



BULE HORA UNIVERSITY MIDWIFERY

DEPARTMENT

Description of the course

Course Title: **Health Policy Management**

Course Code: **SPHM-3132**

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SECOND Year BSc MIDWIFERY Students

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CHAPTER NINE

Implementation, Evaluation & Monitoring Of Health Programs

Learning Objectives

At the end of this unit the trainee will be able to:

- **Describe the meaning of implementation, Monitoring and Evaluation of health programs**
- **Expound-factors that facilitate and affect Implementation programs**
- **Illustrate –purpose, roles and types of evaluation**
- **Explain types of monitoring**

Definition of Implementation

- **It is putting a program into action or doing the work.**
- **What is to be implemented depends on the plan.**
- **To accomplish all of this, one has to select**
 - The **most appropriate implementation strategy** and
 - See that any special concerns associated with **implementation are handled properly.**

Factors that facilitate Implementation

1. The implementer need to

- **Know** and review the **plans drafted**,
- **Understand** the **goals/objectives**,
- **Write detail activities based on the goals/objectives**,
- **Arrange time-table**,
- **Assign responsible bodies**, and
- **Discuss with the stakeholders.**

2. Allocating the necessary Resources/Inputs

- **Manpower**

- **Secure and deploy on time the necessary manpower in kind and number.**

- **Money**

- **Clear budget for capital and recurrent uses have to be available and utilized effectively and efficiently.**
- **Know the amount of budget allocated for implementing the project/program/activity.**
- **Close control of the utilization is very essential.**

Cont....

- **Materials**

- Obtain the **necessary equipment and supplies** on time.
- Need **strict controlling** on the **utilization** to prevent **corruption**.

- **Information**

- ❖ Document all the **necessary information** about the **progress of the implementation**.
- ❖ Inform the **stakeholders** about the **development** and if there is any constraint, etc.

- **Time**

- **Use time effectively.**

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- Develop **time-table** to follow the

Implementation Timetable

Tasks/Activities	Time/Months					
	Jan	Feb	Mar	Apr	May	Jun
Phase in intervention						
Total implementation						
Collect and analyze data for evaluation						
Prepare evaluation report						
Distribute report						

Causes of Poor Implementation

- **Poor implementation means**
 - **Delayed or non-implemented or different from that planned.**
- **The factors for such causes could be**
 - **Unavoidable or failure at earlier parts of the planning cycle or**
 - **Failure at the programming and implementation stages.**
- **The factors could be internal, such as *turn over of trained staff* or external such as natural calamities (Disasters) , shortage of fund,**

HSTP Planning

- **15.6 Billion USD**—Equal to 421 Billion Ethiopian Birrs
- **70% of the total cost is for health systems strengthening**
- **The rest 30% goes for health service delivery**
- **Out of the total cost allocated for health services, which is 4.34 Billion USD, the highest proportion is allocated for child health services 20.8%**
- **HIV/AIDS prevention and control, 17% and maternal health services 14%**

Factors affecting Implementation

- A change in **priorities/ policies**. So we need to be flexible in our planning. Example **HIV/AIDs**
- **Resistance to the changes**. It can be **internal** and **external** and it is **anticipated**.
- Lack of **necessary resources**.
- Imprecisely **specified project/program**.
- Lack of appropriate **organizational structures**.
- Lack of appropriate **managerial skills**.
- **Unforeseen circumstances**, e.g. **famine, war, etc.**

Monitoring and Evaluation

- **M&E** is the **process** by which **data** are collected and **analyzed** in order to **provide information** to **policy makers** and **others** for use in **program planning** and **project management**.
- **Monitoring progress** and **evaluating results** are **key functions** to improve the **performance** of **those responsible** for **implementing health services**.

What is monitoring?

- **Monitoring:**

- Is an **ongoing, continuous, systematic** and **routine collection of data** during **project implementation**.
- Requires the **collection of data** at **multiple points** throughout the **program cycle**, including at the **beginning to provide a baseline**
- The purpose can be for **establishing** whether an **intervention** is moving towards the set **objectives** ¹³ **or**

Types of Monitoring

I. Process monitoring

II. Technical monitoring

III. Assumption monitoring

IV. Financial monitoring

V. Impact monitoring

I. Process monitoring

- ✓ It helps to establish **whether the project tasks and activities** are **leading** towards the **intended project results**.
- ✓ It measures the **inputs, activities** and **outputs**.
- ✓ Most of ***data collected*** during **project implementation**

II. Technical monitoring

- ❖ Assess the **strategy/plan/policy/approach** being **used** in **project implementation** to **establish** whether it is achieving the required results
- ❖ It involves **technical aspects the project** (the activities to be conducted).
 - Example: Improving maternal health Programms
 - Family planning Provision
 - ANC, PNC, Delivery Care, CS Service,

III. Assumption monitoring

- Involved *measuring factors* which are *external to the project*.
- It helps to explain **success** or **failure** of a project.
E.g. A project that was **promoting contraceptive** may realize that **uptake of use of contraceptives has dropped**.
- This could due to **taxation of on the importation**, which makes them *more expensive*, rather than *project failure*.

IV. Financial monitoring

- Refers to monitoring project or program expenditure and comparing them with budgets prepared at the planning stage.
- For ensuring there are no excesses or wastages.
- Important for accountability and reporting purposes.
- For measuring financial efficiency (maximization of outputs with minimal inputs)

V. Impact monitoring

- Assess the **impact of project activities** to the target population.
- ***Impact*** is along term **effect of the project**.
- The impact is monitored through the **pre-determined set of impact indicators**.
- Monitors both the ***positive*** and ***negative impacts***.
- **Intended** and **unintended** impacts of the project.

Evaluation

- Is the process of finding out the value of something.
 - Determining the value or worth of objects of interest against standard of acceptability.
 - Evaluation can be done periodically, at mid-term, at the end of the project (final evaluation) and years after the completion of the project (post-evaluation)
- ❑ In evaluation we have to ask two broad questions:
- Are the results those that were intended?
 - Are they of worth?

Evaluation involves finding the answers to the following questions:

- Are **workers performing** well as planned?
- Is **equipment functioning** as **effectively** as expected?
- Are resources being **utilized fully**?
- Are records being **maintained correctly**?
- Are the **collective actions of the workers** producing ***expected results?***

Purposes of Evaluation

- **To note the shortcomings, deficiencies, duplicities**
- **Suitable corrective actions need to be undertaken.**

Types of Evaluation

A. Formative evaluation.

B. Process/implementation evaluation.

C. Outcome/effectiveness evaluation.

D. Impact evaluation.

A. Formative evaluation

- Ensures that a **programme activity** is **feasible**, **appropriate**, and **acceptable** **beforehand** it is **fully implemented**.
- Conducted when a **new programme** or **activity is being developed** and an **existing one is being adapted or modified**.
- It shows whether the **program elements** are likely to be **needed, understood, and accepted by the population**.

B. Process/implementation evaluation

- Determines whether **programme activities** have been implemented as **intended** or Not
- As soon as **programme implementation begins**.
- During **operation of an existing programme**.
- It can also be **carried out periodically** and shows how well the **programme is working**, accessible or acceptable to a target population.

C. Outcome evaluation

- Objectives-based evaluation
- Measures **programme effects in the target population** by assessing the *progress in the outcomes (Outcome objectives)*.
- Carried out after the **programme has made contact** with at **least one person or group in the target population**.
- It shows the **degree to which the program is having an effect** on the target population's behaviors

D. Impact evaluation

- Assesses **programme effectiveness** in achieving its ultimate goals
- It is carried out **during the operation** of an **appropriate intervals.**
- At the end of a program.
- **Provide information on the degree to which the program meets its ultimate goal.**
- Provides **evidence for use in policy and funding decisions.**

Comparison between Monitoring and Evaluation

Attribute	Monitoring	Evaluation
Main focus	Collecting data on progress	Assessing data at critical stages of the process
Sense of completion	Sense of progress	Sense of Achievement
Time focus	Present	Past – Future
Main question	What needs to happen now to reach our goal?	Have we achieved our goal?
How can we do better next time?		
Attention level	Details	Big picture
Inspires	Motivation	Creativity
Periodicity	Continuous throughout the whole process	Intermittent; at the beginning or end of significant milestones
Supports	Implementation of a plan	Designing the next planning cycle
Skills required	Management	Leadership
Output processing	Progress indicators need to be closely monitored by a few people	Evaluation results need to be discussed, processed and interpreted by all stakeholders ²⁸

References

- 1. Health services management for health science students. Challi Jira, Amsalu Feleke, Getnet Mitike. Lecture note series, the charter center. January 2003.**
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- 3. Leadership and management in Nursing. Anita W.Finkelman. India 2009.**