



Module 3 Session 2
**MONITORING, SUPERVISION &
EVALUATION**



CONTENT

- Objective of the session**
- Rationale**
- Definition of Terms**
- Concepts**
- Monitoring and Evaluation:
The Benguet Experience**

Objectives of the session

At the end of the session, the participants should be able to:

- 1. Define Monitoring, Supervision and Evaluation;**
- 2. Understand the concepts of Monitoring, Supervisory & Evaluation;**
- 3. Understand and appreciate the supervisory roles and responsibilities; and**
- 4. Appreciate the best practices of Benguet Province on Monitoring & Evaluation.**

RATIONALE

Monitoring, Supervision and Evaluation are very vital functions towards the improvement of the efficiency and effectiveness or success of Program or Project implementation such as in health.

DEFINITION OF TERMS

Monitoring -

Systematic collection and analysis of information as a project progresses based on targets set and planned activities. It tracks progress and aims at improving the efficiency and effectiveness of a program, project or organization.

DEFINITION OF TERMS

Supervision -

The course of action, process or occupation to oversee, direct, be in charge of during execution or performance of work or task of a program or project.

DEFINITION OF TERMS

Evaluation -

It is an exercise to assess the performance of an institution or program/project on the basis of actual accomplishments vis-à-vis agreed targets, indicators and expected outputs in the Program Plan.

DEFINITION OF TERMS

Evaluation -

It is an essential and dynamic tool of planning & budgeting for improving substantive performance and achieving results.

DEFINITION OF TERMS

Reporting –

It is a systematic and timely provision of essential information at periodic intervals.

It is an integral part of monitoring and evaluation.

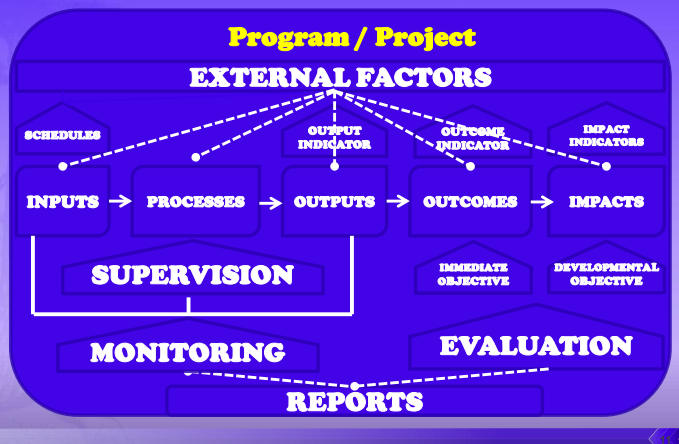
PROGRAM MANAGEMENT CYCLE



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CONCEPTUAL FRAMEWORK



MONITORING, SUPERVISORY & EVALUATION

	MONITORING	SUPERVISION	EVALUATION
OBJECTIVE	To track changes from baseline conditions to desired outcomes.	To ensure the productivity and progress of performance of health program implementers.	To validate what results were achieved and how and why they were or were not achieved.
FOCUS	Focuses on the outputs of projects, programs, partnerships and soft assistance activities and their contribution to outcomes.	Focus on process by which designated individual or group of individuals oversee the work of others and establish control to improve the work and as well as the workers also.	Compares planned with intended outcome achievement.

MONITORING, SUPERVISORY & EVALUATION

	MONITORING	SUPERVISION	EVALUATION
METHODOLOGY	Tracks and assesses performance (progress towards outcomes) through analysis and comparison of indicators over time.	Carried out by supervisors to oversee the performance of the employees who report directly to them.	Evaluates achievement of outcomes by comparing indicators before and after the intervention.
Conduct	Continuous and systematic by Program Managers, Project Managers and key partners.	Continuous through observation, discussion, etc.	Time-bound, periodic, in-depth. External evaluators and partners.

MONITORING, SUPERVISORY & EVALUATION

	MONITORING	SUPERVISION	EVALUATION
Use	Alerts managers to problems in performance, provides options for corrective actions and helps demonstrate accountability.	Provide continuous coaching and constructive feedback in a timely manner.	Provides managers with strategy and policy options, provides basis for learning and demonstrates accountability.



MONITORING & EVALUATION

BENGUET EXPERIENCE

STRENGTHENING MONITORING & EVALUATION

**Preparatory / Pre-implementation Phase
Planning Stage/ Series of Write- & workshops**

- ✦ **Situational Analysis**
- ✦ **Brainstorming**
- ✦ **Focus Group Discussion**
- ✦ **Problem Tree / Objectives Tree**

STRENGTHENING MONITORING & EVALUATION

**Preparatory / Pre-implementation Phase
Planning Stage/ Series of Write- & workshops**

- ✦ **Development of Monitoring Tool & Guideline**
 - ✦ **General Monitoring Checklist**
 - ✦ **Specific Program Monitoring Checklist**
 - ✦ **Hospital Monitoring checklist**
 - ✦ **ILHZ Checklist**
 - ✦ **Reporting Flow**

STRENGTHENING MONITORING & EVALUATION

**Preparatory / Pre-implementation Phase
Planning Stage/ Series of Write- & workshops**

- ✦ **Pre-testing of Monitoring Tool**
 - ✦ **Reproduction of checklist**
 - ✦ **Scheduling of Monitoring per health facility**
 - ✦ **PHO staff scheduled per health facility**

STRENGTHENING MONITORING & EVALUATION

**Preparatory / Pre-implementation Phase
Planning Stage/ Series of Write- & workshops**

- ✦ **Presentation of Monitoring Results during Provincial TWG Meeting**
 - ✦ **Comments & Suggestions were noted**
 - ✦ **Schedule of Monitoring**
 - ✦ **Applicability of Indicators**

STRENGTHENING MONITORING & EVALUATION

**Preparatory / Pre-implementation Phase
Planning Stage/ Series of Write- & workshops**

- ✦ **Finalization of Monitoring Tool & Guideline**
- ✦ **Reproduction and Distribution of Tool**
- ✦ **Reproduction of Checklists**
- ✦ **Orientation of stakeholders and Monitors**

STRENGTHENING MONITORING & EVALUATION

Implementation Phase

- ✦ Scheduled PHO staff to conduct Monitoring per Municipality per quarter
- ✦ General Monitoring done once per quarter per Health Facility
- ✦ Specific Program Monitoring per program per quarter per health facility
- ✦ Tool adopted province-wide + ILHZs

STRENGTHENING MONITORING & EVALUATION

Implementation Phase

- ✦ Exit Conference with present staff at the facility done at end of monitoring
- ✦ Written report submitted within 2 days after the monitoring to the PHO
- ✦ Discussion of results during weekly PHO Technical staff meeting
- ✦ Follow-up
- ✦ Best practices shared to other health facilities

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STRENGTHENING MONITORING & EVALUATION

PILLARS	ACTIVITIES	REFERENCE	MONITORING METHOD	MONITORED BY
1. Financing	Budget Availability	Common Health Trust Fund	DHE/TWG, Review of Records and Reports	Governor, ILHZ manager, PHB, PHO, PHTL, DOH Rep, JICA
	Resource Generation	Project Proposals, ILHZ Resolutions	Review of Project Proposals and resolution	DHB, ILHZ manager, PHO, PHTL, DOH Rep, JICA

STRENGTHENING

PILLARS	ACTIVITIES	REFERENCE	MONITORING METHOD	MONITORED BY
2. Governance	Fund Utilization	ILHZ work and financial plan	Review of WFP versus disbursement; Subsidiary Ledger	Fund Custodian, ILHZ manager, PHO, PHTL, DOH Rep, JICA
	Organizational Structure Development	Resolutions and issuances (Re: establishment of DHB, TWG, ILHZ Manager)	Review of resolutions and Issuances	Governor, PHO, PHTL, DOH-Rep, JICA

STRENGTHENING MONITORING & EVALUATION

PILLARS	ACTIVITIES	REFERENCE	MONITORING METHOD	MONITORED BY
2. Governance	Policy Development	ILHZ Resolutions and Issuances; MOP; Governing Policies	Review of resolutions and Issuances	DHB, ILHZ manager, PHO, PHTL, DOH Rep, JICA

STRENGTHENING MONITORING & EVALUATION

PILLARS	ACTIVITIES	REFERENCE	MONITORING METHOD	MONITORED BY
3. Service Delivery	Sharing of resources	ILHZ MOA	Review of MOA	DHB, ILHZ manager, PHO, PHTL, DOH Rep, JICA
	2 Way Referral System	Referral Manual	Review of Referral Manual, Staff Interview, FGD, Review of Referral Records/slips	ILHZ Manager, PHO, PHTL, DOH Rep, JICA

STRENGTHENING MONITORING & EVALUATION

PILLARS	ACTIVITIES	REFERENCE	MONITORING METHOD	MONITORED BY
4. Health Information	ILHZ information mechanisms and dissemination	ILHZ database and communications	Review of Records and reports	ILHZ manager, PHO, PHTL, DOH-Rep, JICA
5. Human Resource Development	Knowledge, attitudes, skills of Health Personnel	Training needs analyses, program training requirements and protocols.	Review of Records, Interview, Observation	Program Coordinators ILHZ manager, PHO, PHTL, DOH-Rep, JICA

STRENGTHENING MONITORING & EVALUATION

PILLARS	ACTIVITIES	REFERENCE	MONITORING METHOD	MONITORED BY
6. Regulation	Activities towards SS certification and Philhealth accreditation of component facilities	Manpower and facility requirements Standards	Review of Manpower and Equipment inventories Assess functionality of equipments Compliance to standards	Philhealth, ILHZ manager, PHO, PHTL, DOH Rep, JICA

STRENGTHENING MONITORING & EVALUATION

Monitoring and Progress reports are given regularly to concerned stakeholders including recommendations for interventions.

STRENGTHENING MONITORING & EVALUATION

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MONITORING TOOL & GUIDELINE



Pagkatataya para sa kalusugan

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STRENGTHENING MONITORING & EVALUATION

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I. Introduction

Informative and accessible monitoring data plays a vital role in the planning, implementing, development and maintenance of health programs. Through the years, monitoring data has emerged to be an important factor in the improvement of delivery of health services in all levels of the Health System.

Monitoring is needed to verify whether programs, projects and activities have been implemented as planned to ensure accountability, detect any problems or constraints and to provide feedback to relevant and higher authorities for them to take remedial measures and formulate strategies for future action.

While internal monitoring is done in all levels of the health system, the manner of monitoring may sometimes become subjective. It is therefore very necessary to resort to external monitoring to ensure objectivity of the observations.

It is imperative to use monitoring indicators that are set in its most objective manner. Results of the monitoring are shared and discussed after the monitoring activity with the health facility management and staff. The other observations may be written as a separate report.

Monitoring is a continuous process and evaluation will be conducted intermittently.

STRENGTHENING MONITORING & EVALUATION

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Objectives:

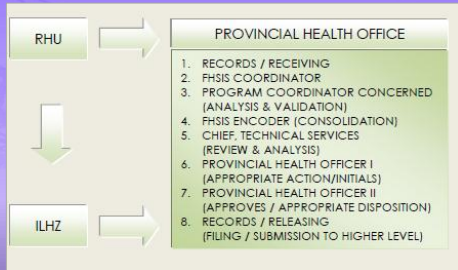
1. To track progress of implementation of target and indicators of health programs;
2. To ensure that planned targets and indicators are achieved;
3. To identify and document problems/constraints and gaps in the implementation of health programs in order to institute corrective or remedial measures; and
4. To provide realistic recommendations to improve the system.

A narrative report of the result of the monitoring activity will be submitted two days after the activity. Monitoring feedback and updates will be discussed during the weekly PHO technical and administrative staff meeting. Documentation of the meeting, the minutes, discussions, actions taken and recommendations will be done by the administrative staff. Minutes of the meeting will be compiled in folders and distributed to personnel during meetings.

STRENGTHENING MONITORING & EVALUATION

II. Reporting Flow

1. FHSIS Reports



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STRENGTHENING MONITORING & EVALUATION

Sample Health Program Description

III. Health Programs Description

1. Maternal and Child Health (MCH) Program

Maternal and Child Health Care Program is one of the major concerns under the Department of Health. The health care team works hand and hand together with other non-government organizations to deliver basic needs to the mother and child to their utmost capabilities.

Education of all mothers giving emphasis on the reduction of maternal death related to pregnancies and deliveries as well as the importance of a prenatal and postnatal consultation to nearby health facilities is encouraged.

Early identification of high risk cases and proper referrals through the Home Base Mother's Records (HBMR) as well as case finding measures will help reduce the maternal and infant mortality.

Objective

To improve the general well being of the mothers and children through the delivery of comprehensive maternal and child related services utilizing the primary health care.

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STRENGTHENING MONITORING & EVALUATION

IV. General Monitoring Indicators and Reminders

2. Expanded Program on Immunization (EPI)

Indicators:

Yes No Is vaccine refrigerator temperature monitored and maintained?

Yes No Are all antigens available? If No, please specify _____
How many children are fully immunized _____?
How many mothers are fully immunized _____?

Reminders:

1. Check entries in the Target Client List
2. Check expiry dates of vaccines
3. Check freezer temperature if within -15°C to -25°C
4. Check if OPV and AMV are stored in the freezer.
5. Check refrigerator temperature if within +2°C to +8°C
6. Check if DPT, BCG, HEPA and IT are stored in the refrigerator.

Issues and Concerns:

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STRENGTHENING MONITORING & EVALUATION



Provincial Health Office

General
Monitoring
Checklist



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V. General Monitoring Checklist Form

General Information

Name and Address of Health Facility: _____
 Name and Designation of Informant: _____
 Name of Monitoring Personnel: _____
 Date of Monitoring: _____

1. Maternal and Child Health (MCH) Program

Indicators:

- How many pregnant women had ≥ 4 prenatal visits? _____
- How many postpartum had at least 2 postpartum visits? _____
- How many are low birth weight infants (≤ 2.5 kgs) _____

2. Expanded Program on Immunization (EPI)

Indicators:

- Yes No Is vaccine refrigerator temperature monitored and maintained? _____
- Yes No Are all antigens available? If No, please specify _____
- How many children are fully immunized _____
- How many mothers are fully immunized _____

3. Nutrition Program

Indicators:

- Are there available micronutrients?
 - Adequate Inadequate Vitamin A 10,000 IU 100 capsules
 - Adequate Inadequate Vitamin A 100,000 IU 20 capsules
 - Adequate Inadequate Vitamin A 200,000 IU 20 capsules
 - Adequate Inadequate Iron 40mg+Folic Acid 400mcg 600 tabs
- Are all sick children given Vitamin A? Yes No

STRENGTHENING MONITORING & EVALUATION

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VI. Annex

Specific Program Tools

1. Expanded Program on Immunization Monitoring Tool

Note: This tool aims to provide a quick assessment of cold chain in the health facility being visited. This is done to emphasize the importance of cold chain and is not meant to replace the more comprehensive EPI Monitoring Checklist. Nevertheless, the checklist is best accomplished in the presence of local health personnel who should also be informed of the result of this monitoring tool. The monitoring personnel are urged to systematize the inspection process so as to avoid unnecessary opening of the refrigerator.

Indicators	Remarks
1. How far is the refrigerator from the wall? (should be at least 1 foot away from the wall)	<input type="checkbox"/> Yes <input type="checkbox"/> No _____
2. Is there anything on top of the refrigerator?	<input type="checkbox"/> Yes <input type="checkbox"/> No _____
3. Is there a temperature monitoring chart posted on the refrigerator or nearby? Is it updated twice daily for each compartment (AM and PM) 7 days a week?	<input type="checkbox"/> Yes <input type="checkbox"/> No _____

STRENGTHENING MONITORING & EVALUATION

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17. Referral System Monitoring Tool

I. Purpose: Review patient referral activities of RHUs and Hospitals to improve the referral system and health services of each facility.

II. Data Sources:

- Quarterly Referral Monitoring Form of RHUs and Hospitals
- Hospital Statistical Report

III. Period: Every quarter and / or every two quarters

IV. Points of Analysis:

1. Recording

Did you record referral properly in the logbook and referral slip? If you did not, why? _____

2. Number and Causes of Referral

- How many referrals did each facility make / receive? (Four directions; RHU level and hospital level)
- In what cases did your facility made outgoing referral to higher level? Did your facilities provide health services designated to your level, that is, didn't you refer patients which should be handled at your level? Is there any action to be taken to reduce such improper referral?
- Did your facility make proper back referral when it was needed? If not, what were the factors which hindered back referral? What would your ILHZ do to enhance back referral?
- How was the actual patient referral flow in your ILHZ? Is it similar to your ideal referral flow? If not, why does patient's choice differ from ideal flow? What would your ILHZ do to make an ideal patient referral flow?

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18. Local Health System Monitoring Tool

Establishment of an ILHZ

A. Organized Inter-Local Health Zone

- Available Memorandum of Agreement Yes No
- MOA Approved by: Sangguniang Panlalawigan Yes No
Sangguniang Bayan/Panglunsod Yes No

Features of MOA	Assessment			Remarks
	Yes	No	NI	
•Member LGUs & other stakeholders involved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
•Legal mandates / LGU SB/SP resolutions and Executive Order	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
•Objectives of the Inter-LGU Cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
•Organization structure and	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

STRENGTHENING MONITORING & EVALUATION

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18. Local Health System Monitoring Tool

3. Is the ILHZ SEC registered? YES NO NI
Verification: see copy of Articles of Incorporation and By-Laws

4. Management Structure:

Features	Assessment			Remarks
	YES	NO	NI	
Organizational Structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
• Presence of Policy Board / ILHZ Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
• Presence of Technical Management Committee / TWG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
• Other committees, specify: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

a. Policy Board / ILHZ Board

- Frequency of meetings: monthly quarterly others specify _____
- Means of documentation: minutes resolutions/agreements recommendation others, specify _____

b. Technical Management Committee / TWG

- Frequency of meetings: monthly quarterly others specify _____
- Means of documentation: minutes resolutions/agreements recommendation others, specify _____

STRENGTHENING MONITORING & EVALUATION

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18. Local Health System Monitoring Tool

B. Functional Inter-Local Health Zone

Feature	Assessment			Remarks
	YES	NO	NI	
Integrated Health Planning				
1. Presence of following:				
• Strategic Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
• Annual Operations Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
• Other plans, specify: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
<i>(Look for copy of Strategic Plan, AOP, and other plans if any)</i>				
2. Statement of Vision & Mission: _____				
3. Annual Operations Plan _____				
4. Tracking Plan Implementation: _____				

Feature	Assessment			Remarks
	YES	NO	NI	
Resource Management				
1. Who manages the common fund as per MOA?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

STRENGTHENING MONITORING & EVALUATION

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18. Local Health System Monitoring Tool

Features	Assessment			Remarks
	YES	NO	NI	
HUMAN RESOURCE				
1. Do the RHUs have at least a nurse, midwife or a sanitary inspector?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
2. Do the RHUs have a doctor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
7. Does the ILHZ/health facility have a capability building plan for the staff? <input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> NI _____				

Features	Assessment			Remarks
	YES	NO	NI	
LOGISTICS				
1. Does the ILHZ do assessments of logistical requirements of each member municipality? <i>(Review assessment of logistical</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

STRENGTHENING MONITORING & EVALUATION

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VII. The Authors

THE PROVINCIAL HEALTH OFFICE MANAGEMENT & STAFF

VIII. Acknowledgement

We gratefully acknowledge the contribution and technical assistance of the following.

STRENGTHENING MONITORING & EVALUATION

Evaluation

- ‡ **LGU Scorecard Indicators**
- ‡ **Program Implementation Review (Semestral and Annual)**
- ‡ **Morbidity and Mortality Review**
- ‡ **Maternal Mortality Review**
- ‡ **ILHZ Program Evaluation**
- ‡ **Mid-Term Project Evaluation**
- ‡ **LHAD JICA Project Evaluation of CHD - CAR**

STRENGTHENING MONITORING & EVALUATION

Result of LHAD Evaluation

There was improvement in the relevance and effectiveness among the ILHZs in the Province of Benguet

STRENGTHENING MONITORING & EVALUATION

Reports-

- ‡ **General Monitoring Reports**
- ‡ **Specific Monitoring Reports**
- ‡ **LGU Scorecard Reports**
- ‡ **Mid-Term Evaluation Reports**
- ‡ **Progress Reports**