USER MANUAL FOR THE DAMMERI DATABASE

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USER MANUAL FOR THE DATA MANAGER FOR MONITORING AND EVALUATING RESULTS AND IMPACT (DAMMERI) DATABASE

Overview of the Citizen Security Programme's M&E Capacity Strengthening Project

This project is part of the Ministry of National Security's Citizen Security Programme (CSP), which aims to reduce crime and violence in twenty-two (22) high-risk communities. The purpose of this project is to provide monitoring and evaluation (M&E) capacity building support to Non-Governmental Organizations (NGOs) that are partnering with the CSP. NGOs involved in this initiative are designing and executing programmes in the areas of youth violence, domestic violence, and child maltreatment. CSP recognizes that NGOs are critical to the national programmatic response given their unique positioning and expertise to design and implement community-specific and culturally appropriate interventions.

This M&E system-building and capacity strengthening project is one component of a more comprehensive NGO capacity development strategy called the "Institutional Strengthening of NGOs (ISN) Initiative". That initiative stems from the in-depth capacity assessments which identified 1) sustainable funding, 2) research, monitoring and evaluation, 3) strategic planning, and 4) NGO cooperation as areas requiring strengthening. That assessment by the CSP found that 69% of the participating NGOs have zero or low capacity for Monitoring & Evaluation.

It is widely recognized that M&E capacity and system development will contribute to more efficient programming, more effective use of resources and assessments of the effectiveness of programmatic interventions. M&E is also critical to programme replication and refinement and evidenced-based decision making.

This project incorporated the underlying assumption that M&E and results-based management are integral to all aspects of NGO structure, functions and operations. Thus, in addition to programme monitoring and evaluation functions, M&E can inform and contribute to an organization's efforts toward sustainability, its organizational and project-level strategic planning processes, and its collaborative efforts with other organizations that offer complementary services and strengths.

The project consultants collaborated with CSP and a large number of NGOs to design and develop appropriate Results Based M&E systems that can be used by the NGOs to monitor and evaluate the implementation of all of their projects and programmes, including those not funded by the Citizen Security Programme.

The objectives of the M&E project of the CSP Programme were:

I. Improving the technical capacity of 10 NGOs to monitor and track project and programme activity

II. Improving the capacity of NGOs to:
   - define critical process and outcome indicators and targets for their projects;

- systematically capture the required data for those projects;
- collate and analyze the M&E project and programme data; and
- assess the achievement of outputs, outcomes and overall impact of their projects within a suitable short, medium and long term reporting framework

III. Improving the quality of reports provided to internal and external stakeholders.

Purpose of the Database

One component of this M&E strengthening project was to develop an integrated M&E System that is based on the M&E Frameworks developed by participating NGOs in collaboration with the consultants. The integrated M&E System or Database will assist NGOs to organize information on their programmes and projects and facilitate the efficient and reliable storage and retrieval of data, in a convenient and safe multi-user platform.

Database Development Process

The database system is called the Data Manager for Monitoring and Evaluating Results and Impact or DAMMERI. The software application was purposefully built using the JAVA computer language and is capable of operating across multiple platforms and allows for future development and specialization. The development of an integrated M&E system capable of facilitating the entry, review manipulation and retrieval of project/programme information by NGOs was achieved through a collaboration between two consultancy teams, CSP and NGO staff. Initial versions were developed, reviewed, and refined prior to a formal pilot test with purposively selected NGOs. NGO feedback via pilot testing and survey was incorporated into the database's functionality and refinement.

DAMMERI allows for data entry and management and retrieval on:

- Persons/members within organizations and their characteristics;
- Organizations and their characteristics; and
- Project/programme information including outputs, outcomes, budgets and costs.
- Each NGO was provided instruction on the use of the system.

Each NGO was provided instruction on the use of the system as well as a copy of the DAMMERI database reference manual in order to facilitate use of the system by NGOs.

Purpose of the DAMMERI Database Reference Manual

The DAMMERI User Reference Manual and documentation will allow for capacity development and re-training of NGO staff and can serve as a primer for new staff. The DAMMERI User Reference Manual is intended for end users of the database and contains instructions and explanations for the various components of the database. A separate technical specification document is available that can facilitate further modification and customization of the database based on specific NGO needs.

The Reference Manual is organized in the following main sections:

- Who should use the Manual
- How to use the Manual
- Initial Setup
- Administration and Management of the Database
  - Granting Access to the Database (USERS)
  - Multiple users
  - Use on networked environments;
  - Backing up the database;
  - Restoring the database;
  - Updating and resetting the database.
- Standard Tabs Within Each Section of the Database
- Adding Persons To the Database (PERSONS)
- Adding Organizations To the Database (ORGANIZATIONS)
- Adding Projects To the Database (PROJECTS)
- Querying the Database (Query)

Who should use the Manual

This manual was created for NGO representatives and end users who have no previous experience with the DAMMERI results-based M&E system. It is to be used as a reference guide for such users and will provide readers a basic understanding of:

- The purpose of the DAMMERI results-based M&E system;
- How to input data into the DAMMERI results-based M&E system;
- How to access information from DAMMERI results-based M&E system; and
- How to maintain information in the DAMMERI results-based M&E system

How to use the Manual

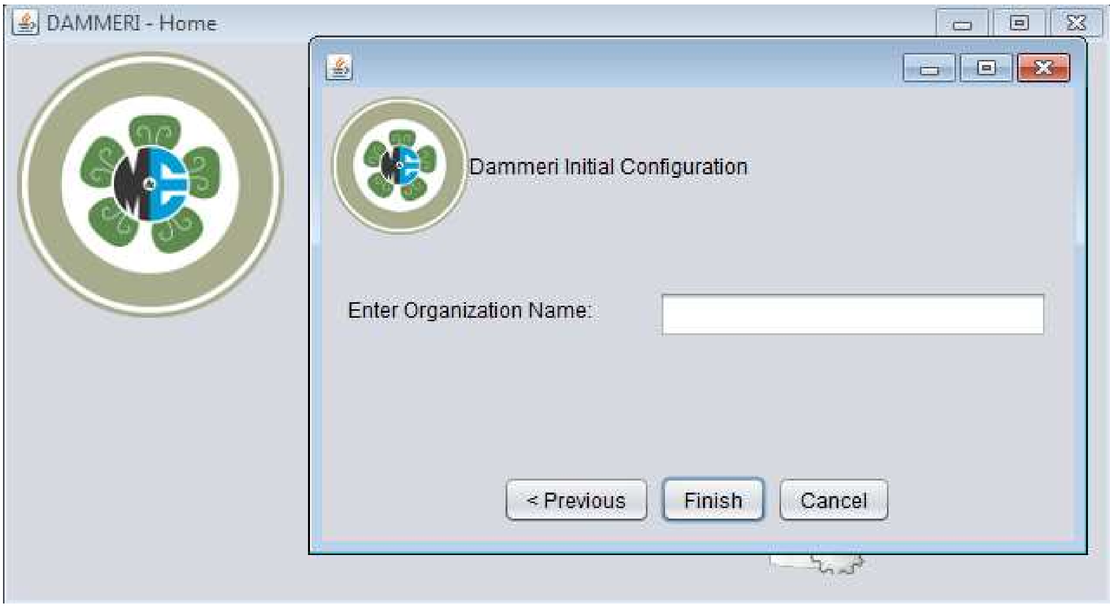
Users, particularly those with limited experience using databases, are encouraged to review the manual in its entirety before using the DAMMERI database. Administrators and managers of the database should pay particular attention to the sections on managing users, backing up and restoring the database. Thereafter, users are also encouraged to refer to refer to the manual as needed for technical assistance and guidance with specific sections if they have difficulty or need clarification.

INITIAL SETUP OF THE DAMMERI DATABASE

- ✓ To open the DAMMERI programme double click on the icon. A window tab will appear requesting you enter your user name and password:
  - Enter user name and password and click the login tab or hit the enter key on your computer.

- ✓ You will also be prompted to enter a new password:
  - Enter a new password. This password will be valid each time you wish to gain access to the database. (NOTE: This step of entering a new password will occur only during the initial setup phase).

- ✓ A window tab will then open requesting you enter the name of your organisation:
  - Enter your organisation's name.



Accessing and Closing the Database

Opening the Database

✓ To open the DAMMERI programme double click on the icon. A window tab will appear requesting you enter your user name and password:

- Enter user name and password and click the login tab or hit the enter key on your computer. You will now be logged into DAMMERI and in the "Home" window setting, from here on referred to as DAMMERI-Home window.

TIP: As your cursor moves over and settles on each of the tabs in the DAMMERI-Home window, a description of the function of that tabs appears.

Logging out of the Database

- ✓ To log a user out of DAMMERI:
  - Whilst in DAMMERI-Home window, highlight the “logout” icon and hit the enter key or double click on the icon, the user will be logged out and a window tab will prompt for a user name and password of the new user.

Exiting the Database

- ✓ To exit DAMMERI:
  - Whilst in DAMMERI-Home window, highlight the red tab to the upper right corner of the window and double click, the programme will close.

STANDARD TABS WITHIN EACH SECTION OF THE DATABASE

The DAMMERI-Home window contains the following six data related tabs – Persons, Organisations, Projects, Users, Queries and Settings. Within each of these contains functional buttons. The list below highlights and describes each one.

- ***Clear*** = Will remove ALL of the information entered in the fields *BEFORE* the save tab is clicked.
- ***Close*** = Will close the current window you are working in.
- ***Delete*** = Will delete a highlighted entry from the list.

TIP: Highlighting the entry with your cursor and right clicking will also provide you the option of deleting the entry from the list.

- ***Export*** = Will allow you to transfer the data out of DAMMERI into another file or programme such as Microsoft Word or Excel.
- ***Find*** = Find will allow users to search the database based on the values specified in the form. The records found will be displayed in the table below.
- ***Add*** = Add button will save the various dimensions (objectives, activities, etc) to the project currently editing.
- ***Save*** = Will save the data entered in the fields and add it to the list to the bottom of the window you are working in.

TIP: You can edit an entry by highlighting it with your cursor and right clicking, you will be provided with the option to "view" or "delete," select "view." The information from the list will be posted in the fields where you can edit the information. After editing, click on the "save" tab and select the appropriate function Yes, No or Cancel.

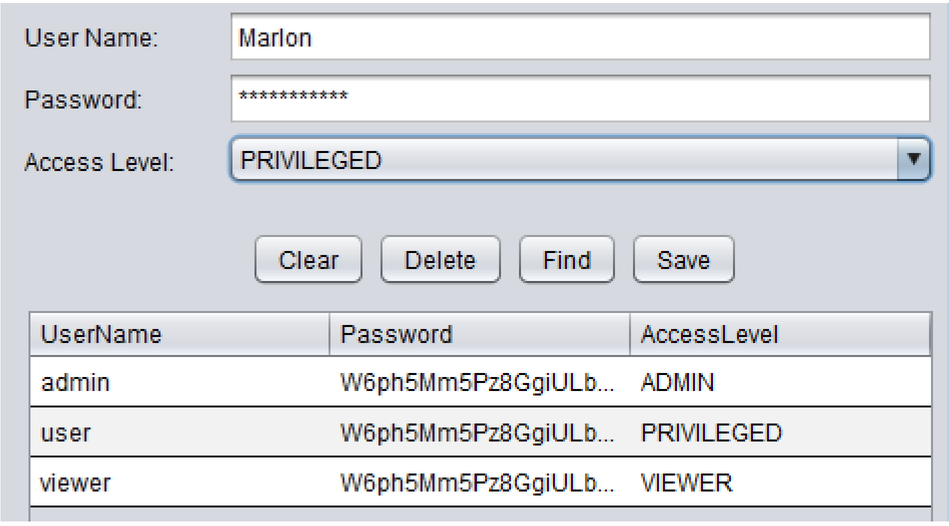
- ***Previous*** = The previous button will direct the user to the previous screen or tab within the current operation.
- ***Next*** **=** The next button will advance the user to the following screen or tab within the current operation.
- ***Exit*** **=** This will close the current operation. Changes made will be saved automatically.
- ***Cancel*** **=** This will close the current operation, however changes made will not be saved automatically.

MANAGING THE DAMMERI DATABASE

Granting Access to the Database (USERS)

A User is someone who has access to DAMMERI

Whilst in DAMMERI-Home window, highlight and click on the "Users" button. A new window will open called "Manage Users."



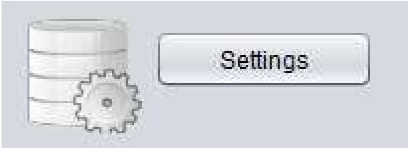
Please follow the instructions in the table below to populate the fields.

STEP	FIELD	DEFINITION OF THE FIELD	INSTRUCTION FOR COMPLETING
1	Username	The unique identifier for access to the database	Write in the username to uniquely identify the user.
2	Password	The password that will provide the username with access to the system	Write in the password for the user created
3	Access level	Determines the amount of access a user will have for the database	Select from the list the appropriate level of access

TIP: A list of information (usernames, passwords and access levels) will be created and displayed at the bottom of the Manage Users window.

Settings

Settings controls the operations of DAMMERI



Whilst in DAMMERI-Home window, highlight and click on the "Settings" tab. A new window will open called "Manage Settings."

Backup & Restore

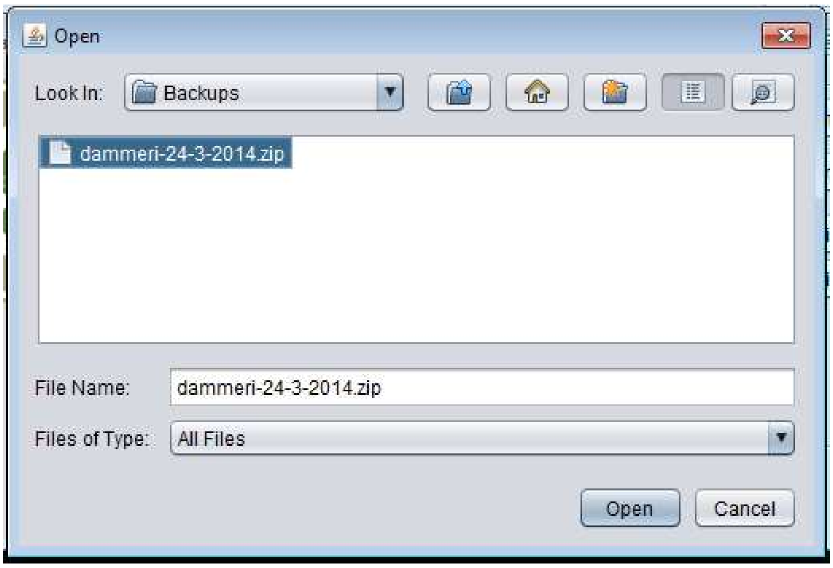
The backup and restore operations will give the administrator the maintain backups of the database in the event of loss or error to restore the database to some previous version.

Administrators should regularly backup data stored in the database. To perform backup operations please follow the instructions below.

Backup Database

Selecting the "Backup Database" button will bring up a screen that will allow the administrator to select the directory where the backup will be stored. Highlight the backup database button and click on it or hit the enter key. The application will create a zip file of the form dammeri-dd-mm-yyyy.zip in the location specified.

Restore Database

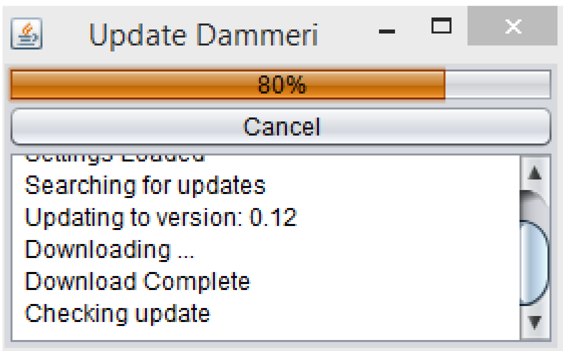


Selecting the “Restore Backup” button will allow the user to select the backup generated in the backup database operation and import the data within the system.

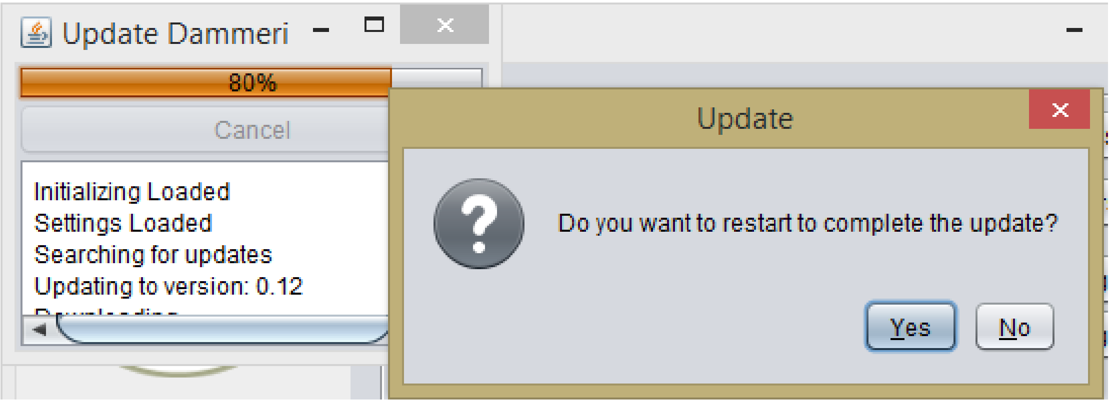
Update

Updating allows the users to receive the most up-to-date version of the application without losing data stored in the database

Updating allows the users to update the application without losing any of the existing data created within the database.



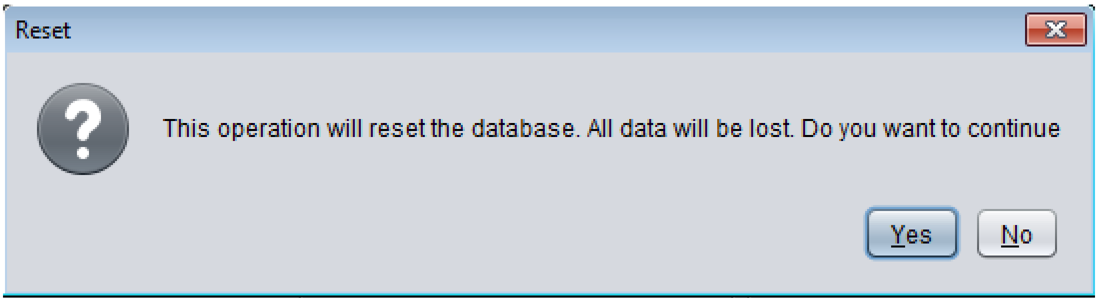
The application will download the update and will request the user to restart the database to apply the update.



Reset Database

To erase all the data within the database the administrator can reset the entire database. The user can access this operation by selecting the “Reset Database” button.

When the user selects the "reset database" button a prompt window will appear for confirmation of this action and indicate a warning of the consequences of this action.



When the user selects the Yes option the system will confirm if the operation was successful.

MANAGING PERSONS/MEMBERS IN THE DAMMERI DATABASE

Adding Persons To the Database (PERSONS)

Persons can be members of your organisation or others involved in a project, donors, or partners from other organizations

Whilst in DAMMERI-Home window, highlight and click on the "Persons" tab. A new window will open called "Manage Members."

Please follow the instructions in the table below to populate the fields.

STEP	FIELD	DEFINITION OF THE FIELD	INSTRUCTION FOR COMPLETING
1	First Name	First Name of any individual represented in the database	Write in your complete first name
2	Last Name	Last Name of any individual represented in the database	Write in your complete last name
3	Age	The age of the individual	Select the age from the list that best describes your current age
4	Sex	The sex or gender of the individual	Select the option from the list that describes your sex
5	Address	The local address where the individual resides. Specificity is subjective	Write the address of where you currently live
6	Role	Identifies the role/function/position of the individual in the organization specified	Select the option that best describes your role in the organization. If the role does not exist, select other and enter the new role
7	Organization	The organization to which the individual belongs. Will remain blank if the individual does not belong to an organization	Select the organization from the list to which you belong

Export & Import Persons

Importing and Exporting Persons allow portability of information into and from the database

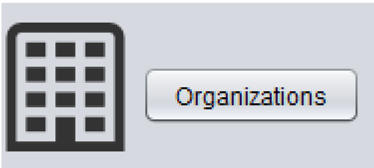
The export will save all the person records in the database as a Comma Separated Values (CSV) file. This CSV file can be opened with Microsoft Excel and any other spreadsheet application.

The import will accept only CSV files. Other databases and spreadsheet software (like Microsoft Excel) can save the existing database as a CSV file, however it must have the same headings as the Person table described in a subsequent section.

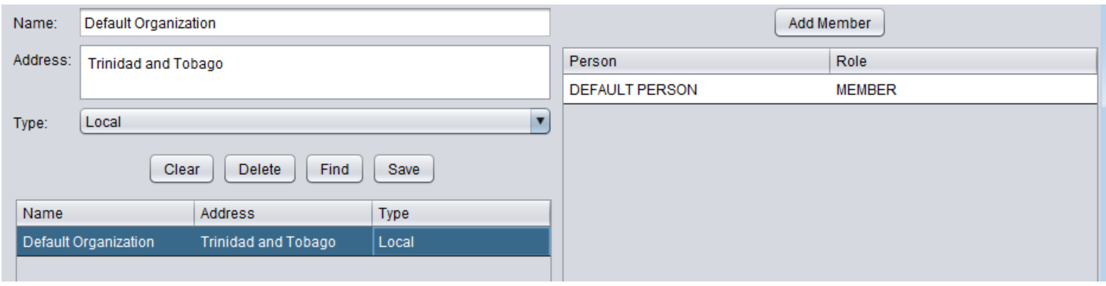
MANAGING ORGANIZATIONS IN THE DAMMERI DATABASE

Adding Organizations To the Database (ORGANIZATIONS)

Organizations can refer to both funders and partners; the organization tab manages all organizations referred to by the system



Whilst in DAMMERI-Home window, highlight and click on the "Organizations" tab. A new window will open called "Manage Organizations."



Please follow the instructions in the table below to populate the fields.

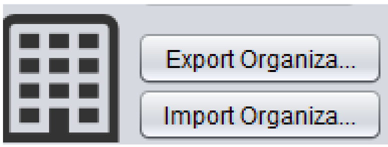
STEP	FIELD	DEFINITION OF THE FIELD	INSTRUCTION FOR COMPLETING
1	Name	The name used to identify the organization. This name should be unique	Write the unique name for identifying the organization
2	Address	The location of the organization headquarters. The specificity is left to the discretion of the user	Write the address of the headquarters of the organization
3	Type	Identify the scope of operation of the organization	Select from the list the most appropriate level of operation for the organization from the list of options

Add Member button will facilitate adding a person as a member of the currently selected organization. The instructions for the add member form can be found under the add person section

Export & Import Organizations

Importing and Exporting of Organization details allow portability of information into and from the database

The export will save all the organization records in the database as a Comma Separated Values (CSV) file. This CSV file can be opened with Microsoft Excel and any other spreadsheet application.



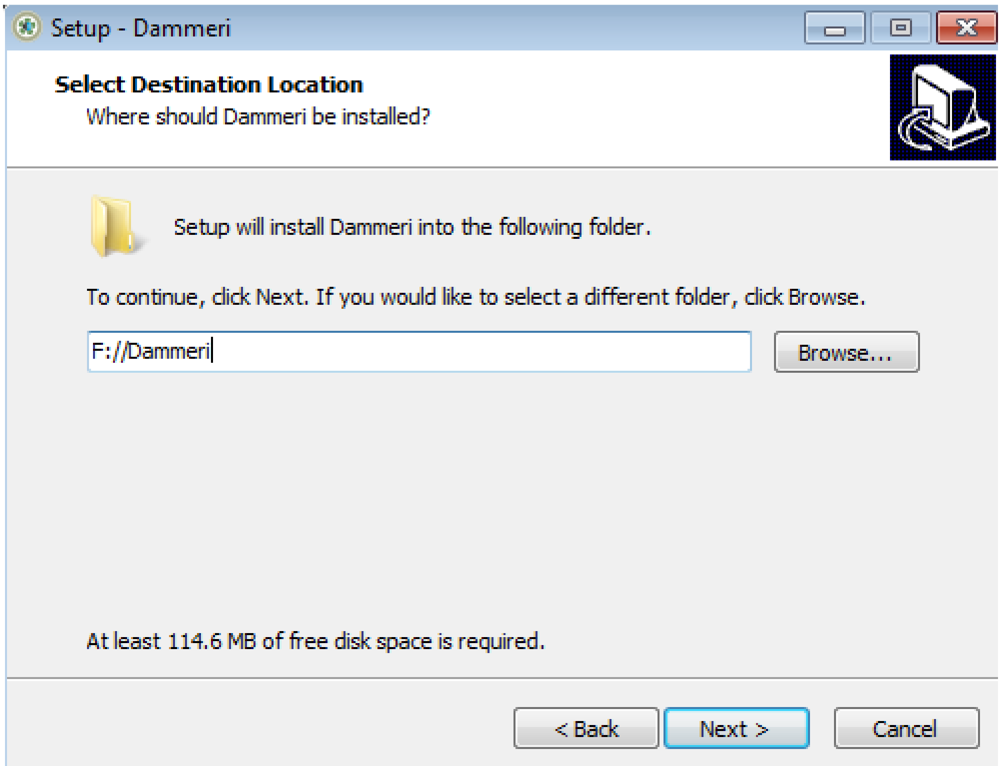
The import will accept only CSV files. Other databases and spreadsheet software (like Microsoft Excel) can save the existing database as a CSV file, however it must have the same headings as the Organization table described in a subsequent section.

Setting Up in a Network Environment

Networking Environment allows multiple users to connect to the application.
NB: Multiple persons can read, however only one can edit at a time

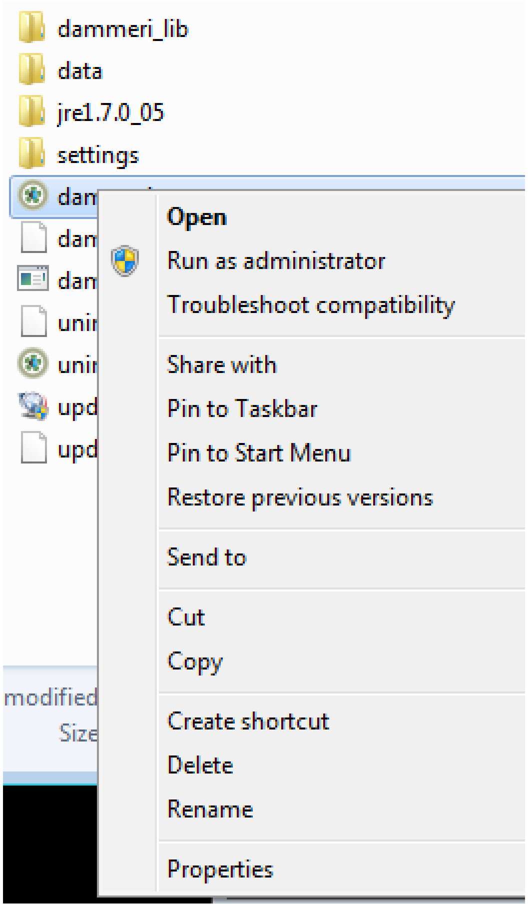
To run the application in a network environment:

1. During the execution of the installation procedure for the database set the install location to the location of the network. (Here illustrated with F://DAMMERI, however different networks with have different letter for the network drive)



2. Ensure that all users can write to the network (i.e. create and edit files on the network) where the application is installed.

3. Create shortcuts for the DAMMERI application. Open the installation folder, right click for the menu and select “Create shortcut”

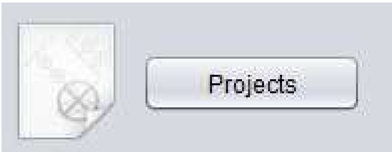


4. Copy this shortcut to all the computers on the network that will use the application.

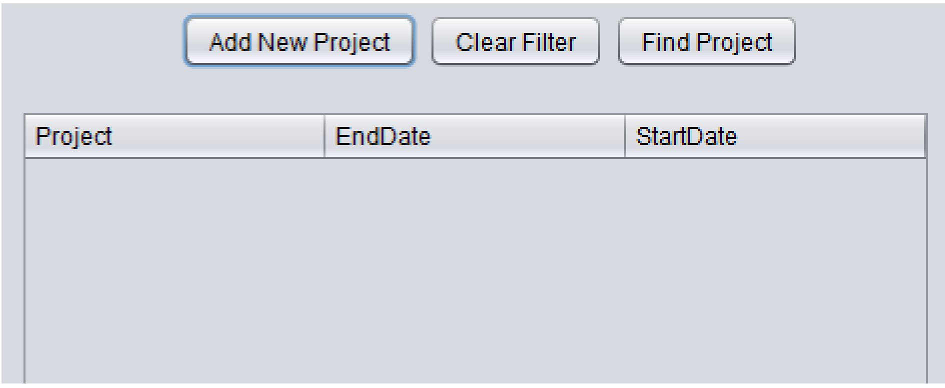
MANAGING PROJECTS IN THE DAMMERI DATABASE

Adding Projects To the Database (PROJECTS)

Projects manages all project related information in the database including activities and indicators contained within projects

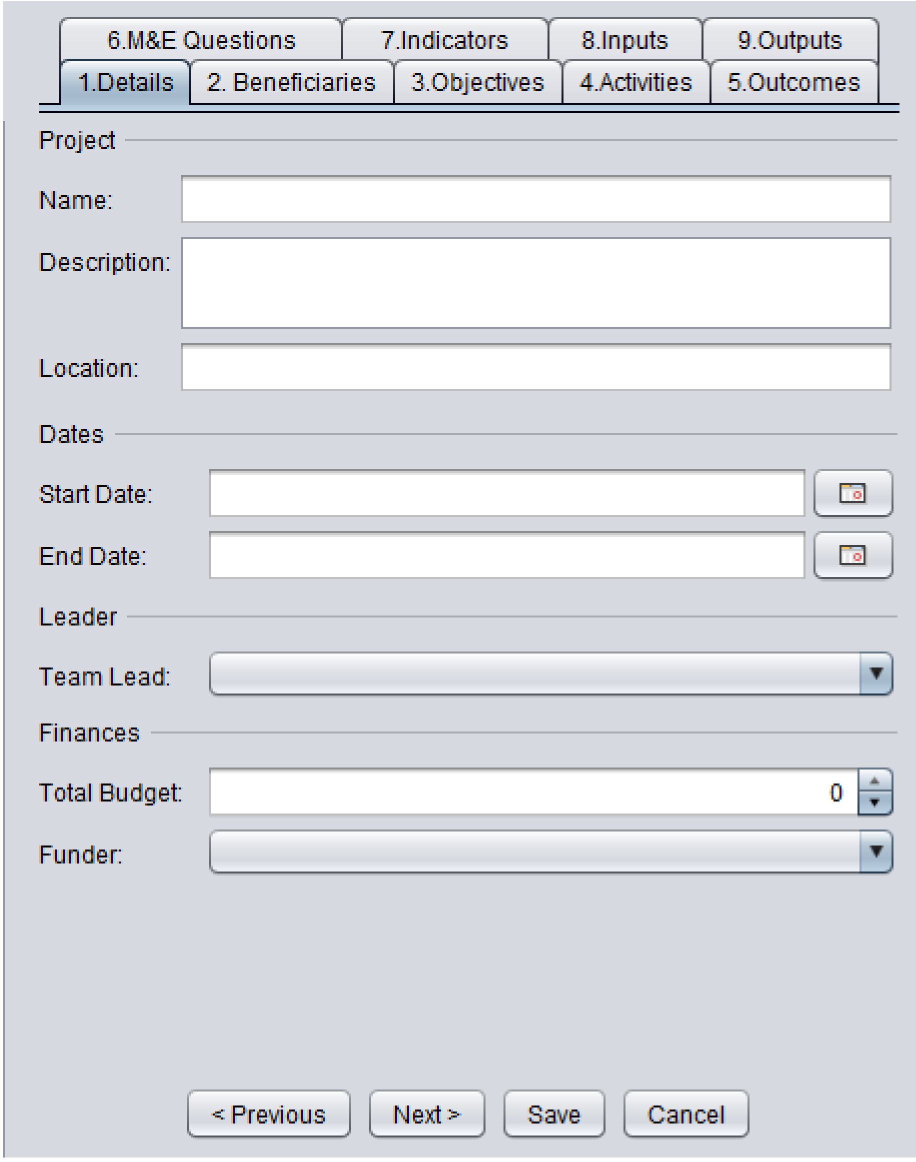


Whilst in DAMMERI-Home window, highlight and click on the “Projects” tab. A new window will open called “Manage Projects.”



To enter new projects into DAMMERI please do the following:

- Highlight the “Add New Project” tab and click on it.
- A secondary window will open to the right of your computer screen with 9 functional tabs.



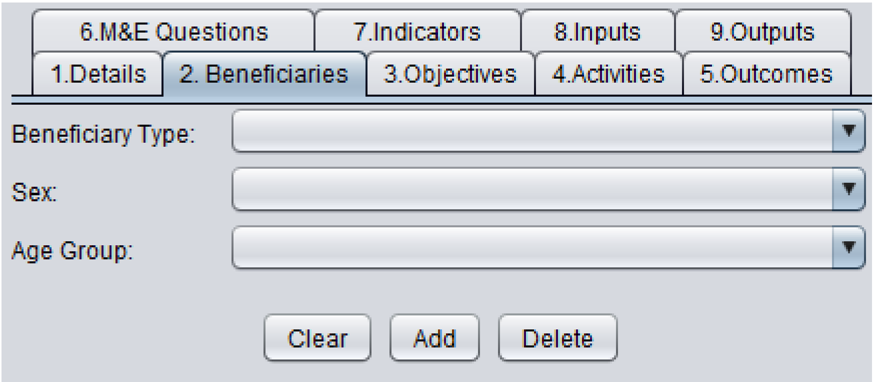
❖ **Select 1. Details** – This will allow you to enter general information on a particular project.

Please follow the instructions in the table below to populate the fields for "Details."

STEP	FIELD	DEFINITION OF THE FIELD	INSTRUCTION FOR COMPLETING
1	Name	The name by which the project can be identified	Write the name that describes the project created
2	Description	Additional information to help readers understand the nature of the project	Write the detailed description of the project.
3	Location	The geographic location/s the where the project will be implemented	Write the geographic location/s where the project will be implemented
4	Start Date	The date the project started	Select the date from the menu when the project commenced

5	End Date	The date the project was actually completed	Select the date from the menu when the project was completed Note the end date must come after the start date
6	Team Lead	The individual who is responsible/accountable for the project's success. This can be left blank if it is not applicable	Select from the list of persons who is responsible for the project
7	Total Budget	This will contain the total amount the project costs to implement	Write in the amount of money needed for the budget
8	Funder	The main organization supporting your project	Select from the list the organisation/s of person/s funding the project

- **Select 2. Beneficiaries** – Beneficiaries are the group or individuals that benefit or receive value from the implementation of the project.

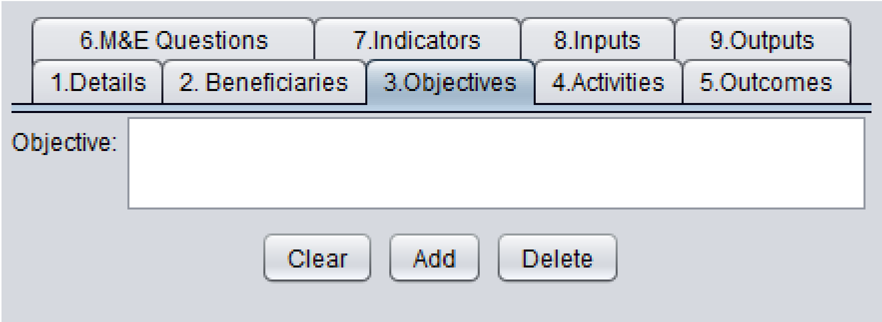


Please follow the instructions in the table below to populate the fields for "Beneficiaries."

STEP	FIELD	DEFINITION OF THE FIELD	INSTRUCTION FOR COMPLETING
1	Beneficiary Type	The specific group the project is targeting and will benefit from the project	Select the option from the list that best describes the beneficiary. Users can select other and specify their own beneficiary if not in the default list
2	Sex	The sex or gender of the beneficiary group. If both then it should be entered twice	Select the option from the list that describes the beneficiaries sex
3	Age Group	The primary target age group the intervention affects	Select the option that represents the age group of the beneficiary. If there is more than one age group, then enter multiple entries for each group

TIP: As you enter information in the fields it will be displayed as a list at the bottom of the Manage Projects window.

❖ **Select 3. Objectives** – Specific, operationalized statement detailing the desired accomplishment of the programme.

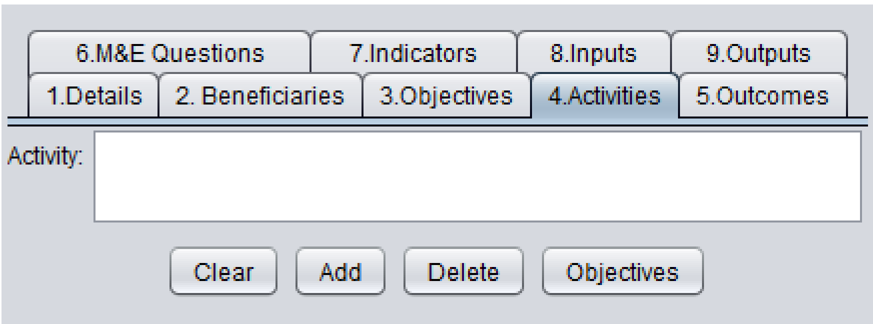


Please follow the instructions in the table below to populate the fields for "Objective."

STEP	FIELD	DEFINITION OF THE FIELD	INSTRUCTION FOR COMPLETING
1	Objective	The SMART Objective of the project	Write the objective(s)

TIP: As you enter information in the field it will be displayed as a list at the bottom of the Manage Projects window.

❖ **Select 4. Activities** – An operation or work process internal to an organisation, which uses inputs to produce outputs.

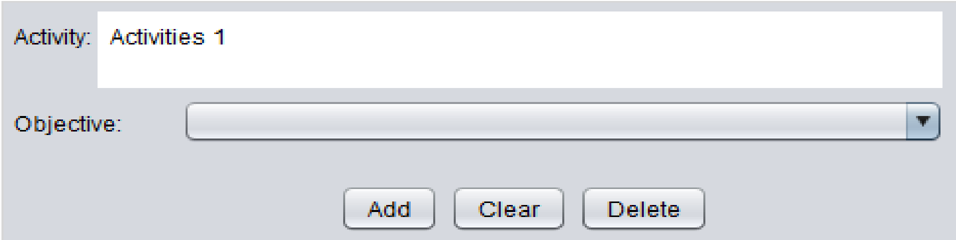


Please follow the instructions in the table below to populate the fields for "Activities."

STEP	FIELD	DEFINITION OF THE FIELD	INSTRUCTION FOR COMPLETING
1	Activity	The name of the activity	Write the name of the activity

Note: There are 4 functional buttons within the "Activities" tab, they are:

1. Clear
2. Add
3. Delete, and
4. Objectives

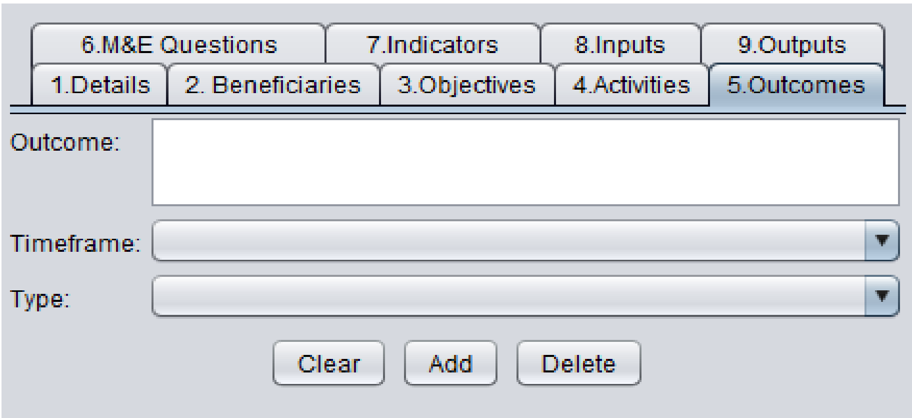


Move your cursor to highlight the objectives button and follow the instructions in the table below.

STEP	BUTTON	DEFINITION	INSTRUCTION FOR COMPLETING
2	Objective	The objective that this activity attempts to solve. This can be left blank if not applicable	Select from the list of objectives which objective is related to the activity

TIP: As you enter information in the field it will be displayed as a list at the bottom of the Manage Projects window.

❖ **Select 5. Outcomes** – An outcome is a specific benefit that occurs to participants (beneficiaries, staff, funders, other stakeholders) of a programme.

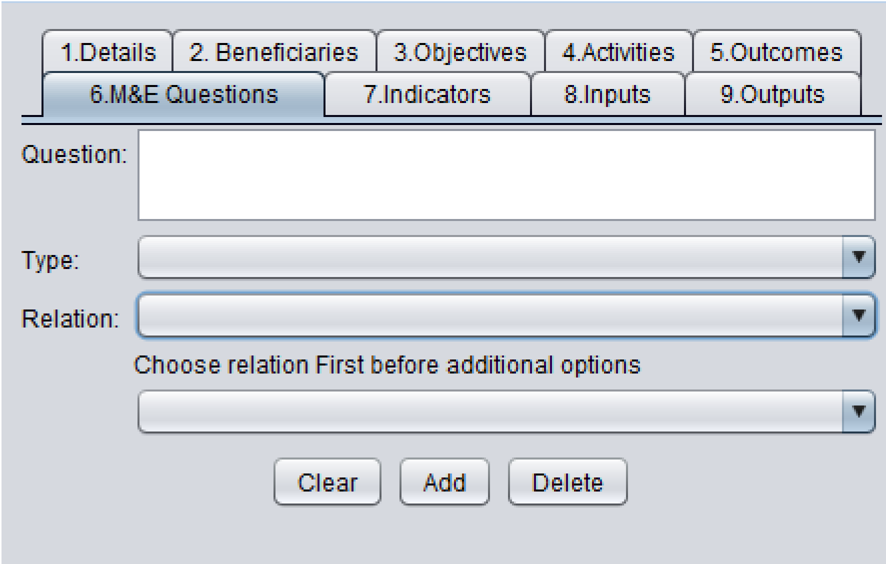


Please follow the instructions in the table below to populate the fields for "Outcomes."

STEP	FIELD	DEFINITION OF THE FIELD	INSTRUCTION FOR COMPLETING
1	Outcome	The name of the outcome for the project	Write the name of the outcome
2	Timeframe	The left of time it is expected to seem the results of the project	Select the appropriate timeframe from the list.
3	Type	The organization level that the outcome will affect	Select the level from the list of options

TIP: As you enter information in the fields it will be displayed as a list at the bottom of the Manage Projects window.

❖ **Select 6. M&E Questions** – Asks fundamental questions to improve practice.

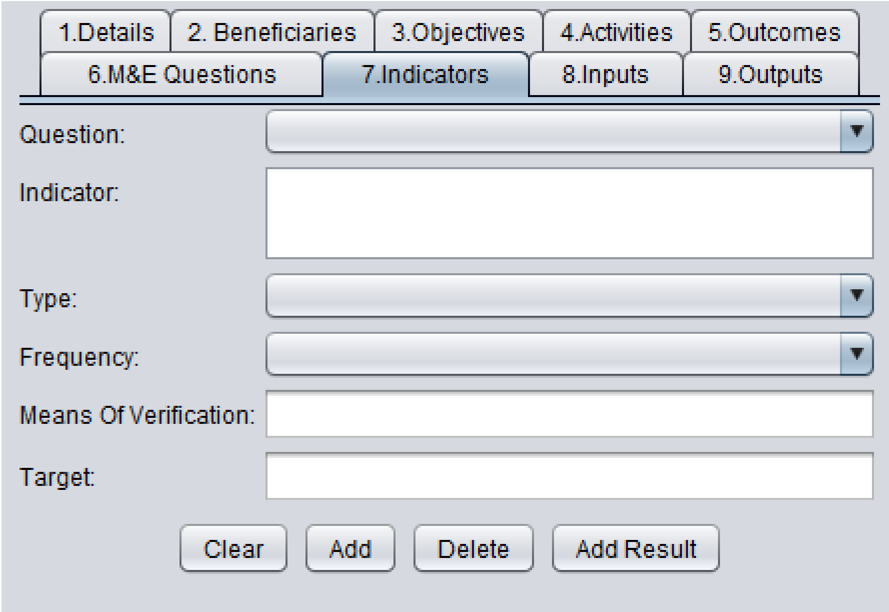


Please follow the instructions in the table below to populate the fields for "M&E Questions."

STEP	FIELD	DEFINITION OF THE FIELD	INSTRUCTION FOR COMPLETING
1	Question	The textual definition of the question	Write the monitoring or evaluation question to be evaluated
2	Type	Whether the question is a monitoring or evaluation question	Select the appropriate type of question entered
3	Relation	Identifies which component of the project documentation this question is linked. Relations can exist between Activities, Outcomes and Outputs.	Select the appropriate type from the drop-down menu
4	Choose Relation	Select the appropriate option based on the option selected from the relation	Select the appropriate relation from the drop-down menu

TIP: As you enter information in the fields it will be displayed as a list at the bottom of the Manage Projects window.

❖ **Select 7. Indicators** – Measure tracked systematically over time that indicates progress (or the lack thereof) toward a target.

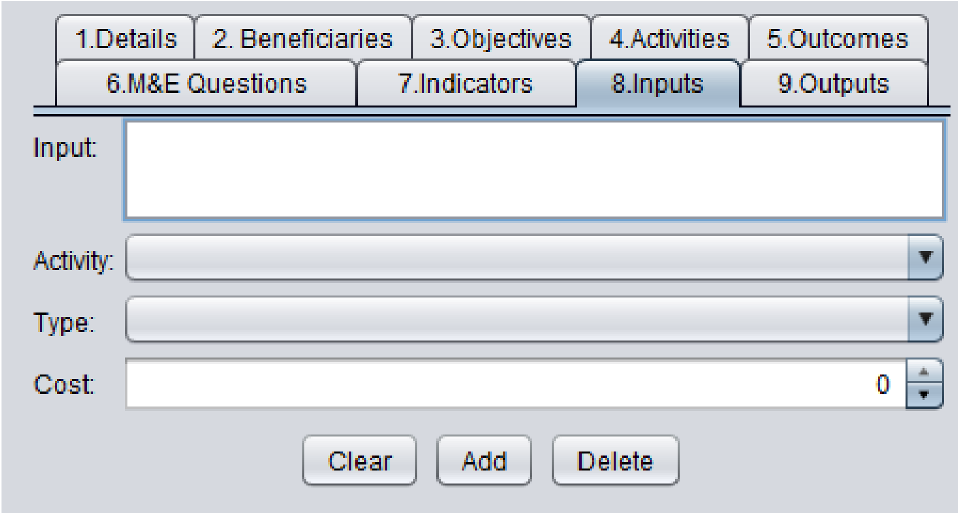


Please follow the instructions in the table below to populate the fields for "Indicators."

STEP	FIELD	DEFINITION OF THE FIELD	INSTRUCTION FOR COMPLETING
1	Question	The question to which the indicator relates	Select the question that the indicator will be used to evaluate
2	Indicator	The textual description of the indicator	Write the name of the indicator
3	Type	The organization level that the indicator will be related to	Select the level that the indicator belongs
4	Frequency	How often will information on this indicator be evaluated	Select from the list how often details will be collected for the indicator
5	Means of Verification	Where will the information come from	Enter where the data will be coming from
6	Target	What is the expected goal or value to be achieved by this indicator	Enter the expected value to be received by the indicator

TIP: As you enter information in the fields it will be displayed as a list at the bottom of the Manage Projects window.

❖ **Select 8. Inputs** – Refer to the resources that will be used to successfully complete an activity.

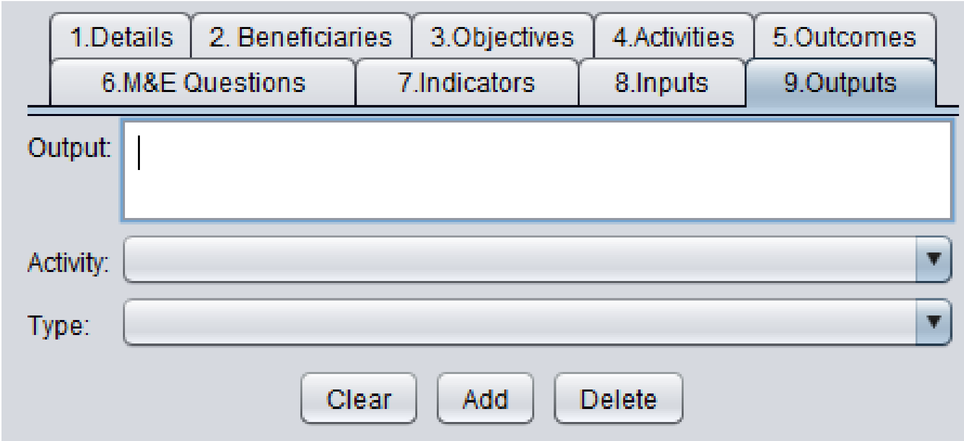


Please follow the instructions in the table below to populate the fields for "Inputs."

STEP	FIELD	DEFINITION OF THE FIELD	INSTRUCTION FOR COMPLETING
1	Input	The textual description of the input	Write the name of the input
2	Activity	The activity that this input is related to	Select from the list which of the activities relate to the input
3	Type	The organization level that this input will relate/affect	Write the level that the input is related to
4	Cost	The amount of funds expected to be spent to acquire this input. If not applicable leave as default	Write the cost of the acquiring the input

TIP: As you enter information in the fields it will be displayed as a list at the bottom of the Manage Projects window.

- **Select 9. Outputs** – Are direct products or services stemming from the activities of an organisation, policy, programme or initiative.



Please follow the instructions in the table below to populate the fields for "Outputs."

STEP	FIELD	DEFINITION OF THE FIELD	INSTRUCTION FOR COMPLETING
1	Output	The textual description of the output	Write the name of the output
2	Feedback	Any feedback that can be used to evaluate or further describe the output	Write any additional information that will help evaluate the output
3	Activity	The activity to which this output is related	Select from the list which of the activities relate to the output
4	Type	The organizational level that this output will relate	Select the level that the output is related to

TIP: As you enter information in the fields it will be displayed as a list at the bottom of the Manage Projects window.

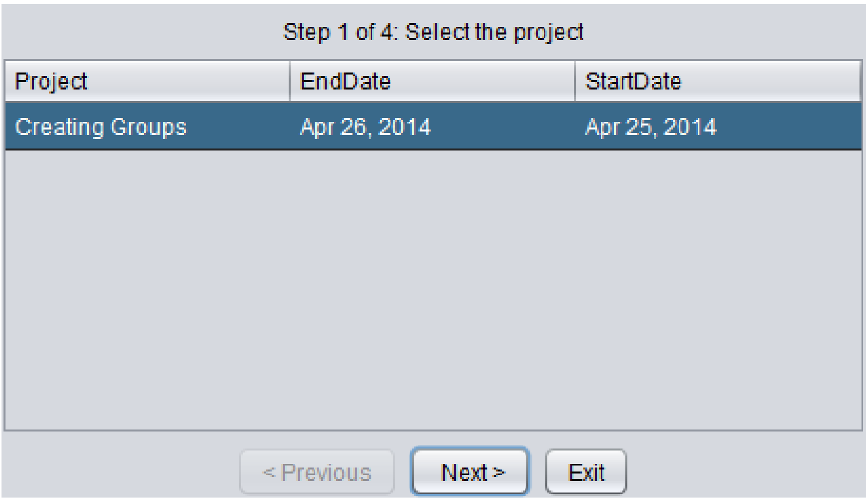
QUERYING THE DAMMERI DATABASE

Querying the Database (QUERY)

Provides the ability to search and download data from within the database

The querying section of the database will allow users to extract and view information within the database with the purpose of helping with the organization gather the relevant information for the preparation of their reports.

Select the project from the table:



All of the projects created in the database will be displayed to the user in the table. The user will select the desired project and click the Next Button.

Select Operation type:

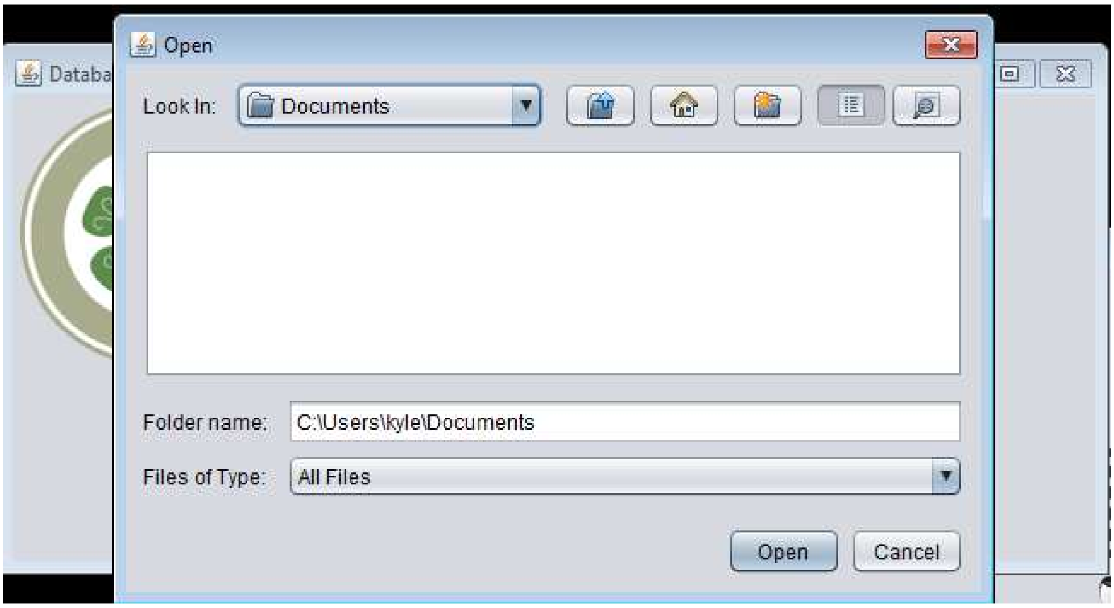
- **Standard** = produces a standard query that has all of the components of the project to be displayed or exported

- **Custom** = allows the selection of the components of the project by the user

- **View =** Will display the details of the projects within the current window

- **Export** = Will export the information to an excel document to a location specified by the user

The customize query gives the users the ability to select which of the components of the project will be included in the query.



Selecting export will prompt the user to specify the location to store the generated Excel file with the selected project details.

APPENDIX I: BASIC CONCEPTS IN MONITORING AND EVALUATION

Monitoring and evaluation (M&E) are important management processes which can help organisations to track their progress and facilitate their decision making. "Funders usually require some type of evaluative process, but the greatest beneficiaries of an evaluation can be the community of people with whom your organization works. By closely examining your work, your organization can design programs and activities that are effective, efficient, and yield powerful results for the community."

To achieve a comprehensive understanding of the impact of the projects, programmes and initiatives which your organisation undertakes, there should be M&E processes for beneficiaries, implementing staff, organizational management, as well as external agencies who provide funding or partner with your agency. Each project, programme or initiative undertaken by your organisation will have objectives designed to address the need or solve the problem of intended beneficiaries. In this section basic concepts associated with the M&E processes will be defined.

Monitoring

Monitoring is the routine tracking and reporting of priority information about a programme/project and its intended outputs and outcomes. It also includes measurement of progress toward achieving programme/project objectives, tracking cost and programme/project functioning and provides the basis for evaluation when linked to a specific programme/project.

Input/output monitoring involve the basic tracking and reporting of information about programme inputs, or resources going into a programme (such as funding, pharmaceuticals acquired for treating opportunistic infections, and the staff assigned to implement the programme), and about the programme outputs or results of a programme's activities (such as number of staff trained). This type of monitoring answers questions such as, 'What services were delivered? Data sources for monitoring inputs and outputs usually exist naturally in programme documentation, such as registration logs in the health center and client records. These offer details about the time, place, number and extent of services delivered, as well as the types of clients receiving services.

Objectives

An Objective is statement of desired program results. A good objective meets the criteria of being specific, measurable, achievable, realistic, and time based (SMART).

Objectives should be ***specific***. Explicitly state what you want to happen, where and to whom as a result of your intervention.

- **S**pecific objective: At least 90 percent of county schools will institute campuswide
  no-smoking policies by 2004.
- Non-specific objective: To stop teens from smoking.

Objectives should be ***measurable***. This means you must identify the current, or baseline, value and the level or amount of change that is expected. Your funders will insist on measurements. Measurable objectives will guide evaluation design, allowing you to track progress, document success or know where interventions aren't progressing as planned.

- **M**easurable Objective: To increase fruit and vegetable consumption among workers in Montgomery Hospital (the target audience) by 50 percent by June 2003.
- Non-measurable objective: To ensure that the workers in Montgomery Hospital eat more fruit.

Objectives should be ***achievable*** and realistic. Especially when you aim to change chronic, addictive behaviors (e.g., overeating, smoking), you may have to settle for small steps in a long process. If you overreach, your target audience may turn away completely. Besides, your realism reflects on your credibility. You cannot save the world with any intervention. But you can make the world a better place in a very concrete, albeit incremental, way.

- **A**chievable objective: To reduce marijuana use by youth age 14-16 in Iowa by 5 percent by December 2004.
- Non-achievable objective: To stop youth from using marijuana.

Objectives must be ***relevant***, i.e., logically related to your overall goals. Check with your target audience to ensure that what you hope to achieve in the short run will get you where you want to be in the long run.

- **R**elevant objective: Developing pictorial instructions that can be understood at low reading levels to improve patient compliance with "Back to Sleep" recommendations among people with low literacy by 10 percent in the next six months.
- Irrelevant objective (or not relevant enough): To improve patient compliance among people with low literacy by teaching adults to read better.

Objectives should be ***time-specific***. Your interventions are limited in time and space. While you always hope and plan for permanent change, you must be realistic about when to measure the effect that you can achieve. Your funders, partners, and policymakers will want a report within a realistic time frame. Identify the end point of your intervention and the points along the way at which you'll measure progress. If you have the resources, you could learn a lot about the permanency of your behaviour change and the durability of your intervention by measuring change at a distant point in the future.

- **T**ime-specific objective: To reduce the proportion of adults in the U.S. who smoke to 12 percent by 2010 (a specific goal of Healthy People 2010).
- Non-time-specific objective: To reduce the proportion of adults in the U.S. who smoke to 12 percent.

Outcomes

Outcomes are the changes that a program aims to effect on target audiences or populations, such as change in knowledge, attitudes, beliefs, skills, behaviors, access to services, policies, and environmental conditions.

Inputs

Inputs are a resource used in a program, including monetary and personnel resources from a variety of sources, as well as curricula and materials.

Outputs

Outputs are the results of program activities. This term relates to the direct products or deliverables of program activities, such as the number of counseling sessions completed, the number of people reached, and the number of materials distributed.

Inputs and outputs monitoring

Inputs and outputs monitoring refer to the basic tracking of information about program inputs, or resources that go into a program, and about outputs of the program activities. Data sources for monitoring inputs and outputs usually exist in program documentation (e.g., activity reports, logs) and client records, which offer details about the time, place, and amount of services delivered, as well as the types of clients receiving services.

Activity

An operation or work process internal to an organisation, which uses inputs to produce outputs. For example, training, research, negotiation, investigation, etc.

Immediate outcome

A change that is directly attributable to the outputs of an organization, policy, programme of initiative. These are short-term outcomes and are usually at the level of increased awareness, skills or access.

Intermediate outcome

A change that can logically be expected to occur once one or more of the immediate outcomes have been achieved. These are medium-term outcomes that are usually achieved by the end of a project or programme and usually involve behaviour or practice changes.

Impact

Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

Indicators/Performance Measures

Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.

Quantitative indicators can be defined as measure of quantity, such as the number of people who own sewing machines in a village. Qualitative indicators can be defined as people's judgments' and perceptions about a subject, such as the confidence those people have in sewing machines as instruments of financial independence. (CIDA, 1996:9). Indicators will vary in their ability to accurately and consistently reflect 'reality.'

- Question: How many health care workers were trained?
  - Indicator: Number of people trained
- Question: How many workshops were held?
  - Indicator: Number of workshops held

Programme Evaluation

The systematic and objective assessment of an ongoing or completed project, programme or policy, including its design, implementation and results. The aim is to determine relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.

- **Evaluation Questions** help focus and provide structure to an evaluation, guide the evaluation planning process, facilitate decision making about evaluation methods to use, and inform discussions about how evaluation results can be used to improve your programmes. A clear understanding of the programme and its objectives is a critical first step in developing evaluation questions. Such an understanding helps you write focused evaluation questions. A second critical step is to know why you are doing the evaluation. In other words, what is the purpose of the evaluation — programme improvement, programme justification, or generating new knowledge and theories? Develop a clear purpose for evaluation by involving stakeholders and other programme staff.
  - Did participants feel that the programme was useful?
    - Indicator: % of Participants indicating that the programme was useful
  - Did we spend as much as we had budgeted?
    - Indicator: % of budget spent on the project

- To what extent did participant knowledge increase?
    - Indicator: % of programme participants with an increased knowledge in [insert topic]

Operational Definition

An operational definition, also called functional definition, defines something (e.g., a variable, term, or object) in terms of the specific process or set of validation tests used to determine its presence and quantity. That is, one defines something in terms of the operations that count as measuring it.

An example of an operational definition might be defining the weight of an object in terms of the numbers that appear when that object is placed on a weighing scale. The weight then, is whatever results from following the (weight) measurement procedure, which should be repeatable by anyone.

Baseline

A Baseline refers to the status of services and outcome-related measures, such as knowledge, attitudes, norms, behaviors, and conditions before intervention.

Target

A target refers to a specific, planned level of result for an indicator you expect to achieve within a defined period of time.

ADDITIONAL RESOURCES

American Evaluation Association, accessible at: http://www.eval.org

Better Evaluation, accessible at:
http://betterevaluation.org/theme/organizational_performance

The World Bank – The Nuts and Bolts M&E System, accessible at:
http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPOVERTY/0,,contentMDK:22632898~pagePK:148956~piPK:216618~theSitePK:336992,00.html

REFERENCES

Glossary of Key Terms in Evaluation and Results Based Management, OECD, 2002.

Glossary Of M&E Terms. Prepared by the Evaluation Technical Working Group of the Joint United Nations Programme on HIV/AIDS (UNAIDS) Monitoring and Evaluation Reference Group, June 2008.

http://www.healthedpartners.org/

The Road to Results: Designing and Conducting Effective Development Evaluations, Morra Imas, L.G and Rist, R.C. The World Bank, 2009.