PMER Toolkit Overview

For

Community Based Health and First Aid (CBHFA)

International Federation of Red Cross and Red Crescent Societies

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Abbreviations

BL	Baseline
CBHFA	Community Based Health and First Aid
CHC	Community Health Committee
EL	Endline
FWRS	Federation Wide Reporting System
HH	Household
LLIN	Long lasting insecticide nets
M&E	Monitoring & evaluation
NS	National Society
PMER	Planning Monitoring Evaluation and Reporting

Introduction

What	This toolkit deals with the basics of setting up and using a monitoring and evaluation system for a community health programmemes using CBHFA approuch. It clarifies what monitoring and evaluation are, how you plan to do them, and how you design a system that helps you monitor and an evaluation process that brings it all together usefully. It helps in selecting appropriate process and outcome indicators for various CBHFA topics, and tools to measure them.
Why	The objective of this document is to present a comprehensive overview of the components of the CBHFA PMER toolkit and their potential use.
Who	This toolkit will help National Societies and CBHFA managers to effectively plan, implement and report community health programmes. This toolkit should be useful to anyone working in CBHFA, who is concerned about the efficiency, effectiveness and impact of the work of the programme
When	This toolkit will be useful: § in planning and designing § in preparing logframes § in selecting appropriate output and outcome indicators for CBHFA § in setting up monitoring and reporting systems for CBHFA § in evaluation (baseline and endline) of CBFHA

How this document is arranged:

All the tools/template presented in this document are discussed in the following manner:

What	What is this tool/template about
Why	Why this tool/template is required, the importance of the tool/template
Who	Who can use this tool/template
When	When this tool/template should be used

Planning Monitoring Evaluation and Reporting tools for CBHFA

CHECKLIST: CBHFA tools/templates:	
Planning tools/templates:	
• Concept paper template	p
• Proposal template	p
• Logframe template	p
• CBHFA Indicator guide	p
• M&E plan template	p
• Plan of action template	p
• Sustainability template*	p
Monitoring tools/templates:	
• Volunteer record book	p
• Volunteer's home visits guide	p
• Supportive supervision checklist	p
• Community Health Committee visit and community satisfaction checklist	p
	p
Evaluation tools/templates:	
• Case study guidelines	p
• CBHFA survey (baseline-endline) guide	p
• Survey questionnaire	p
• Training module for CBHFA survey*	p
• Database for data entry and analysis for survey*	p
Reporting tools/templates:	
• Community level monthly report	p
• Community progress report – reporting back to community	p
• Branch monthly report	p
• Indicator Tracking Table	p

** to be completed at a later date*

1. Planning tools/templates:

Planning is a process to define an intervention's intended results (objectives), the inputs and activities needed to accomplish them, the indicators to measure their achievement, and the key assumptions that can affect the achievement of the intended results (objectives). Planning takes into consideration the needs, interests, resources, mandates and capacities of the implementing organization and various stakeholders. At the end of the planning phase, a project plan is produced and ready to implement.

The following templates are recommended to help develop a community health programmes using CBHFA approuch:

1.1. CBHFA concept paper template

What	A template to present a snapshot of the proposed CBHFA project
Why	This helps in understanding basic project information such as targeted people, geographical area etc.
Who	Programme manager
When	At the early stage of project proposal development

1.2. CBHFA proposal template

What	A project proposal template
Why	This template provides an outline of the key elements of a proposed new project and the justification necessary for management and technical staff to decide whether the proposal merits resource mobilization.
Who	Programme manager
When	After agreement on the concept paper

1.3. CBHFA logframe template

What	The CBHFA logframe matrix consists of a table with three rows and four columns (activities planned separately in plan of action template), in which the key aspects of a project/programme are summarized. It sets out a logical sequence of cause-effect relationships based on the results chain/objectives hierarchy.
Why	The logframe is used not only for project/programme design, but also as the basis for implementation, monitoring and evaluation. It is a living document, which should be consulted and altered throughout the intervention's life cycle.
Who	Project team with partners
When	At the project design stage and to be reviewed periodically

National Societies/Programme manager can refer to IFRC's project/programme planning guidance manual for more details on developing logframes.

Logical framework – Definition of terms

Objectives (What we want to achieve)	Indicators (How to measure change)	Means of verification (Where/how to get information)	Assumptions (What else to be aware of)
Goal The long-term results that an intervention seeks to achieve, which may be contributed to by factors outside the intervention	Impact indicators Quantitative and/or qualitative criteria to measure progress against the goal	How the information on the indicator(s) will be collected (can include who will collect it and how often)	External factors beyond the control of the intervention, necessary for the goal to contribute to higher-level results
Outcome(s) The primary result(s) that an intervention seeks to achieve, most commonly in terms of the knowledge, attitudes or practices of the target group	Outcome indicators Quantitative and/or qualitative criteria to measure progress against the outcomes	As above	External factors beyond the control of the intervention, necessary for the outcomes to contribute to achieving the goal.
Outputs The tangible products, goods and services and other immediate results that lead to the achievement of outcomes	Output indicators Quantitative and/or qualitative criteria to measure progress against the outputs	As above	External factors beyond the control of the intervention, necessary if outputs are to lead to the achievement of the outcomes

1.4. CBHFA indicator guide

What	This guide contains output and outcome indicators related to various topics in line with CBHFA modules. The indicator guide also contains capacity building indicators related to National Societies and communities.
Why	To have a ready reference and to standardise indicators across various CBHFA topics.
Who	It is critical that indicators are selected with the participation of those who will be using them.
When	At the beginning of project implementation

The outcome indicators are in line with standard indicators used in industry and are comparable. Wherever possible indicators related to the Millennium Development Goals are also included.

How to select indicators for CBHFA from this indicator guide:
Step 1:
1. Identify topic(s) of implementation for CBHFA from project proposal, community assessment etc.
2. Take process indicators (1-4) from table 2, if programme is planning for a household survey also take indicators (5-7) from table 2.
3. Replace blank space (_______) by topic of implementation.

Definitions of indicators 3 and 4 are generic way. Modify them according to the project intervention.

Step 2:

1. Take all indicators from table 3 i.e. capacity building of National Society and communities.
2. Indicators number 11 and 12 are for global reporting

Step 3:

1. Table 4 is divided into 6 programme area. Select relevant programme area(s) and related topic(s) (as identified in project proposal or community assessment) from the table.
2. The table contains basic indicators for the topic. It is recommended that all indicators for the identified topic in the programme indicator are included.

   Add more indicators if required.

After selection of indicators the M&E plan should be developed. The M&E plan expands the elements in the logframe matrix to identify key informational requirements for each indicator. It is a critical tool for planning and managing data collection, analysis and use. The M&E plan takes the logframe one stage further to support project/programme implementation and management. A summary table (Table 1) is presented at the beginning of these guidelines and includes methods, audience, data use and frequency of data collection for different indicator types. Each of the CBHFA indicator tables should be read with this summary table to understand these aspects as they relate to the indicators.

Please note that this guide contains only basic indicators, which can be reliably measured with minimum resources and technical support. Be aware that most of the CBFHA programme is being implemented with very limited resources, and funding for surveys (baseline, endline) is rare. More indicators can be added by National Societies if needed.

1.5. CBHFA M&E Plan Template

What	An M&E plan is a matrix that expands a project's logframe to detail key M&E requirements for each indicator and assumption.
Why	M&E planning is a critical part of project management. It encourages coordination within the M&E system, and therefore the project itself. An M&E system has a variety of interrelated activities, and its planning can ensure that these activities are complementary and mutually supportive, conducted in a timely manner, and that resources are adequately allocated and efficiently used for M&E.
Who	It is critical that the M&E plan is developed with the participation of those who will be using it. Completing the matrix requires detailed knowledge of the project and context provided by the local project team and partners.
When	M&E planning should begin during or immediately after the project design stage

Explanation of each column in an M&E plan and their key considerations:

1. The indicator column provides an indicator statement of the precise information needed to assess whether intended changes have occurred. SMART (specific, *m*easurable, *a*chievable, *r*elevant, and *t*ime-bound) is a well-known formula to help develop quality indicator statements.[1] Critical indicators for CBHFA are presented in the Indicator Guide.

   Indicators are typically taken directly from the logframe, and can be either quantitative (numeric) or qualitative (descriptive observations). When completing an M&E plan, the indicator may need to be revised upon closer examination and according to field realities.

2. The definition column defines any key terms in the indicator that need further detail for precise and reliable measurement. It should also explain precisely how the indicator will be calculated, such as the numerator and denominator of a percent measure. This column should also note if the indicator is to be disaggregated by sex, age, ethnicity, or some other variable.

3. The methods/sources column identifies sources of information and data collection methods and tools, such as the use of secondary data, regular monitoring or periodic evaluation, baseline or endline surveys, and interviews. While the "Means of Verification" column in a logframe may list a data source or method, e.g., "household survey," the M&E plan provides more detail, such as the sampling method, survey type, etc. This column should also indicate whether data collection tools (e.g. questionnaires, checklists) are pre-existing or will need to be developed.

4. The frequency/schedules column states how often the data for each indicator will be collected, such as weekly, monthly, quarterly, annually, etc. It also states any key dates to schedule, such as start-up and end dates for collection or deadlines for tool development. When planning, it is important to consider factors that can affect data collection timing, such as seasonal variations, school schedules, holidays, and religious observances (e.g. Ramadan).

5. The person/s responsible column lists the people responsible and accountable for the data collection and analysis, e.g., community volunteers, field staff, project managers, local partner/s, and external consultants. In addition to specific people's names, use the position title to ensure clarity in case of personnel changes.

6. The information use/audience column identifies the primary use of the information, and its intended audience. This column can also state ways that the findings will be formatted (e.g., tables, graphs, maps, histograms, and narrative reports) and disseminated (e.g., internet websites, briefings, community meetings, listservs, and mass media).

   Often some indicators will have the same information use/audience. Some examples of information use for indicators include:

   - Monitoring project implementation for decision making

[1] SMART and other guidance for indicator development is addressed in more detail in the IFRC Project / Programme Planning Guidance Manual (IFRC PPP, 2010: p. 35).

- Evaluating impact to justify intervention
- Identify lessons for organizational learning and knowledge sharing
- Assessing compliance with donor or legal requirements
- Reporting to senior management, policy makers or donors for strategic planning
- Accountability to beneficiaries, donors, and partners
- Advocacy and resource mobilization

1.6. CBHFA plan of action template

What	A plan of action (also called a "work plan") is a document analysing and graphically presenting project/programme activities.
Why	It helps to identify their logical sequence, expected duration and any dependencies that exist between activities, and provides a basis for allocating management responsibility. A Plan of Action helps to consider and determine: • What will happen • When, and for how long it will happen • In which order activities have to be carried out (dependencies)
Who	Project team
When	At the beginning of project implementation and to be reviewed periodically

1.7. Suatainability planning template

What	The purpose of this guidance is to prepare sustainability planning
Why	A well-conceived and executed sustainability plan will minimize the need for potentially costly follow-up solutions to foreseeable problems, facilitate the foundation for future programming and most importantly, strengthen the likelihood that hard-earned programme outcomes will be sustained over the long-term.
Who	Programme manager
When	At early stage of projet implementation

2. Monitoring tools/templates:

Monitoring refers to the routine collection and analysis of information in order to track progress, check compliance and make informed decisions for project/programme management. It is aimed at improving the efficiency and effectiveness of a project or organisation. It is based on targets set and activities planned during the planning phases of work. It helps to keep the work on track, and can let management know when things are going wrong. If done properly, it is an invaluable tool for good management, and it provides a useful base for evaluation. It enables you to determine whether the resources you have available are sufficient and are being well used, whether the capacity you have is sufficient and appropriate, and whether you are doing what you planned to do.

Monitoring involves:

- Establishing indicators of efficiency, effectiveness and impact;
- Setting up systems to collect information relating to these indicators;
- Collecting and recording the information;
- Analysing the information;
- Using the information to inform day-to-day management.

CBHFA monitoring and reporting start at the community level with a record book for volunteer and facilitation guide for home visits. This information will inform the community level monthly report. Community level monthly reports will also include data on activities undertaken by community/village health committees to implement CBHFA. Community level monthly report wills inform branch level monthly reports with additional information on branch level activities like training etc. The ongoing supervision of programme activities will be facilitated by supportive supervision checklists, and to record the status of implementation at community/village level a community/village health committee supervision checklist is included.

A one page template is also available for “reporting” back to communities on CBHFA progress and informing about future plans.

2.1. Volunteer record book

What	The volunteer record book is a tool (diary) to plan and record the level of effort by volunteers for the programme.
Why	CBHFA is delivered through volunteers in the community. Volunteers carry out various activities in the community for successful implementation of the programme.
Who	Volunteers
When	Weekly or monthly for planning and for all working days

Note: Important. The record book is for volunteers and it should be promoted as the volunteer’s tool rather than a data collection mechanism. This will help volunteers to record their contribution to their own community through CBHFA. The information is worded in the person to illustrate that a volunteer is responsible for himself and recording information for himself. A volunteer can record details of 3 days on a page and put the total in the last column. Space is also available to record qualitative information such as topics discussed, information shared and support required. Volunteers can also express their feelings by marking emoticons.

Issues of literacy: Using this diary requires basic literacy (reading and writing). We assume that in most of the cases we will have volunteers with basic literacy but sometimes it may not be possible to have such volunteers. In such cases other volunteers/family members can help volunteers to write information in the record book. If literacy is a big issue this record book should not be used and other methods need to be worked out.

Using Grain: Volunteers can have a pot in which they put ut grains to equal activity . For example (5 home visits = 5 grains of rice), and at the end of the month programmeme people can count them and record in monthly reports. More than one pot (not more than 3 or it will confuse volunteer) can be used to measure different indicators, or different grains (rice, maize, wheat etc.) can be put in the same pot for different indicators.

Generic activities are listed in the record books. National Societies have to modify them as per their needs and implementation plan.

2.2. Home visit guide

What	The guides are a set of 8-10 questions on a specific topic. The question will give a logical flow of conversation with a household member. The tool kit contains three (Malaria, Diarrhoea, Tuberculosis) such guides as examples. National Societies can develop more such guidelines if needed.
Why	The guide will help the volunteer to remain focused during home visits and to ensure that he/she discusses all necessary issues related to the topic.
Who	Volunteers
When	For home visits, it will take about 10-15 minites to conduct a home visit using this guide, so the number of visit per day should be planned keeping this in mind.

2.3. Supportive supervision checklist

What	This tool will help in qualitatively rating critical findings with supportive reasons for ratings. Good ratings can be used later to develop case studies and others can be used to discuss challenges and lessons.
Why	Field visits are a critical part of CBHFA implementation. Lots of field visits were undertaken by projects to help volunteers and field staff in organizing activities, monitoring project implementation and get feedback from

	volunteers and communities about the CBHFA process. It is important to structure these visits in order to pay attention to all critical elements of programme implementation.
Who	Project management staff, supervisors and M&E team
When	During field visits

The observations must be shared later with the implementation team with recommendations. This tool can also be used for management decisions for rewards and recognition of good work, and finding out areas of professional development for project staff.

2.4. Community Health Committee visit and community satisfaction checklist

What	A one page checklist to rate community health committees and to know about community satisfaction at project implementation
Why	In order to find out status of implementation of CBHFA it is important to monitor key issues at the community level from community health committee. During implementation it is important to have community feedback to improve project implementation as per their expectations and to get innovative ideas from the community itself to enhance project benefits.
Who	CBFHA branch coordinator[2]
When	Quarterly to each community (if resource does not permit do it in a few randomly selected communities)

[2] Change as appropriate for the National Society

3. Evaluation tools/templates:

Evaluation refers to the periodic collection and analysis of information that forms the basis of "an assessment, as systematic and objective as possible, of an ongoing or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilments of objectives, developmental efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors".

As with monitoring, it is critical that reliable indicators are identified during the planning phase for the purposes of evaluation at various stages in the project/programme, whether it is a mid-term or a final evaluation. Evaluation in turn informs the new planning process, whether it is for the continuation of the same intervention, for the implementation of a new intervention or for ending the intervention. As with monitoring, it is critical that reliable indicators are identified in the planning phase to inform the evaluation of the project/programme.

Getting informaion for evaluation:
The methods for information collecting need to be built into the CBHFA M&E plan. There should be a steady stream of information flowing into the project or organisation about the work and how it is done, without overloading anyone. The following methods can be used to collect information for evaluation

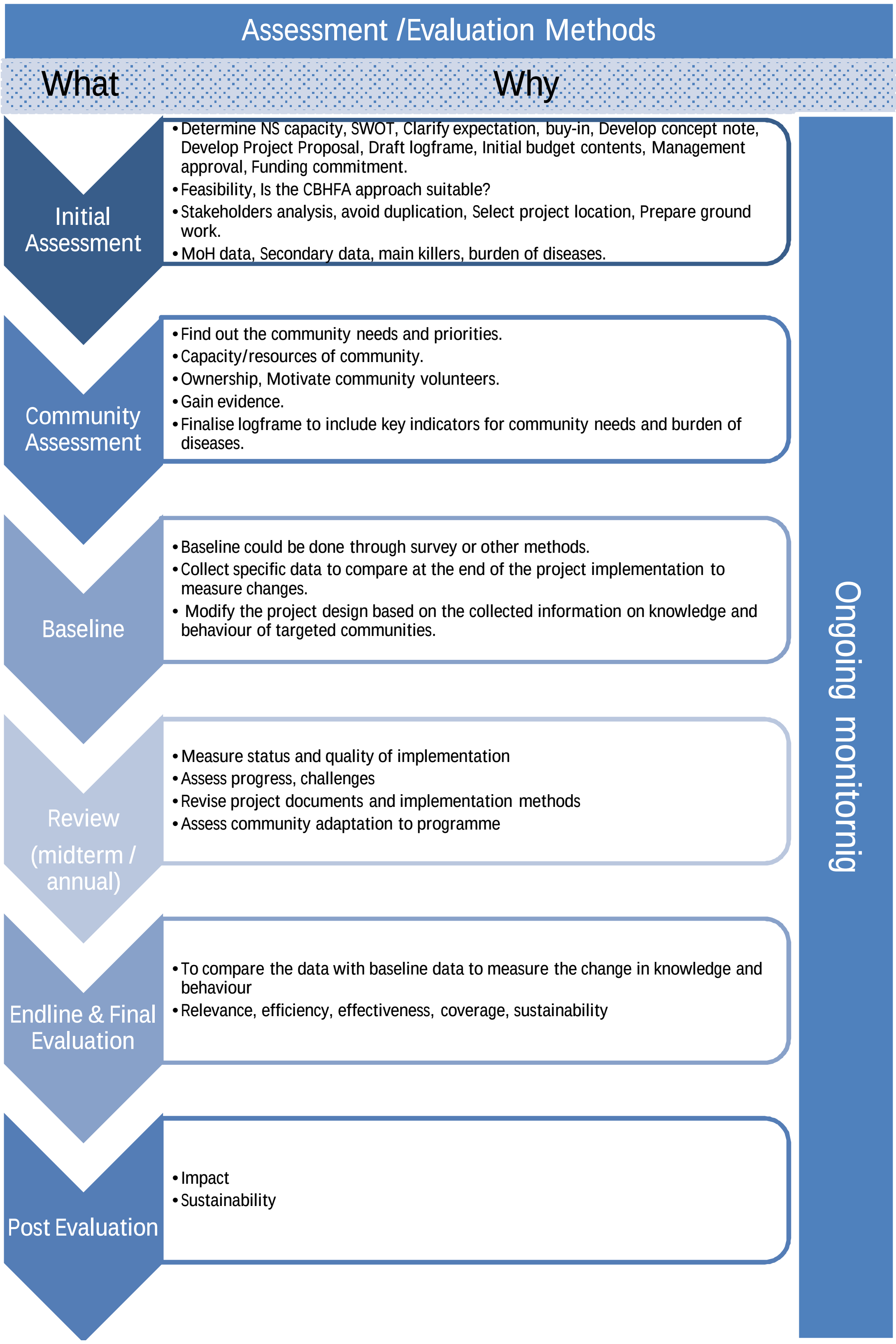
- Case studies
- Recorded observation
- Diaries
- One-on-one interviews
- Focus groups
- Systematic review of relevant official statistics
- Sample surveys

Oftentimes, a survey is used during a baseline, but a baseline does not always have to be quantitative, especially when it is not practical for the project budget and timeframe; sometimes, it may be more appropriate to use qualitative methods, or a combination of both methods. Sometimes, the information from a needs assessment, or vulnerability capacity assessment (VCA), can be used in a baseline study.

An endline study measures the same conditions at a later point in time to compare with the baseline data. It typically coincides with or is part of an assessment, such as a final evaluation. If a baseline study has been conducted, then it would be a waste of time and resources if an endline study was not also done to compare data! However, it is critical that both the baseline and endline studies use the same indicators and measurement methodologies so that they can be consistently and reliably measured at different points in time for comparison.

This tool kit include a generic guide to developing a case study, survey questionnaires presenting questions to measure CBHFA indicators presented in the Indicator Table, and a survey guideline to help users to plan and execute household surveys.

Assessment and Evaluation method with project cycle



3.1. Case study guide

What	A case study focuses on a single, or small number of, naturally occurring situations.
Why	Case study will help the reader to know some specific achievement of the projects and their context.
Who	Project team
When	As needed

3.2. Survey (baseline-endline) guide

What	The survey guide is a step by step guideline to plan and execute a household level survey to measure CBHFA indicators.
Why	It is the measurement of the initial conditions (appropriate indicators) before the start of a project. This benchmark data is used for comparison during the project and at its end to help determine what difference the project has made – its progress towards its objectives. The survey guide will help NSs to design, plan and implement surveys effectively.
Who	M&E Team or person responsibleresponsible for survey
When	During baseline and endline survey

Topics discussed in survey guide[3]

1. Planning the survey
    - Survey objectives
    - What this survey will measure
    - Preparing a time schedule for CBHFA survey
    - Budgeting for CBHFA survey
    - Ethical considerations
    - Obtaining approval for the survey
    - Identifying survey team
    - Determining the size of your survey team
    - Recruitment and training of survey team
2. Survey design
    - Determining sample size
    - Defining sampling method
    - Determining the number of households to interview
    - Selection of households to be interviewed
    - Other considerations
3. Field logistics
    - Logistics and preparation of materials
    - Field procedures
    - Field activity reports

[3] Adapted from "Reference manaul for managers: LLIN distribution impact survey"

4. Conducting the interviews
    - Introducing survey to local authorities
    - Obtaining consent
    - Ensuring the quality of the data
    - Interview questionnaire

3.3. Survey questionnaire

What	The questionnaire is arranged by topic and questions are numbered by topic. National Societies can pick topics of interest. However the cover page, background characteristics and exposure of Red Cross/Crescent should be included in all surveys. Only the most critical questions are included in the questionnaire in order to measure the indicators presented in the indicator guide. If additional indicators are included in the M&E plan, the questionnaire should be modified accordingly.
Why	To measure outcome indicators presented in the indicator guide.
Who	M&E team or person responsiblefor survey, programme manager
When	During baseline and endline surveys

If a National Society selects 3-4 topics, the questionnaire will be about 10-12 pages and on average it will take 20-30 minutes to complete one interview.

After selecting topics the questionnaire MUST be piloted:

- To test how long it takes to complete
- To check that the questions are not ambiguous
- To check that the instructions are clear
- To check that the translation is appropriate and correct
- To check that the options are comprehensive and that no more than 10% of responses are in the “other” category
- The “skips” are fine

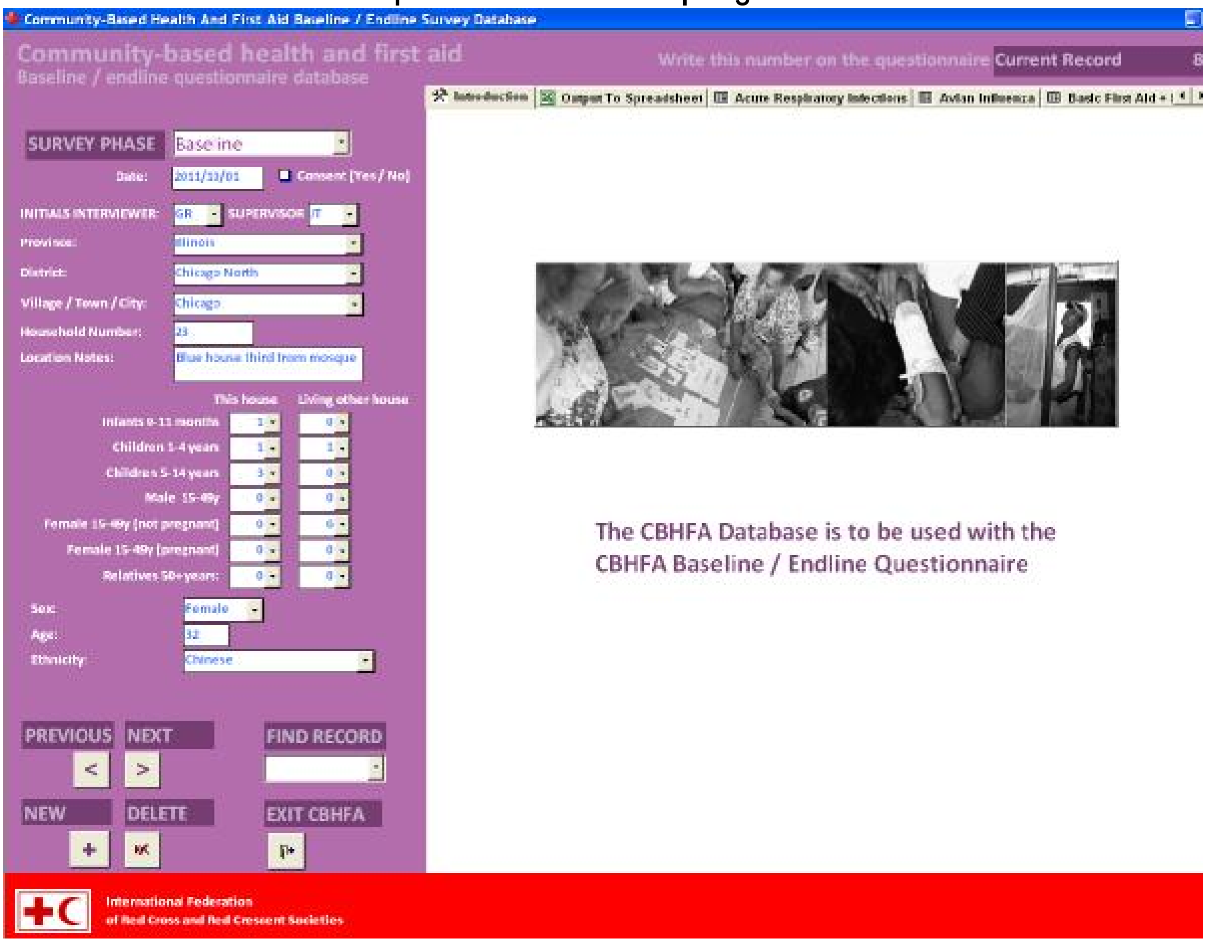
3.4. Training Module for CBHFA survey

What	This training module is prepared to train volunteers or investigator to conduct interviews.. All topics and questions included in the survey questionnaire are discussed along with basic interviewing skills.
Why	The quality and reliability of data depends to a large extent on the quality of investigator training. In order to have common understanding on key questions between and within countries a training guide is critical. This will help NS in conducting quality training independently.
Who	M&E team or person responsible for survey
When	During baseline and endline survey

3.5. Database for data entry and analysis

What	A MS Access-based package to enter and analyze survey data
Why	A computer based programme will help in entering error free data to analyse them quickly in order to use information as soon as possible
Who	M&E Team or person responsible for survey
When	During baseline and endline survey

Snapshot of database programme



4. Reporting tools/templates:

Reporting is the most visible part of the M&E system, where collected and analyzed data is presented as information for key stakeholders to use. Reporting is a critical part of M&E because no matter how well data may be collected and analyzed, if it is not well presented it can not be well used – which can be a considerable waste of valuable time, resources, and personnel.

4.1. Community level monthly report

What	The community level monthly reporting tool is a combination of the summary of volunteers' activities and community level events. This tool also summarises qualitative information received from volunteers.
Why	As CBHFA implementation happens at community level, community level reporting plays a critical role in the project reporting cycle. Good community reports help in identifying gaps early and taking corrective measures accordingly.
Who	Volunteer team leaders or community health committee
When	Every month (the tool can be completed in monthly planning meeting)

Note: Some information in this tool is taken from the volunteer record. If National Societies make any modification to the volunteer record books, they should modify this tool too.

4.2. Community progress report – reporting back to the community

What	To inform the community about what CBHFA has achieved during the last month, and also what activities are planned for this month.
Why	Lots of information is collect from the community in order to implement CBHFA. It is our ethical responsibility to update the community on the progress we are making and inform about the future plans.
Who	NS branch
When	Every month

4.3. Branch monthly reporting format

What	Branch monthly report format is a consolidation of community level reports and branch activities such as training etc.
Why	A branch monthly report forms the basis of decisions for higher management and provides information for external reporting
Who	NS branch
When	Every month, If needed it can be modified to a quarterly reporting format.

<u>Note:</u> Some information in this tool is taken from the volunteer record. If National Societies make any modification to the volunteer record book, they should modify this tool too.

4.4. Indicator tracking table

What	ITT is a spreadsheet to record, manage, and assist with the analysis of the indicators
Why	An indicator tracking table (ITT) is an important data management tool for tracking indicator performance to inform overall project implementation and management.
Who	Project manager with M&E team
When	Quarterly

In summary, the ITT has three primary sections:

1. Project background information, such as name, location, dates, etc.
2. Overall project indicators are indicators that may not specifically be in the project's logframe, but are important to report for strategic management and as part of the a Federation-wide reporting system (FWRS).
3. Logframe indicators are aligned with their respective objectives from the logframe, and are the greater part of the ITT. The table below illustrates a section (one quarter) of the ITT for logframe indicators.

Example of indicator tracking table – *for one quarter only*

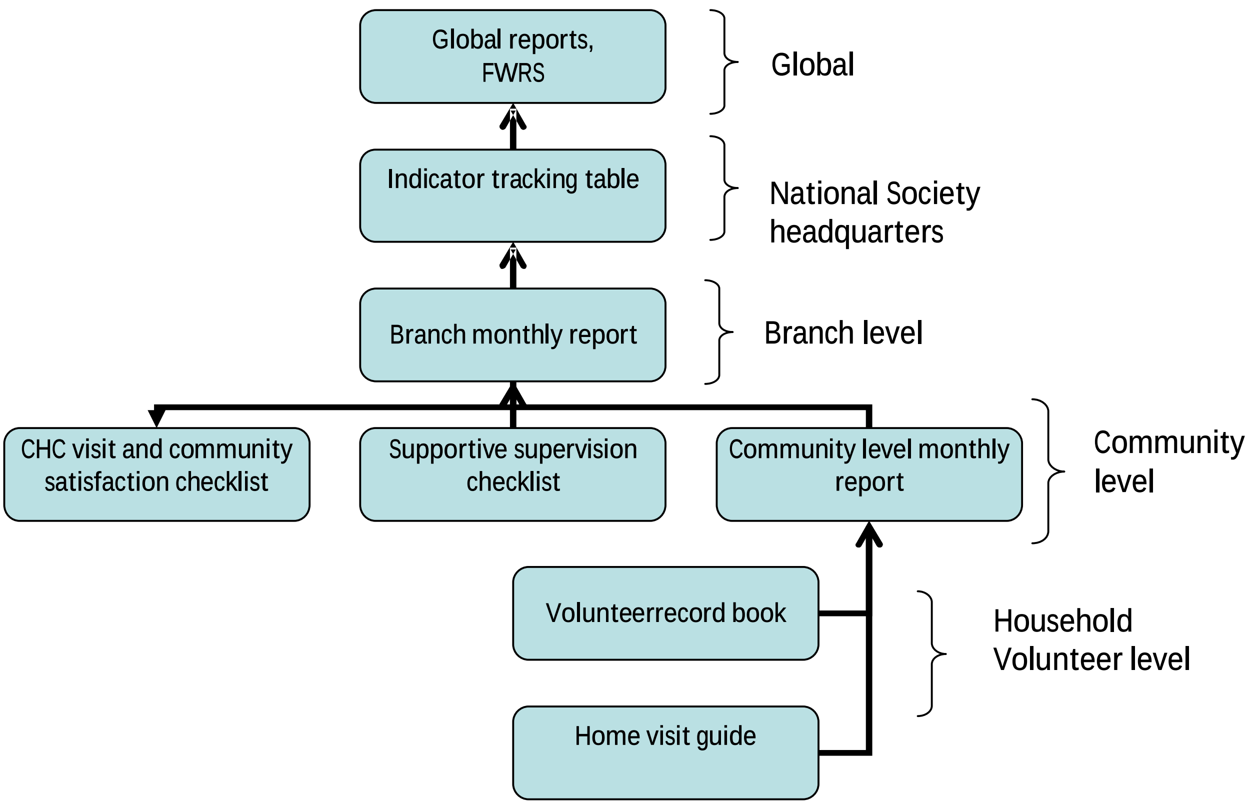
Indicator	Project Baseline		Q1 Reporting Period July 10 - September 10			Annual Project Target	Year to Date	% of Annual Target to Date	Life of Project Target	Life of Project to Date	% of life of Project Target
	Date	Value	Target	Actual	% Target						
Outcome 1: Communities are aware of their disaster risks and the measures to prepare for, and respond to disasters.											
1a: # participating communities conducting a vulnerability and capacity assessment (VCA) quarterly.	May 2011	0	10	5	50%	20	5	25%	50	5	10%

The ITT columns for indicators are organized into three types of data to best inform critical analysis and decision making:

1. Baseline performance. This is to record the performance for those indicators measured during the project baseline study, (remember that not all indicators typically need to be measured during the baseline). In the example indicator, this indicator was included in the baseline study, but the value was zero because vulnerability capacity assessments (VCAs) had not been done in any community.

2. Periodic performance. This is used to record indicator performance on a regular basis during project implementation. The reporting period should vary according to the project timeframe. The example adopts quarterly periods, (every three months), but monthly periods can also be used for projects with a shorter duration (e.g. 1 year). There are three values to record for each period, which help to analyze variance in indicator performance:
    a. Target: records the indicator planned performance, usually set at the beginning of the project's fiscal year, in conjunction with the planning of the annual budget.
    b. Actual: records the indicator's actual performance for the reporting period.
    c. % of Target: records the percentage of the target that was actually achieved by the indicator during the reporting period, (using a formula in the cell for automatic calculation).

Snapshot of CBHFA Monitoring & Reporting system



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