policy

CapacityDevelopment

MONITORING AND EVALUATION

July 2014

The Capacity Development Resource Guides highlight the key technical areas of expertise needed to effectively influence health policy design, implementation, and monitoring and evaluation. Each guide identifies the specific skills, knowledge, and capacities that individuals and organizations should possess in the area. The standardized indicators listed for each competency and capability map to the accompanying Capacity Indicators Catalog, which helps to generate a tailored tool for assessing and scoring an organization's capacity level. Each guide also includes a list of useful resources for designing and delivering capacity development assistance.

MONITORING AND EVALUATING POLICY IMPLEMENTATION TO ASSESS PROGRESS TOWARD GOALS

DEFINITION

Monitoring and evaluation (M&E) involves routinely collecting and using data to track progress or change over time, allowing stakeholders to assess the effectiveness of a policy or program and track the efficient use of resources (Frankel, 2007). M&E activities cut across several areas of expertise (e.g., policy monitoring, data analysis and use, and accountability systems).

RELEVANCE TO POLICY

M&E frameworks and indicators are useful to measure progress in the implementation and attainment of policy goals, including those in policy, advocacy, governance, and finance. Monitoring and evaluation can track contributions from a given actor over time in a complex process with multiple actors. Appropriate monitoring methodologies can be used to assess the implementation of commitments and services outlined in policy instruments, as well as the impact of policies on program and outcome indicators. Special evaluative studies further illuminate the effects of polices and related implementation approaches. Taken together, M&E results can be useful in understanding which policies are effective and why and can inform the development of future policies. The data gathered from M&E frameworks can be used for evidence-based policy formation and continually provide feedback to guide advancements.

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HEALTH POLICY PROJECT

KEY CAPABILITIES

Stakeholders need skills to identify policy goals and develop objective indicators to measure progress toward those goals. Effective monitoring and evaluation of policies and programs requires frameworks with relevant indicators and a systematic means of collecting, analyzing, and using data. It also requires prior planning to evaluate the impact of an intervention.

PERFORMANCE IDEAL

High capacity for monitoring and evaluation includes being able to

- Design activities, including efforts to develop effective health policies, with specific, measurable, achievable, relevant, and time-bound (SMART) objectives and related indicators to measure progress

- Include routine data collection systems to track performance (monitoring) and evaluations to gauge the effectiveness of the intervention (evaluation) (a particular emphasis for policy-related activities is to develop a framework and indicators to link policy work with health outcomes)

- Systematically analyze and review available data for quality, relevance to implementation, and information gaps

- Share findings from internal M&E results and use them in conjunction with external data sources (e.g., population surveys, service delivery statistics, etc.) to further improve program design

In the ideal, the following would exist:

- Policies and plans at the national and subnational levels that include M&E components

- A national strategic and operational plan for M&E included in the health sector strategy (reflecting different disease areas and operational needs, including cost, at national and subnational levels), with defined indicators and clearly defined roles and responsibilities

- Clear M&E regulatory frameworks to protect individuals' rights (i.e., the confidentiality of individuals' health records and health status)

- Systematic policy monitoring incorporated at the central Ministry of Health level to track the implementation and outcomes of policy initiatives

- Public dissemination of health-related M&E data to support accountability

- A national research agenda that reflects stakeholder research priorities and supports use of the research findings

INDIVIDUAL COMPETENCIES

KNOWLEDGE OF

M&E fundamentals	ME1, ME2, ME3
Indicators and methods used to monitor and evaluate complex processes within the particular program of interest, such as policy, advocacy, governance, and finance	ME4
The impact of evidence-based advocacy and policy on advancing health outcomes	ME5

SKILLS TO BE ABLE TO

Develop a conceptual framework and logic model for any given policy-related project, intervention, or activity	ME11
Establish and implement routine data collection systems, including a program monitoring plan, indicators, and data storage mechanisms	ME12
Analyze and use data from primary and secondary sources to support strong programs	ME6
Explain findings and results of data analysis with knowledge of current program and needs; link previous findings/results to current needs/trends	ME7, ME8
Present data in various ways to reach multiple audiences	ME9
Engage stakeholders in the policy process and potential target audiences or users of the M&E information produced	ME10
Design and implement process and outcome evaluations and/or operations research studies	ME13
Listen, negotiate, train, and influence others to participate in M&E functions (e.g., developing SMART objectives, collecting high-quality data, and using M&E data for decisions)	ME14
Liaise between program implementers (data collectors) and data users to ensure M&E meets the needs of all stakeholders	ME15

ATTITUDES/VALUES/ATTRIBUTES

Can work methodically, with attention to detail	ME16
Values working in collaboration	ME17
Can inspire and influence others to understand and value M&E	ME18

ORGANIZATIONAL CAPABILITIES

TECHNICAL ABILITY TO

Integrate M&E throughout the program cycle	ME3
Strengthen the linkages between program and M&E staff to provide high-quality data on program design, implementation, and evaluation	ME19
Regularly use and promote program M&E data to communicate program performance	ME20
Evaluate national and subnational health policies or advocate for and monitor the evaluation of national and subnational health policies, showing their impact on health outcomes	ME21, ME22
Consistently evaluate the outcomes of major programs or activities, and produce public reports (e.g., annual or semi-annual reports) on progress toward achieving stated goals and objectives	ME22, ME23, ME24
Access and contribute to M&E systems outside of the organization (e.g., national health systems, M&E of service delivery systems, etc.)	ME25
Provide technical assistance in M&E to other organizations (training, mentoring, etc.)	ME35

RELATIONAL ABILITY TO

Ensure that program managers and decisionmakers within the organization are knowledgeable and competent in M&E fundamentals and in strengthening data demand and use	ME26
Lead or engage in working groups/committees external to the organization to strengthen the overall M&E system and share information and approaches	ME27
Engage internal and external partners on strategies to use policy and advocacy data to advance health systems and improve outcomes	ME28

ORGANIZATIONAL OPERATIONS AND MANAGEMENT TO SUPPORT

The allocation of adequate resources (e.g., time, staff, money) to M&E activities, including keeping abreast of innovation and global best practices	ME29
The M&E unit within the organization with specific responsibility and authority to provide assistance to policy and programmatic teams and collect data from these teams to document the organization's work	ME30
An M&E framework and system for monitoring and evaluating its work, including a plan that identifies the indicators to track and describes what approaches and tools will be used; systems to collect, analyze, and synthesize data; and routine staff meetings that include specific time for review and discussion of M&E systems and data	ME31, ME32, ME33, ME34

■■ ILLUSTRATIVE CAPACITY-STRENGTHENING ACTIVITIES

- Conduct M&E training for staff or beneficiaries on data collection, analysis, interpretation, and/or use

- Undertake M&E coaching or mentoring of new or recent M&E staff within an organization

- Provide remote assistance (question and answer support) with routine data collection, use, and reporting

- Partner to conduct an audit/assessment of an M&E system and information needs of an organization, and support development of an M&E system operational plan

- Promote the institutionalizing of M&E tools/approaches/systems that reflect international best practices

■■ RESOURCES

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