

Monitoring & Evaluation

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Indicators

- A variable which helps to measure a change in the situation

1. Health policy indicators

- Degree of equity of distribution of resources

2. Social & economic indicators

- Adult literacy rate
- GDP / GNP

3. Indicators of the provision of health care

- Utilisation of services
- Health care quality
- Duration of hospital stay
- Cancellation of scheduled surgeries
- Complications following analgesia
- Surgical site infections in abdominal hysterectomy patients
- Aspirin prescribed at discharge
- Washing hands before immunization
- Availability & maintenance of sterilizing chart

4. Health status indicators

- LBW
- IMR, PNMR, MMR
- Life expectancy
- DALY
- An ideal indicator should be
- Valid – measure what is supposed to measure
- Objective – answer should be the same if measured by different people in similar circumstances
- Sensitive – sensitive to change in situation.
- Specific – reflect changes only in the situation concerned

What do we mean by “performance”

- Difficult to define - broad and vague concept - different meanings to people working in different contexts
- Dictionary definition; “the act or process of carrying out, execution, doing, fulfillment of a duty; person's achievement under test conditions
- Performance refers to Process & output/Outcome

Uses of indicators

- As markers of progress being made towards reaching the objectives
- Motivate people to action
- Help in the identification of the priorities
- Monitoring & evaluation of a program
- Managers wants to know whether
 - The objectives are being achieved
 - The service provided is as **effective** as it can be
 - The processes by which the services is being delivered are as **efficient** as possible
 - Service delivery is improving or getting worse overtime
 - The organization **compare** well or not with others in its efficiency & effectiveness

Human development index (HDI)

- Based on 3 indicators
- Life expectancy at birth
- Adult literacy
- Standard of living – real GDP per capita
- Expressed as a value between 0 & 1.
- High human development ≥ 0.8
- Medium 0.5 – 0.79
- Low < 0.5
- Facilitates the determination of priorities for policy intervention & evaluation of progress over time.
- Permits comparisons within & between countries.

Monitoring

- Regular follow up of activities during implementation to ensure that they are proceeding as planned & are on schedule
- It is a feed back relevant to management decision making and
- Help to identify deviations so that activities can be put back on the right track
- Is a continuous process, to be done frequently as needed

Steps in monitoring

- Selection of appropriate indicators
- Collection of data
 - Routine monitoring of data using Management Information system
 - On site / office Supervision / Observation
 - Using Supervision reports
 - Surveys and small scale studies
 - Conducting Reviews

Steps in monitoring...

- Analyse the collected data
- Assess progress, performance & their outcome
- Compare with the work schedule & the establish standards
- Identify deviations if any
- Decide on corrective actions
- Take measures to correct any deviations.

What needs to be monitored (Example)

1. Provision of service delivery

- Are services provided as expected?
- Are clinics functioning regularly?
- Do PHM provide adequate domiciliary care?
- Do mothers receive trained assistance at delivery?
- Do mothers & children receive PNC?

What needs to be monitored...

- Are standard procedures practiced?
- Cold chain, Sterilization procedures, Growth monitoring
- Do high risk mothers get special attention?
- Are they identified with a Blue/Red sticker?
- Do staff provide proper advice & instructions?

What needs to be monitored...

2. Utilisation of services

- To what extent does the community utilise the services provided?

3. Logistics

- Are there adequate supplies?
- Are supplies received at time?

What needs to be monitored...

4. Facilities available for delivery of services

- Do clinics have basic equipments?
- Are they in working order?

5. Utilisation of available resources

- Are allocations properly utilised?

Evaluation

- The process by which we determine the worth or value of something
- Evaluation is the process of determining the extent to which predetermined objectives are attained as the result of a program effort
- A systematic way of learning from experience & using the lessons learnt to improve current activities & promote better planning by careful selection of alternatives for future activities.

Evaluation

- Assist planners & managers in making decisions about programs/projects.
- Relevance
- Adequacy
- Progress
- Efficiency (*doing the thing right*)
 - Doing things in an **optimal way**, for example doing it the **fastest** or in the **least expensive** way. It could be the wrong thing, but it was done optimally
 - *Performing or functioning in the best possible manner with the least waste of time and effort.*
- Effectiveness (*doing the right thing*)
 - Doing the **right task**, completing activities and achieving goals.
- Impact – the overall effect

Process of evaluation

- Specify the particular subject for Evaluation
- Ensure information support
- Verify relevance
- Review Progress
- Assess adequacy
- Assess efficiency
- Assess effectiveness
- Assess impact
- Draw conclusions and formulate proposals future actions and Write report

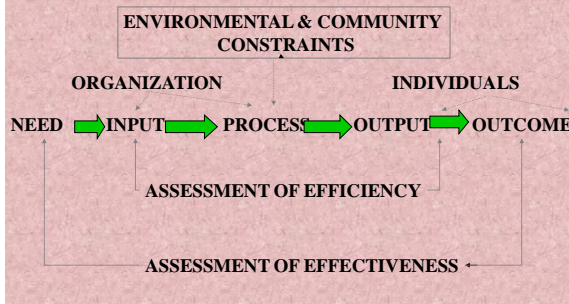
Monitoring

- Continues process
- Undertaken mostly at operational (implementation) level
- Improve the program operation & service delivery
- Continuous feed back is essential for corrective actions

Evaluation

- Generally periodically
- At all levels & all phase of management
- To improve, redesign, re-plan the program
- Not so vital; long term corrective actions are taken

Management model



Process evaluation

- Provision of services
- Completeness, distribution, accessibility, procedures
 - What information was used in the planning process?
 - Did the planning process reach the target population?
 - Were communities satisfied?
 - Was the plan properly undertaken & implemented?
- Direct observation, surveys
- Focuses on ways of improving planning processes

Output evaluation

- Evaluating the immediate effects of a program
- Efficiency
- Cost efficiency
The ratio of the total cost of the program to the service units delivered eg.
- $$= \frac{\text{Total cost of the program}}{\text{No of immunized children}}$$

Outcome evaluation

- Evaluating the long term effect of a program
- Effectiveness
- Cost effectiveness
The cost per desired outcome from the program
- $$= \frac{\text{Total cost of the program}}{\text{No of cases prevented}}$$

Evaluation Techniques

- Should make use of
 - Records
 - Returns
 - Schedules
 - Work plans
 - Feed back information
- Use such Techniques on
 - Discussions
 - Observations
 - Special Surveys
 - Trend analysis
 - Case studies
- As far as possible
 - Simple
 - Relevant
 - Feasible

If necessary

- Redefine the problem
- Re-design the programme
- Re-define functions & structure of services
- Specify modification of objectives, methods, techniques, resources etc.

Uses of Evaluation

- To determine the attainment of objective
- To determine whether activities carried out according to the objectives
- To identify successful activities
- To identify deficiencies / problems of subordinates
- To ensure timely remedial measures
- Provide basis for resource allocation decisions
- Outcome evaluation to ensure success of programme
- Helps to plan new programme

Key evaluation questions

- Was the goal worth achieving?
- Do the goals reflect community values & priorities?
- Do the objectives & strategies clearly reflect the goal?
- Did the intervention have beneficial or harmful effects?
- Was the effect of the intervention more beneficial than doing nothing?
- What were the different benefits of the different components of the plan?

Indicators for monitoring & evaluation (Example)

1. Process & output indicators

- Proportion of pregnant mothers registered for domiciliary care
- Proportion of pregnant mothers receiving clinic care
- Proportion of pregnant mothers protected with TT
- Proportion of pregnant mothers receiving trained assistance at delivery
- Proportion of pregnant mothers receiving PNC by PHM

Indicators for monitoring & evaluation

- Proportion of infants receiving clinic care
- Coverage of weighing of under 5 children
- Prevalence of underweight/ stunting
- Proportion of reproductive couples using contraception
- Proportion of family planning new acceptors

Indicators for monitoring & evaluation

- Antenatal VRDL coverage
- Teenage pregnancy rate
- Birth registration coverage
- Immunization coverage for specific antigens

Indicators for monitoring & evaluation

2. Outcome indicators

- IMR, NNMR, MMR, TFR
- Incidence of LBW
- Prevalence of malnutrition

Monitoring and evaluation using Reviews

- Periodic reviews
 - Monthly reviews - Monthly conferences at MOH offices
 - MOOH meeting at RDHS office
 - Quarterly reviews – MCH / Maternal death review at district level
 - Annual reviews – FH review
 - Maternal Death & EPI reviews

Supervision

- Is a supportive process
- Helps supervisors to identify the area situation, performance of staff
- Assist supervisees to identify strengths and areas that need improvement in their services
- Gives information for planning process
- Build up the TEAM WORK

Supervision - Norms

- PHNS – 6 per month
- SPHM – 10 per month
- MOH – 6 per month
- MOMCH – 8 per month

Submission of Supervision reports

- o Monthly returns – form A (PHNS) & B (SPHM)
- o Quarterly return – Form C
- o MOMCH quarterly statement

Types of Supervision

- Planned
- Random
 - Office supervision
 - Field supervision
 - Clinic /Hospital Supervision
- Quality assessment – mainly through
 - field surveys
 - observations – clinic & field
- Quantitative assessment - using records

Clinic supervision

- On regular basis by supervisory staff
- Observation of procedures
- Quality of services
- Submission of a supervision report
- Completeness and quality of record keeping

Look for..

- Physical environment/ infrastructure facilities/Human resources
- Information
 - completeness, accuracy, timeliness
- Previous Supervisions and Follow ups
 - Deficiencies identified and progress
- Knowledge of the staff and Skills

Role of supervisors

- Should identify the positive factors and praise the positives
- Convince about the deficiencies
- Suggest the interventions to overcome the problems
- Help to build up the "analytical thinking" in problem solving
- Select one topic at a time
- Give them time for corrections
- Provide feedback
- Disciplinary actions if necessary
- Follow up of actions recommended