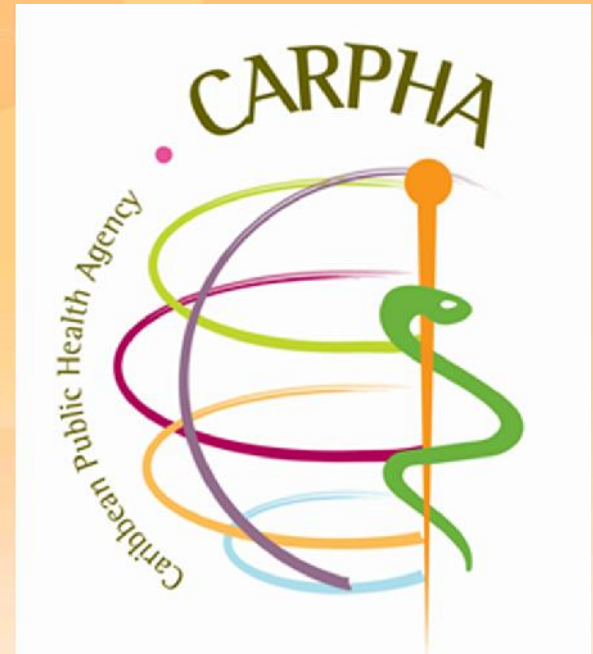


# Monitoring and Evaluation



12<sup>th</sup> Meeting of Caribbean National Epidemiologists  
and Laboratory Directors

17-19 September 2014

Hyatt Regency, Trinidad and Tobago



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# CARPHA M&E Unit

- Provide **support and leadership** on M&E throughout the region
- **5 staff** – Head, M&E Specialist, M&E Officers (x3)
- Wide range of services for CMS supported by two grants:
  - **CDC**: 12 countries, Sept 2012 – Aug 2015
  - **Global Fund/CARICOM**: 16 countries, Jan 2010 – Dec 2015
- Strengthening M&E at CARPHA
- Exploring fee for service activities – training, evaluations
- Exploring options to expand our focus beyond HIV



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# M&E Unit Activities with CMS

- M&E technical assistance for Ministries of Health and NGOs
- Basic and Advanced M&E Training for health staff
- Work with national stakeholders to plan, undertake and disseminate the findings of evaluations of national responses to HIV (while developing regional capacity)
- Assist countries to develop M&E Chapters, M&E Plans and/or M&E Frameworks for NSPs
- Work with national stakeholders to using existing data produce data-driven reports
- CCHIII reporting

# Basic M&E Workshop, Haiti



# M&E Unit Activities with CMS

- Develop innovative M&E capacity building strategies – internships, webinars
- Develop M&E Action Plans based on M&E system assessments
- Improve country-level data collection
- Standardize M&E data collection of PEPFAR indicators
- Work with universities to strengthen M&E modules
- Communication and dissemination of M&E material
- Development of an M&E Network



# Examples of our Work

- St. Vincent and the Grenadines Health Sector M&E Plan
- Antigua and Barbuda Statistical Digest 2014
- Outcome evaluation of Prevention and Enabling Environment Components of the Jamaica HIV NSP 2007-2012
- Outcome evaluation of the St. Lucia Universal Health Care Diabetes and Hypertension Project 2006-2012
- M&E Strategy for Dominica MOH
- M&E Chapter for the Barbados NSP for HIV
- Action Plan for strengthening M&E following the Jamaica NSP evaluation



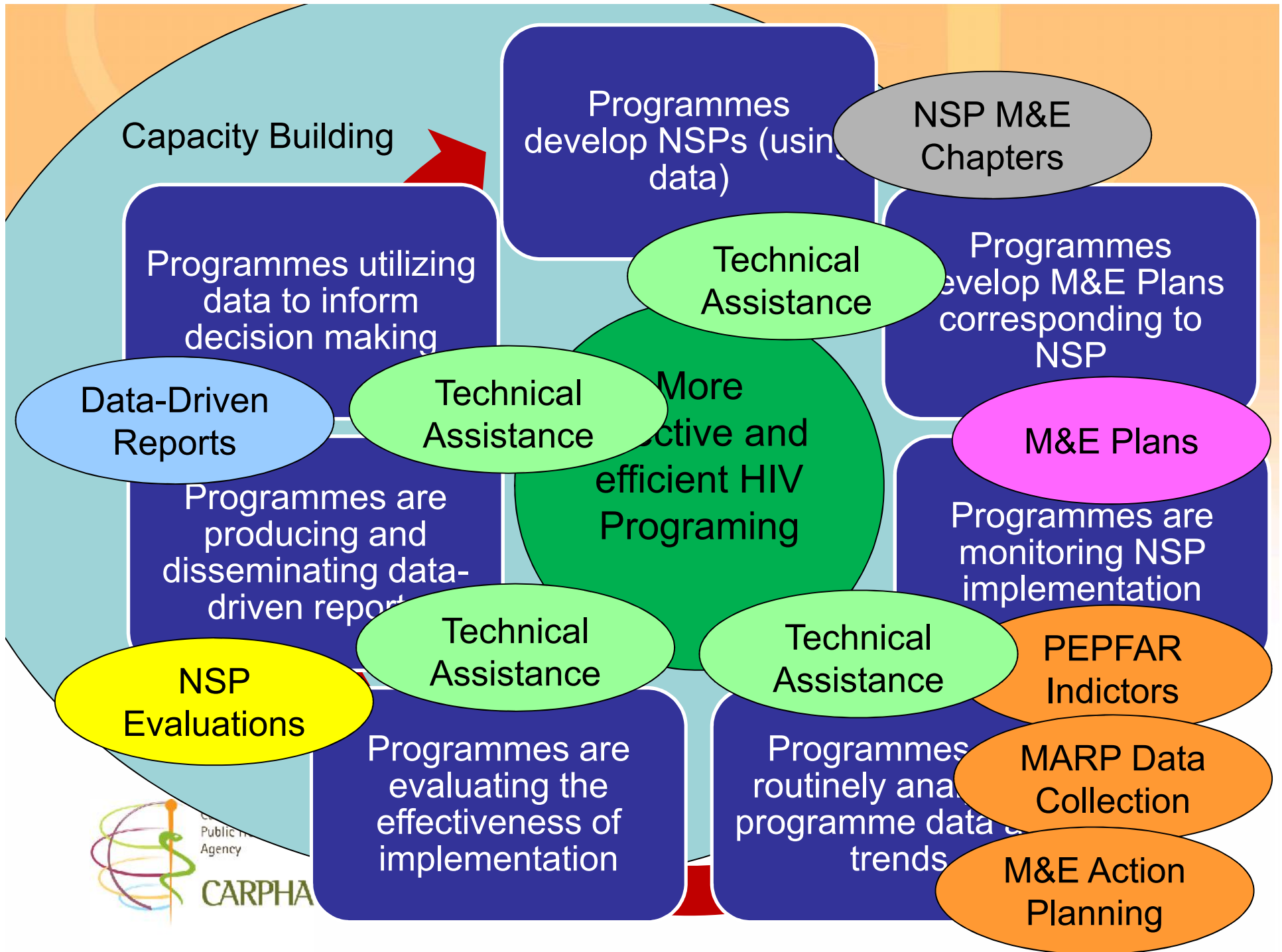
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# Advanced M&E Workshop, Trinidad



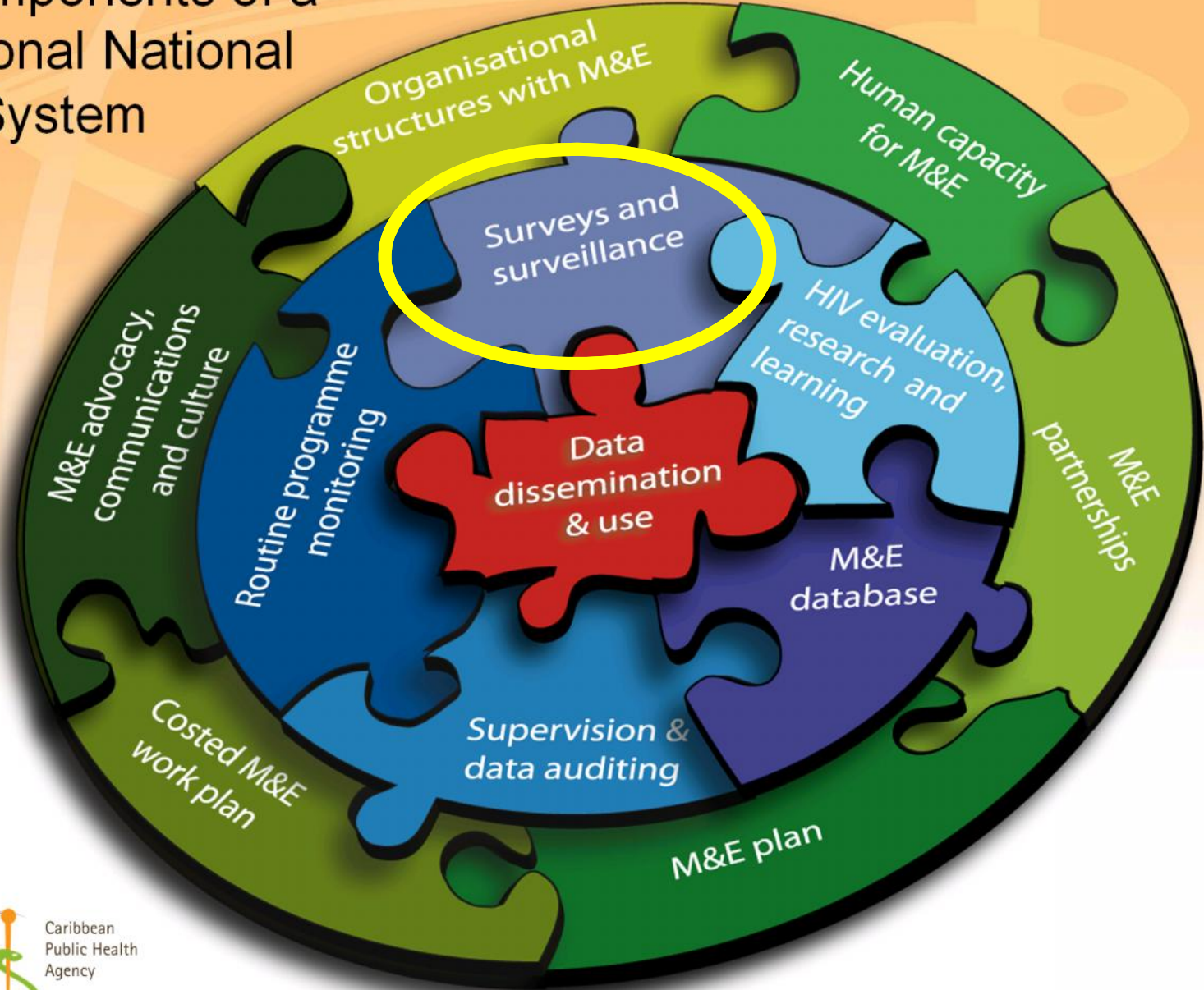
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# 12 Components of a Functional National M&E System



# M&E and Surveillance Systems

- A communicable disease surveillance system serves two functions:
  - Early warning of potential threats to public health
  - Programme monitoring functions (disease specific and multi-disease in nature)

# What is Monitoring?

- A continuous function that uses the **systematic collection of data on specified indicators** to document the extent of progress towards the realization of intended programme or project outcomes
- Monitoring is the **routine process of data collection and measurement** of progress toward program objectives

# **Monitoring activities provide answers to the following questions:**

- Is the programme achieving its goals?
- Is the programme being implemented as intended?
- What factors are facilitating/ hindering success?
- What are the unintended outcomes?
- What are the lessons learned up to this point?
- Are stakeholders' priorities being addressed?



# Why should organizations engage in M&E activities?

- M&E can help organizations to be **confident** making decisions in the following areas:
  - Use of resources
  - Programme direction
  - Meeting the needs of intended recipients
- It is through M&E that organizations can **ascertain the impact of its programmes**, through a comprehensive analysis of the intended and unintended outcomes

# What is Evaluation?

- Evaluation is the determination of the **value of a project, program or policy**
- “Evaluation should be seen as a process of **knowledge production which rests on the use of rigorous empirical inquiry**. The evaluator must make a series of interrelated decisions in order to make a judgment of worth”

*(Owen 2007)*

# Why Evaluate Programmes?

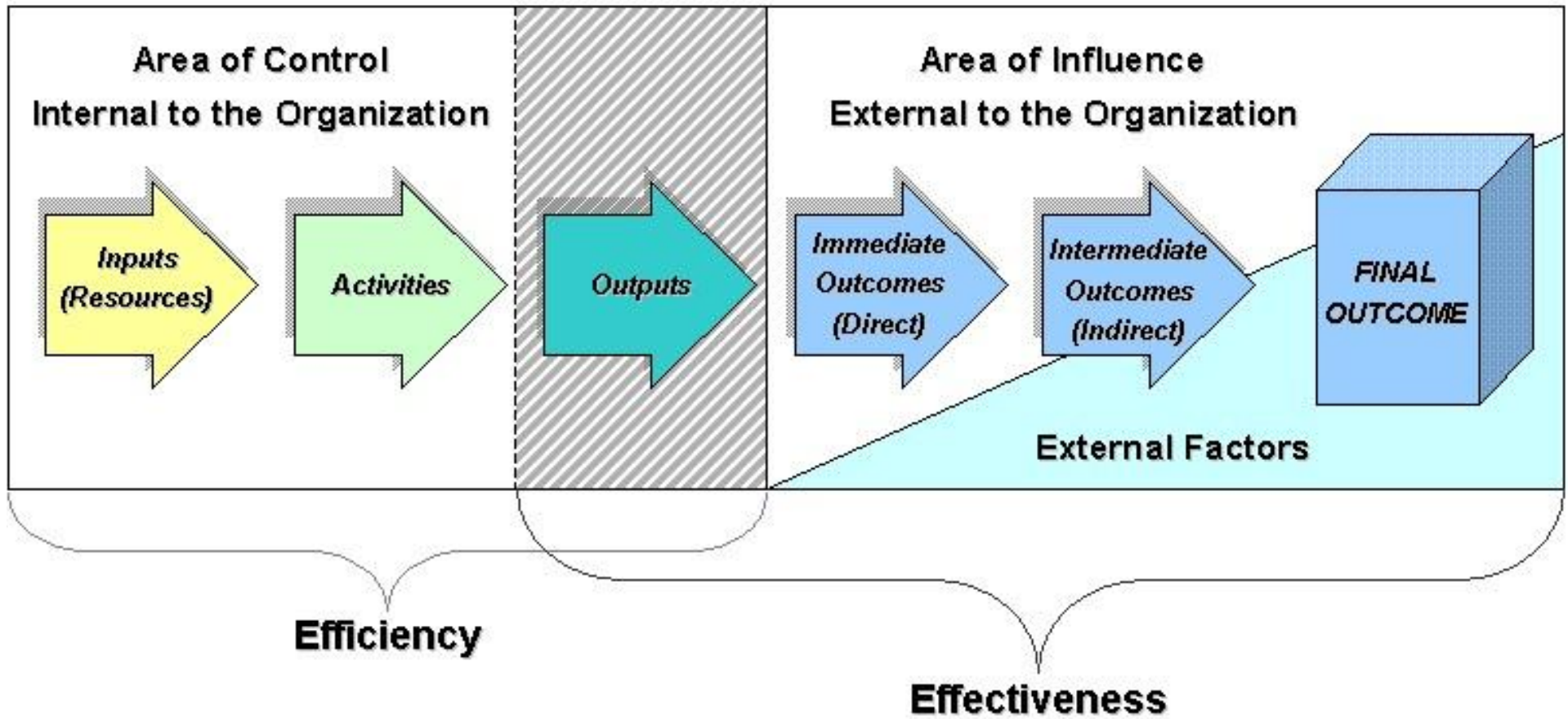
- To determine programme **effectiveness** in achieving the intended outcomes for the intended users
- To strengthen financial responses and **accountability**
- To promote a culture of **learning** which is focused on service improvement through evidence-based practices
- To promote **replication** of successful interventions (using the evidence-based practices)
- To determine the **impact** of programmes by reporting on the intended as well as unintended outcomes

# Purpose of M&E

- **Programme Improvement:** to provide evidence for programme improvement
- **Judgment:** to make a decision about the worth of a programme (continue, revise or stop)
- **Knowledge Development:** to generate knowledge about programmes and how they succeed



# Results Chain



# Evaluation Team, Jamaica



Caribbean  
Public Health  
Agency

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# Using M&E to Strengthen Surveillance

M&E are keys to establishing and maintaining effective and efficient surveillance and response systems

- **Monitoring:** in the context of surveillance and response systems refers to the routine **continuous tracking of the implementation** of planned surveillance activities and the overall performance of the surveillance and response systems
- **Evaluation:** is the periodic assessment of the **effectiveness** of surveillance and response systems



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# Strengthening Surveillance Systems

Communicable Disease Surveillance and Response Systems: Guide to Monitoring and Evaluating, WHO, 2006





# Monitoring of Surveillance and Response Systems

- Tracks **progress of planned activities**
- Ensures that planned activities are achieved in a **timely manner**
- Tracks **progress of improvements** in target indicators of quality and attributes of the system (such as timeliness of reporting, completeness of reporting)
- **Identifies problems** in the system in order to institute corrective measures in a timely manner
- Provides the basis for **readjusting resource allocation** based on ongoing needs and priorities
- Helps to ensure that all implementers of the system are held **responsible and accountable** for their defined activities

# Evaluation of Surveillance and Response Systems

- Ensures that the surveillance system **meets the objectives** for which it was formulated
- **Documents** the status of, and any change in the performance of the system
- Provides an **evidence-base** on which to modify surveillance objectives, implementation strategy and planned activities
- **Enables planning** of resource allocation
- Provides **explanations** for achievements and failures in the system
- Provides specific **recommendations** for improving the system

# Principles of M&E of Surveillance and Response Systems

- The surveillance plan which should include a detailed M&E plan
- The sources of information, methods and frequency of data collection and analysis, and **use of information should be specified within the M&E plan**
- Both **monitoring and evaluation should have clear objectives** which are specific, measurable, action-oriented, realistic, and time-bound (SMART objectives)
- The **availability of baseline data** against which changes can be monitored and evaluated should be ensured
- **Monitoring should be routine and continuous** while evaluations are less frequent and dictated by need

# Principles of M&E of Surveillance and Response Systems

- Monitoring data should be, as far as possible, easily collected through the system itself (with minimal resource implications) and should be collected by persons implementing the system
- Monitoring of indicators should be done with equal intensity and frequency in areas where planned changes have not yet been implemented as in areas where the planned changes have occurred
- Written records of both monitoring and evaluation should be kept
- The recommendations resulting from monitoring and evaluation should be acted upon in a timely and appropriate way

# Examples of how M&E can be used in Surveillance and Response Systems

- Establish the relevance, effectiveness, progress in implementation and compliance with legislation
- Establish if the surveillance strategy is appropriate, progress and challenges in implementing the strategy
- Track network and partnership activities to assess their effectiveness
- Monitor the proportion of health facilities with standardized registers
- Examine the validity and quality of information recorded
- Assist in evaluating the extent to which the objectives and goals of national programmes are being met



# Examples of how M&E can be used in Surveillance and Response Systems

- Assess the provision of and quality of feedback
- Monitor compliance with standards, norms and guidelines, and review guidelines for usefulness and ease of applicability
- Monitor the implementation, quality, relevance, effectiveness and cost effectiveness of training
- Evaluate the quality and effectiveness of supervision
- Evaluate the extent of the improvements in the quality of surveillance systems, the data they generate, and the type and quality of health responses to information

# Current Collaborations between Epi/Lab and M&E

- Provision of input into the development of M&E Plans and Indicator Frameworks
- Data contributors for national programme M&E systems
- Development of Data-Driven Reports
- Information recipients from national programme M&E systems
- Regional Epi experts have lent their expertise to evaluations and have acted as key informants
- Recipients of M&E training



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# Potential future Cooperation and Cross-Fertilization

- Development of M&E Plans for improved disease surveillance and response systems
- Scope for the inclusion of Lab services as part of evaluations of national programmes (and inclusion of Lab experts as part of evaluation teams)
- Greater communication and coordination between Lab/Epi and M&E professionals at a regional level through TWGs and M&E Network
- Tailored M&E training for Lab and Epi staff

# Discussion

- How can we further strengthen cooperation and collaboration between M&E, Labs and Epi?
- Are there additional areas for cooperation and cross fertilization?



# Basic M&E Workshop, Aruba



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