Monitoring & Evaluation System for the AMREF Business Plan

Ravi M. Ram, MPH, PhD, Aboubakiry Koulibaly and Paul Agina
HQ, Nairobi
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Purpose AMREF set up M&E System

- Monitor & Evaluate Business plan
- Linking M&E and RBM
  - Example with SD 3.3 (Malaria)
- Capture results
- Standardize operations
AMREF Business Plan
Strategic Directions

- Making pregnancy safer and expanding reproductive health
- Reducing morbidity and mortality among children
- Preventing and reducing HIV, TB, malaria morbidity and mortality
- Preventing and controlling water, hygiene and sanitation related diseases
- Reaching women and children in disadvantaged communities with quality medical, surgical and diagnostic services

Research and Innovation

- Develop a stronger and unified “ONE AMREF”
M&E System for AMREF
Methods and approach

Monitoring and Evaluation – Framework

BUSINESS PLAN
ACTIVITIES

INPUT
What we put in?

OUTPUT
What we get out?

Monitoring

7 STRATEGIC
DIRECTIONS

OUTCOME
What we aim to improve?

Evaluation

STRONGER AMREF
& BETTER HEALTH
PROGRAMMING

IMPACT
What we aim to achieve?
Monitoring & Evaluation

To produce knowledge along with lasting health change in all AMREF programmes

- Improve quality of our work
- Promote accountability and credibility
- Empower our communities and other health system partners with knowledge and evidence
- Use evidence to express African voices for health
M&E System for AMREF
Principles

• Simplicity & Utility
• Gender/vulnerable group (pro-poor)
• Transparency & integrity
• Results-based management (RBM)
  – Goals & objectives → Impact & outcomes
• AMREF as a Learning Organization
  – Strategic perspective
What AMREF’s M&E system includes?

- Results Framework (RF)
- Logical Framework (LF)
- Performance Measurement Frame (PMF)
- Indicator Reference Sheets (IRS)
- Assessment Plan (baseline, MTR, ETE)
- Results-based Annual Workplan/Budget
- Data management and reporting tools
M&E for Business Plan
System elements

Other elements to be added:
• Data use and dissemination plan
• M&E resource plan
• Data quality/audit guidelines
• Linkages with PJMS and Finance
• Full documentation for system
## M&E System for AMREF

### Result and Indicator levels

<table>
<thead>
<tr>
<th>Result or Indicator</th>
<th>Project element</th>
<th>Reach</th>
<th>Time-frame</th>
<th>Leverage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Impact</strong></td>
<td>Goal</td>
<td>Beyond beneficiaries</td>
<td>End or after project</td>
<td>Contribute</td>
</tr>
<tr>
<td><strong>Intermed. Outcome</strong></td>
<td>Objectives</td>
<td>Beneficiary communities</td>
<td>Mid-term Project end</td>
<td>Influence</td>
</tr>
<tr>
<td><strong>Short-term Outcome</strong></td>
<td>Objectives</td>
<td>Beneficiary individuals</td>
<td>Soon after output</td>
<td>Influence</td>
</tr>
<tr>
<td><strong>Output</strong></td>
<td>Activities</td>
<td>Staff &amp; Individuals</td>
<td>Immediate</td>
<td>Direct control</td>
</tr>
<tr>
<td><strong>Input</strong></td>
<td>Resources</td>
<td>Project</td>
<td>Before activity</td>
<td>Direct control</td>
</tr>
</tbody>
</table>
M&E for Business Plan

Indicator scale

Scale of indicators:

• Impact (n=1-2, evaluated at 3+ yrs)
• Int. Outc (n=2-3, evaluated at 1-3 yr)
• ST. Outc (n=3-5, evaluated at 1-3 yr)
• Outputs (n~10, quarterly monitoring)
• Inputs (financial monitoring)
### M&E System for AMREF Dashboard example

#### Business Plan Dashboard: Progress by Strategic Directions

<table>
<thead>
<tr>
<th>SD</th>
<th>Global Target</th>
<th>Current Result</th>
<th>Cumulative # people trained</th>
<th>Status of each SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>SD aaa</td>
<td>68%</td>
<td>70%</td>
<td>32,908</td>
<td>✔️</td>
</tr>
<tr>
<td>SD bbb</td>
<td>73%</td>
<td>49%</td>
<td>122</td>
<td>❌</td>
</tr>
<tr>
<td>SD ccc</td>
<td>81%</td>
<td>80%</td>
<td>15,076</td>
<td>☢️</td>
</tr>
<tr>
<td>SD ddd</td>
<td>48%</td>
<td>51%</td>
<td>23,644</td>
<td>✔️</td>
</tr>
</tbody>
</table>

#### Trend in population coverage by SD aaa

<table>
<thead>
<tr>
<th></th>
<th>Mar-12</th>
<th>Sep-12</th>
<th>Mar-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>100000</td>
<td>80000</td>
<td>50000</td>
</tr>
<tr>
<td>Men</td>
<td>60000</td>
<td>60000</td>
<td>60000</td>
</tr>
<tr>
<td>Girls</td>
<td>40000</td>
<td>40000</td>
<td>40000</td>
</tr>
<tr>
<td>Boys</td>
<td>20000</td>
<td>20000</td>
<td>20000</td>
</tr>
</tbody>
</table>

**business plan implementation period**
AMREF M&E System for decision making

- Generating reports specifically to the AMREF International Board- Health Programming Committee (HPC)
- Generating outcome data. Best practice model for results
- AMREF scorecards in BP annual report
Results of Mid Term Review for 3 year business plan

- Objectives for the review:
  - Document a) changes
  - b) extent AMREF’s technical strategies are being implemented and demonstrating expected results
  - c) assess extent AMREF’s support services and health programmes have modified their functioning to align with the Business Plan and RBM
## Results of MTE

<table>
<thead>
<tr>
<th>Purpose of the Business Plan</th>
<th>Overall Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Promote a consistent approach to activities across all countries where AMREF works.</td>
<td>2.5/5</td>
</tr>
<tr>
<td>2. Scale up AMREF’s impact on African and global health by emphasizing evidence based advocacy and policy change.</td>
<td>2.5/5</td>
</tr>
<tr>
<td>3. Harmonize the annual planning process across the organization.</td>
<td>3/5</td>
</tr>
<tr>
<td>4. Transform AMREF’s health priorities into tangible objectives, activities and outcomes.</td>
<td>4/5</td>
</tr>
<tr>
<td>5. Track the delivery of outputs and outcomes in a continuous and systemic manner.</td>
<td>2.5/5</td>
</tr>
<tr>
<td>6. Use limited resources in the most effective and efficient way to address AMREF’s health priorities and achieve desired outcomes.</td>
<td>4/5</td>
</tr>
<tr>
<td>7. Enable all entities of AMREF to engage donors, beneficiaries and partners with greater clarity and focus.</td>
<td>2/5</td>
</tr>
<tr>
<td>8. Learn from the past and be prepared for and manage the future.</td>
<td>3/5</td>
</tr>
</tbody>
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About Project:

- AMREF West Africa first pilot WASH program in 2012 in remote areas in Senegal

- School Health Project integrating health, nutrition and WASH components to address pupils needs.

- Program was a challenge to succeed in this poor area where people are more preoccupied by accessibility rather than quality of infrastructures
Components of results-based M&E system

- Standardized Indicators
- Data entry and storage into the AMREF Programs Database
- Results Based Annual Workplans and Budgets (RAWBS)
M&E system functioning. Involvement and responsibilities.

- Data collection jointly by; Ministry of education and its decentralized services, Ministry of health and the health workers, Local authorities and traditional ones and teachers

- AMREF M&E unit responsible for data analysis and dissemination

- The MoH and MoE responsible for data validation.
Data Quality

- **Level one:** administration authorities such as education Inspectors, teachers, medical doctors.

Field activities coordinated by AMREF field officer

- **Level Two:** M&E Officer in regional office collect and analyses data brings main issues to weekly meeting

- Results shared with stakeholders through regular workshops for final validation before reporting to AMREF HQ or entered in AMREF Programme Database (APD)
M&E system feed into decision making

- Data/ information from M&E system creates reports shared to stakeholders and recommendations adopted by MoH

- Data entered into the AMREF database is analyzed and presented to Senior Management and The International Board and used in determining overall strategic direction of organization
M&E system contributing to better development outcomes

- Data and information captured from the success of the project being used by MoH and also by project as evidence to seek further funding

- collaborated with the national service of water and the national service of hygiene to ensure a good quality control of water and sanitation facilities.
AMREF WASH project - Senegal

Joint field visit by AMREF WA, AMREF France and SANOFI ESPOIR to Dr Traore Medical Chief of the District of Louga.
Feedback regarding the effectiveness of the projects results-based M&E system?

- Attestation given to AMREF Regional Director by the Inspector of academy during the official launch of AMREF school health program in Matam
Dhanyavad  Jerejef  
Merci beau coup  
Amsegnalehu  Gracias  
Asante  
Thank You  
Danken  Mwebale Nyo