and
- Costs beyond staff time.





# How do we manage all of this information?

## **The *AFEW* Information Resource (The AIR)**

### **key functions (module 1):**

- **Project Management Information;**
- **Project Monitoring Reports;**
- **Project Evaluation Data;**
- **Department Management Information;**
- **Department Monitoring Reports; and**
- **Programme Development Information Management.**

# Purpose

- **Facilitate the management, monitoring and evaluation of projects by making it easier to plan and share information.**
- **Bring *AFEW* staff together in a common informational space.**
- **Allow information to be viewed and modified online.**
- **Document the project development process so that it can be improved over time.**
- **Collect and store, in a single database, information on project activities, indicators, aims and tasks that can be used for communication and advocacy purposes.**
  - **Provide access to the organisation's information resources through the library.**

# Function 1 (Project M&E): Summary

**The AFEW M&E Goal (re-stated):**

**“To ensure adequate, accurate and timely information is available to facilitate donor reporting, project performance management, programme development and advocacy”**

# Function 1 (Project M&E): Summary

## Our Method:

- 1. Ensure a comprehensive M&E strategy is in place across the entire project lifecycle (the M&E Matrix);**
- 2. Employ a standardised core set of tools (plus others if required); and**
- 3. Monitor the implementation of the project and the M&E strategy using 'The AIR'.**

# **A note on our other functions**

- 1. Project related research projects;**
- 2. Epidemiological monitoring and region profiles;**
- 3. Process Control/Quality Management;  
and**
- 4. Research priorities.**

# Project Logical Framework structure.

- **Purpose – overall result of all the activities during the project cycle ().**
- **Example: «To extend and increase the effectiveness of VCCT service».**
- **Objective – an achievement of one of the expected results. It includes a number of activities and tasks aimed at achievement of the overall project purpose.**
- **Example: «To train the Health Care specialists on HIV Counseling».**

# Project Logical Framework structure.

- **Activities – groups of tasks that need to be completed in order to achieve project objectives.**
- **For each of the activities there are some expected results determined (outputs and outcomes).**
- **Example: «To conduct three trainings on VCCT».**
- **The expected output— number of people trained; expected outcome is increased level of knowledge in VCCT amongst the target group.**
- **Tasks – basic project management unit. Each activity (eg. conduct a VCCT training) could consist of a few tasks (eg. develop training materials, send invitations, etc) aimed at achievement of a certain objectives.**



# Summary

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# Training Evaluation: Key Questions

- 1. What is overall goal (desired impact) of the training?**
- 2. What are the desired outcomes (eg. specific learning objectives)?**
- 3. What are the desired outputs of the training (eg. the number and type of people to be trained)?**

# Training Evaluation: Key M&E Questions

- 1. How can we tell if the outputs have been delivered?**
- 2. How can we tell if the outcomes have been achieved?**
- 3. How can we tell if the overall goal has been achieved?**

# Training Evaluation: An Example

- 1. Overall Goal/Impact: To increase the capacity of relevant health professionals in a certain region to provide VCT.**
- 2. Learning Objectives/Outcomes: To increase the knowledge of relevant health professionals on certain issues relating to VCT.**
- 3. Desired Outputs: Relevant health professionals have been trained on these certain issues.**

# Training Evaluation: An Example

**Output Measure 1: We record the training topics covered through trainer's report.**

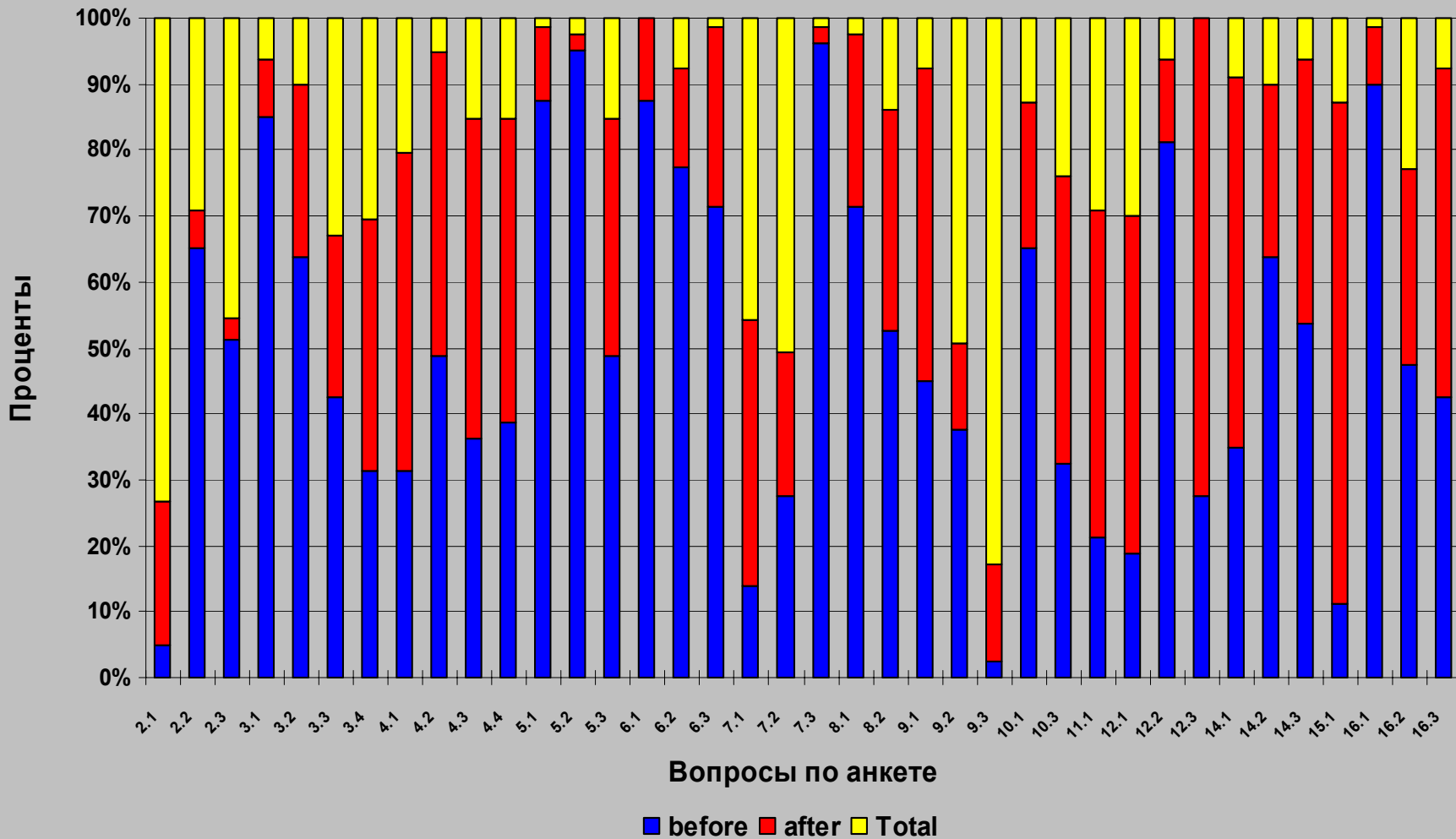
**Output Measure 2: We record the number of people trained from particular groups through pre and post training evaluation (PPTE) questionnaire.**

# Training Evaluation: An Example

**Outcome Measure: We measure improvements in knowledge and changes in attitude in relation to certain issues through PPTe.**

**Impact Measure: We conduct baseline and follow-up surveys within the region to monitor changes in the overall population of relevant professionals.**

**Результаты анализа по уровню информированности после 1-ой степени тренинга по консультированию до и после теста на ВИЧ, четыре группы, Май 2005, Алматы**



# Case Management Monitoring System (CMMS)

## Description

CMMS is a client-level data collection system used in the Client Management project *AFEW* is currently implementing in Central Asia. This database is used by client managers to track the progress of clients through the HIV/AIDS service network as well as, more broadly, to monitor and evaluate the project.

## Purpose

Monitoring of information relating to clients and the services they are referred to.



# Elements in the System

- Unique ID of Client;
- Main target category (SW, IDU, Prisoner)
- Nature of first contact (eg. outreach, drop-in, etc)
- Assessment of health status
- Recommended treatment plan (select from range of possible services) and control of the execution
- Where referred to and when
- Outcome of referral:
  - Did the person attend and when?
  - What service was provided?
  - How successful was it (rating scale)?
  - What further recommendations?

# Database reports enable:

- the switching of service referral of clients from one provider to another by registering referrals (incoming and outgoing);
- the showing of characteristics of vulnerable groups, to evaluate their needs regarding different services (by interviewing all the network's clients);
- the monitoring of services provided by organisations which are the part of the social bureau network, including the level of client satisfaction;
- the evaluation of the work of the active referral network of services and related organisations with the help of standard cross-sectional research among clients (once a year).

# Functions

- search for a client;
- search for a visit;
- report generation: client visits, service needs, referrals list,
- data export/import.

# Reporting

# **What about measuring changes in skills and what about actual service provision?**

**A journey of a thousand miles begins with a single step**

**Site visits and service utilisation monitoring will be useful but we plan to investigate more effective ways of measuring service quality, including practitioner skills.**