

Capacity Building of Government Officials

Tools for Program Management, Monitoring & Evaluation

Payson Center for International Development
Tulane University

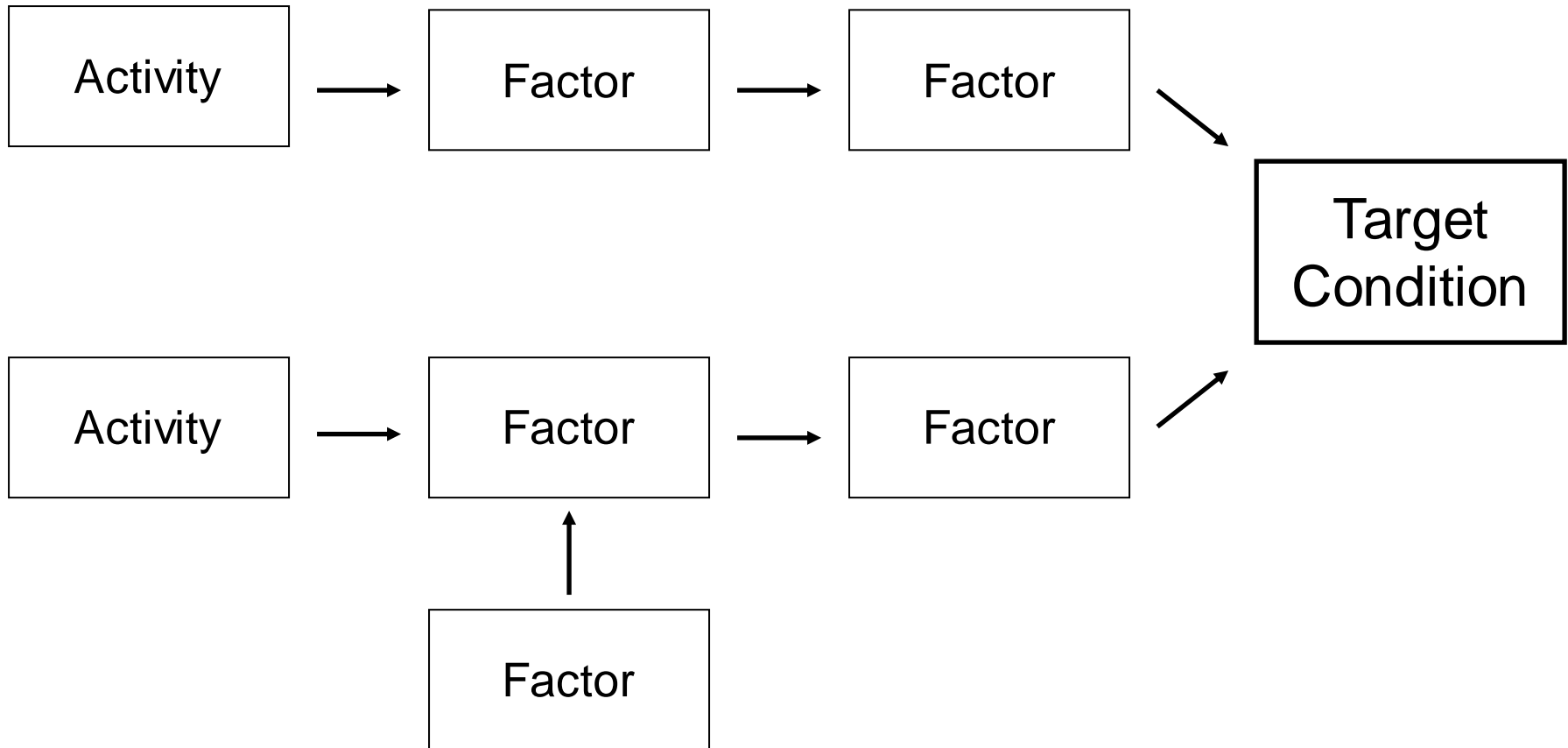
Outline

1. Designing a Conceptual Model
2. Developing a Program Management Plan
3. Developing a Program Monitoring Plan

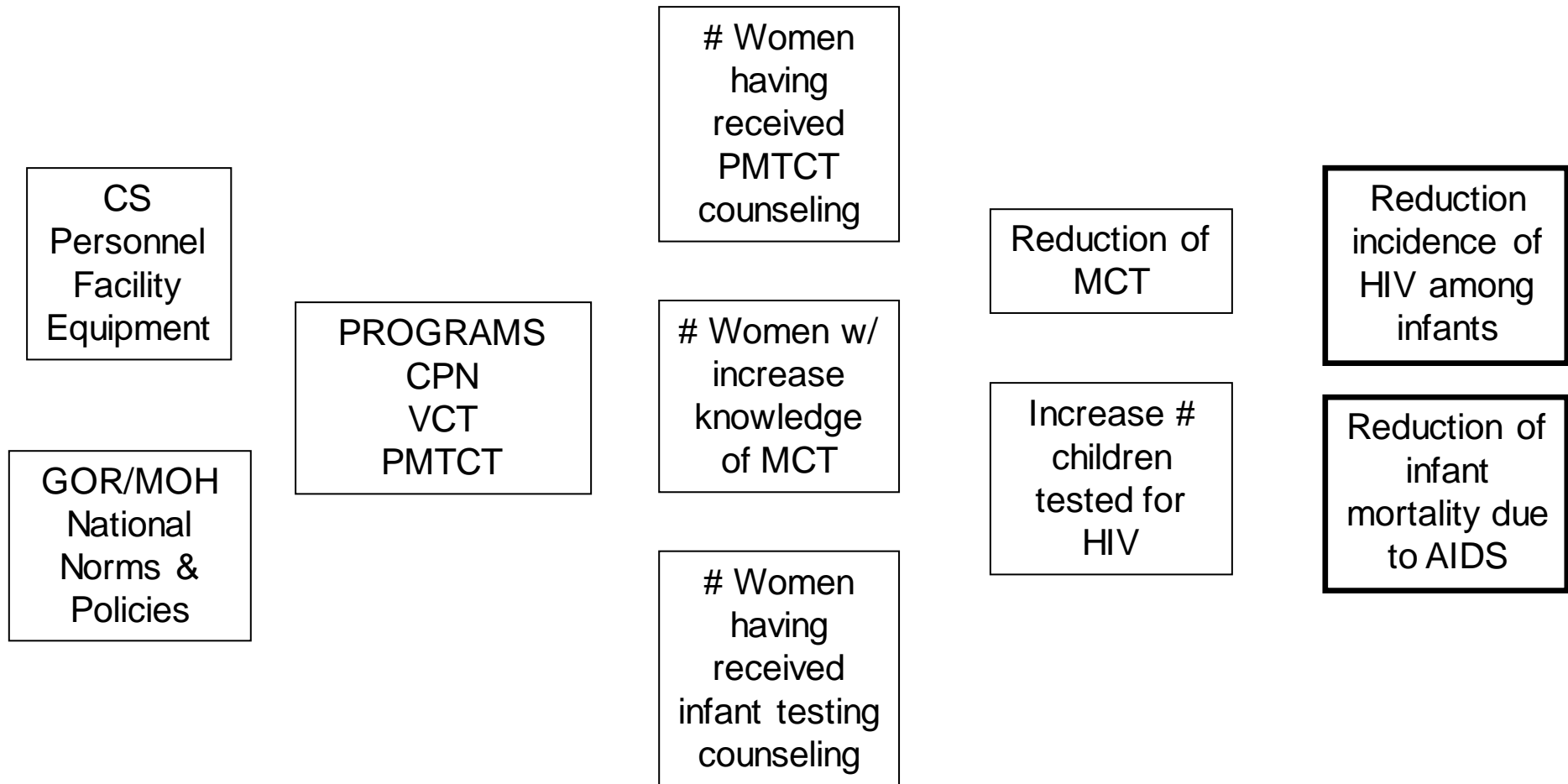
Conceptual Model

- Visual representation of the situation or problem
- Identifies factors contributing to the situation or problem
- Clarifies relationships between the situation/problem and contributing factors

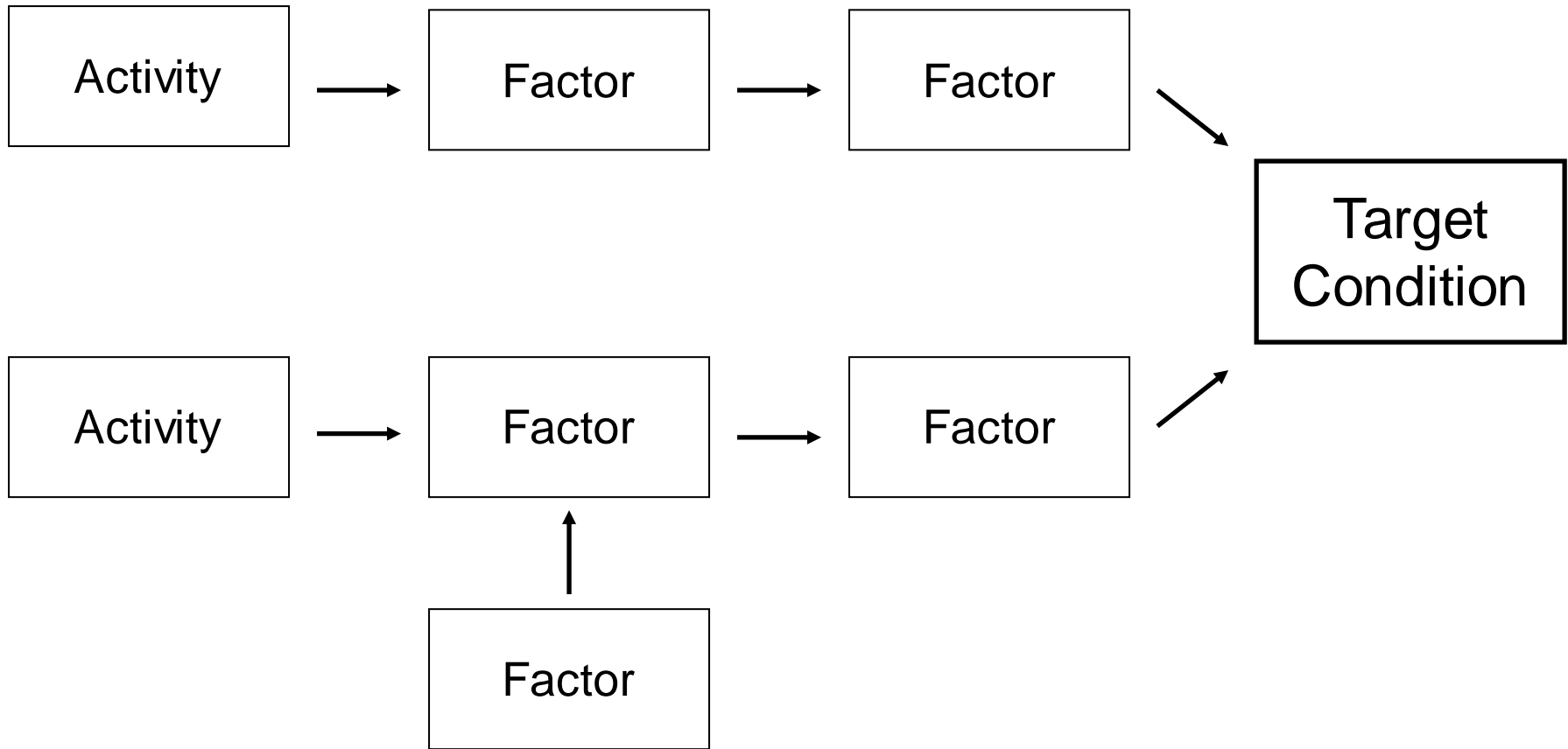
Basic Model



PMTCT Counseling & Mothers' Knowledge



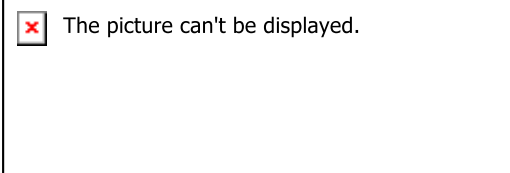
Basic Model



Part 2

Develop a Program Management Plan

Payson Center for International Development and Technology Transfer
Tulane University



Program Management Plan

Project Management Timeline

Management Task	Project year Quarter	1				2				3				People Responsible
		1	2	3	4	1	2	3	4	1	2	3	4	
Goal:														
O1. - A1. - A2. - A3. - A4.														
O2. - A1. - A2. - A3. - A4.														
O3. - A1. - A2. - A3. - A4.														
O4. - A1. - A2. - A3. - A4.														

Management Plan Structure

Goal

- Objective 1
 - Activity 1
 - Activity 2
 - Activity 3
- Objective 2
 - Activity 1
 - Activity 2
 - Activity 3
- Objective 3
 - Activity 1
 - Activity 2
 - Activity 3

Goals

- The *goal* is a "general summary of the desired state that a project is working to achieve" (Margoluis/Salafsky 1998: 60).
- An ideal goal is
 - visionary
 - relatively general
 - brief
 - measurable
- Typically, a project has only one goal.

Objectives

- The *objectives* are "specific statements detailing the desired accomplishments or outcomes of a project. If a project is well conceptualized and designed, realization of a project's objectives should lead to the fulfillment of the project's goal" (Margoluis/Salafsky 1998: 64).

SMART Objectives/Indicators

- S Specific
- M Measurable
- A Achievable
- R Relevant
- T Timebound

Example: Twubakane Objectives

1. Increase access to and quality and utilization of family planning and reproductive health services in health facilities and communities, focusing on Twubakane-supported districts
2. Increase access to and quality and utilization of child health, malaria and nutrition services in health facilities and communities, focusing on Twubakane-supported districts
3. Strengthen central-level capacity to develop, support and monitor decentralization policies and programs, with an emphasis on health services

Activities

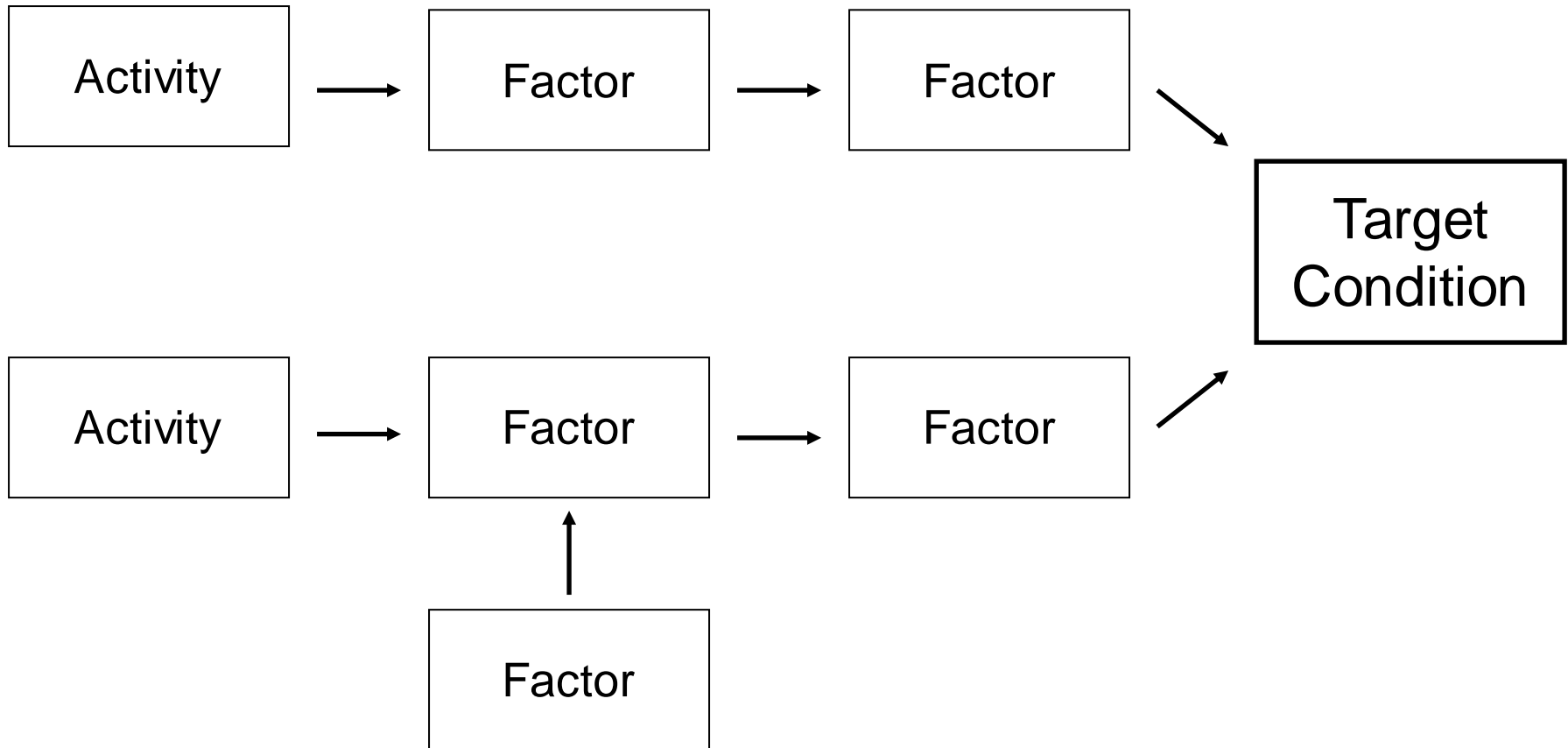
- The *activities* are "specific actions or tasks undertaken by project staff designed to reach each of the project's objectives" (Margoluis/Salafsky 1998: 73).
- The project activities should be
 - linked
 - focused
 - feasible
 - appropriate

Analysis of Alternatives

- There is no fixed format for the **analysis of alternatives**.
- The purpose of this tool is to systematically compare various possible intervention strategies focusing on the project's key criteria.
- The analysis of alternatives helps to choose the best approach for any intervention. This may take a form similar to the table below.

	Criteria 1 (e.g. social)	Criteria 2 (e.g. environment)	Criteria 3 (e.g. financial)
Strategy 1			
Strategy 2			
Strategy 3			

Basic Model



Management Plan Structure

Goal

- Objective 1
 - Activity 1
 - Activity 2
 - Activity 3
- Objective 2
 - Activity 1
 - Activity 2
 - Activity 3
- Objective 3
 - Activity 1
 - Activity 2
 - Activity 3

Timeline

- A bar graph which lists the major activities and tasks involved in the project.
- Shows how long the activities are supposed to last and the relationship between different activities.

Project Management Plan

Project Management Timeline

Management Tasks	Month Week	October				November				December				People Responsible
		1	2	3	4	1	2	3	4	1	2	3	4	
O1. Establish good working relations with all stakeholders - A1. Meet stakeholders in Washington, D.C. - A2. Meet stakeholders in Uruguay						X	X			X	X			All, DOL All
O2. Get project staffed and running - A1. Hire project personnel - A2. Set up field offices - A3. Meet UNICEF representatives - A4. Hire project consultants				X	X	X	X	X	X	X	X			All All Mark All
O3. Develop research plan - A1. Complete literature review - A2. Develop research plan - A3. Conduct initial field research - A4. Finalize research plan and submit for approval		X	X	X	X									Tom, Rolf Maya All All
O4. Prepare data collection activities - A1. Set up data collection mechanisms - A2. Plan pilot research activities								X	X	X	X			All All

Part 3

Developing a Program Monitoring and Evaluation (M&E) Plan

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M&E Plan

- Designing the monitoring and evaluation (M&E) strategy
- Identify specific units to monitor and evaluate
- Select appropriate M&E method

Identify Audiences (Users)

- Who is going to use this information?
 - Multiple audiences
 - Internal and external audiences
 - Stakeholder table
- What do they need to know?
 - Most important information needs based on goals/objectives and conceptual model

Project M&E Plan

Objective 1:				
Monitoring Strategy:				
What (Indicators)	How (Methods and Tasks)	When	Who	Where

Process Monitoring

- Defined as *"systematic attempt by evaluation researchers to examine program coverage and delivery"* (Rossi/Freeman 1989: 170)
- Program monitoring provides an estimate of
 - the extent to which a program is reaching its intended target population
 - the degree of congruence between the plan for providing services and treatments (program elements) and the ways they actually are provided (Rossi/Freeman 1989: 170)
- Often collect information about resource expenditures in the conduct of the program (→cost-benefit analysis)

Impact Evaluation

- Impact evaluations are undertaken to find out whether a program has its intended effects
- Directed at the net effects of an intervention, impact evaluations produce *"an estimate of the impact of the intervention uncontaminated by the influence of other processes and events that also may affect the behavior or conditions at which the social program being evaluated is directed"* (Rossi/Freeman 1989: 229)
- Ideally, impact assessments establish causality by means of a randomized experiment

Types of M&E

- Results-Based Management
 - “Results-Based Management (RBM) is a management strategy or approach by which an organizations ensures that the processes, products and services contribute to the achievement of clearly stated results.”
- Outcome Monitoring
 - “Outcome monitoring is a continual and systematic process of collecting and analyzing data to measure the performance of UNDP interventions towards achievement of outcomes at country level.”
- Outcome Evaluation
 - “An outcome evaluation is an evaluation that covers a set of related projects, programmes and strategies intended to bring about a certain outcome.”

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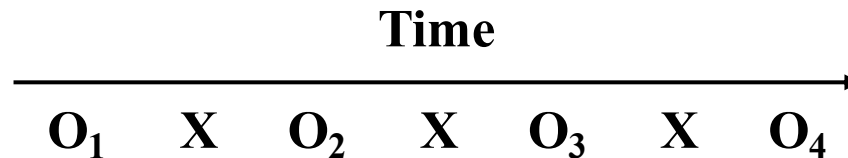
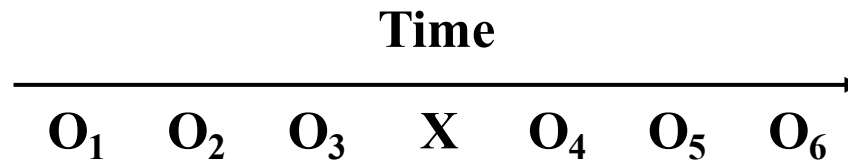
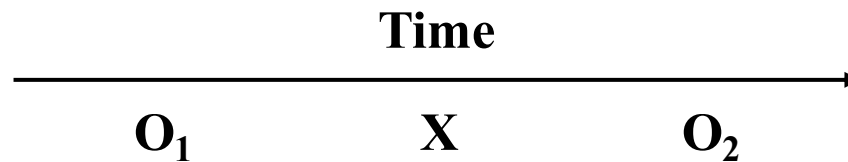
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M&E Strategies

- Comparison
 - Same group
 - Different groups
- Design balances accuracy and reliability with cost and feasibility

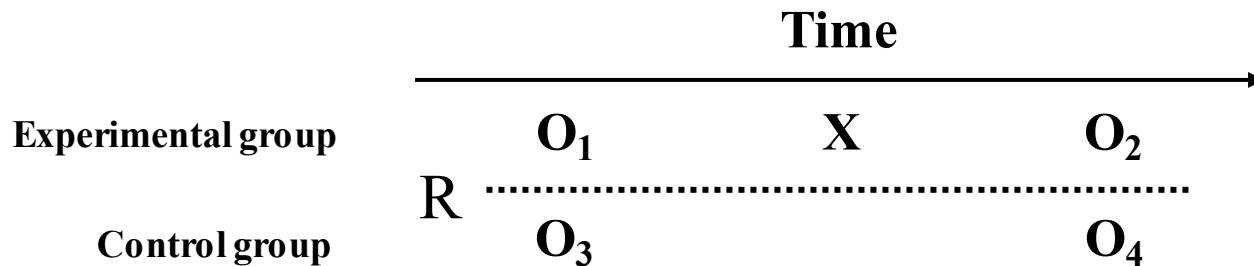
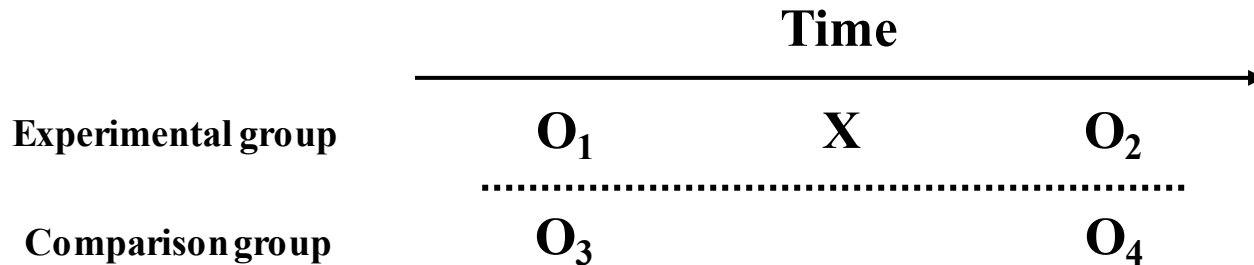
M&E Strategies (cont.)

- Comparisons - single group



M&E Strategies (cont.)

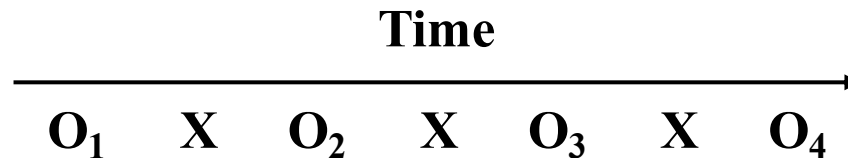
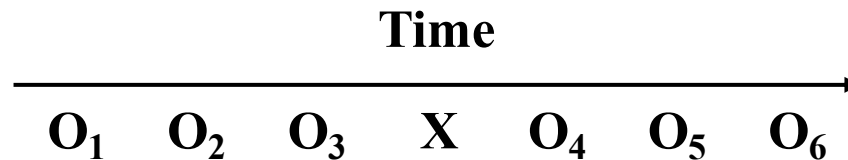
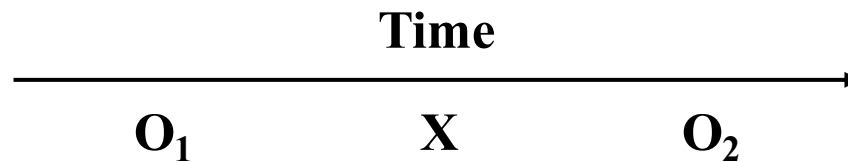
- Comparisons - different groups



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M&E Strategies (cont.)

- Comparisons - single group



Project M&E Plan

Objective 1:				
Monitoring Strategy:				
What (Indicators)	How (Methods and Tasks)	When	Who	Where