



Module 7: Monitoring & Evaluation

Introduction

Just as evidence is critical for understanding your country's malaria burden, performance data will allow you to see if your campaign is achieving its objectives. A robust, objective monitoring and evaluation (M&E) plan will show you what is working, allow you to fix any issues, and let you show your partners how your campaign is making a difference.

M&E is a transversal activity—important at every stage of your campaign and across all activities. Plan your M&E approach just after choosing your objectives and setting an action plan ([Module 2](#)). When launching and implementing campaign activities, collect data to track progress (number of community members reached, number of meetings held, etc.). Collect data on your work during the launch and implementation phases of the campaign. The M&E phase is the time to analyse your data and reflect on what it means. Then, use these learnings to inform future objectives and plans.

Section 1 describes the role of M&E in advocacy and outlines some of the key terms and concepts used by M&E planners.

Section 2 provides a series of tools for developing an M&E framework and monitoring plan.

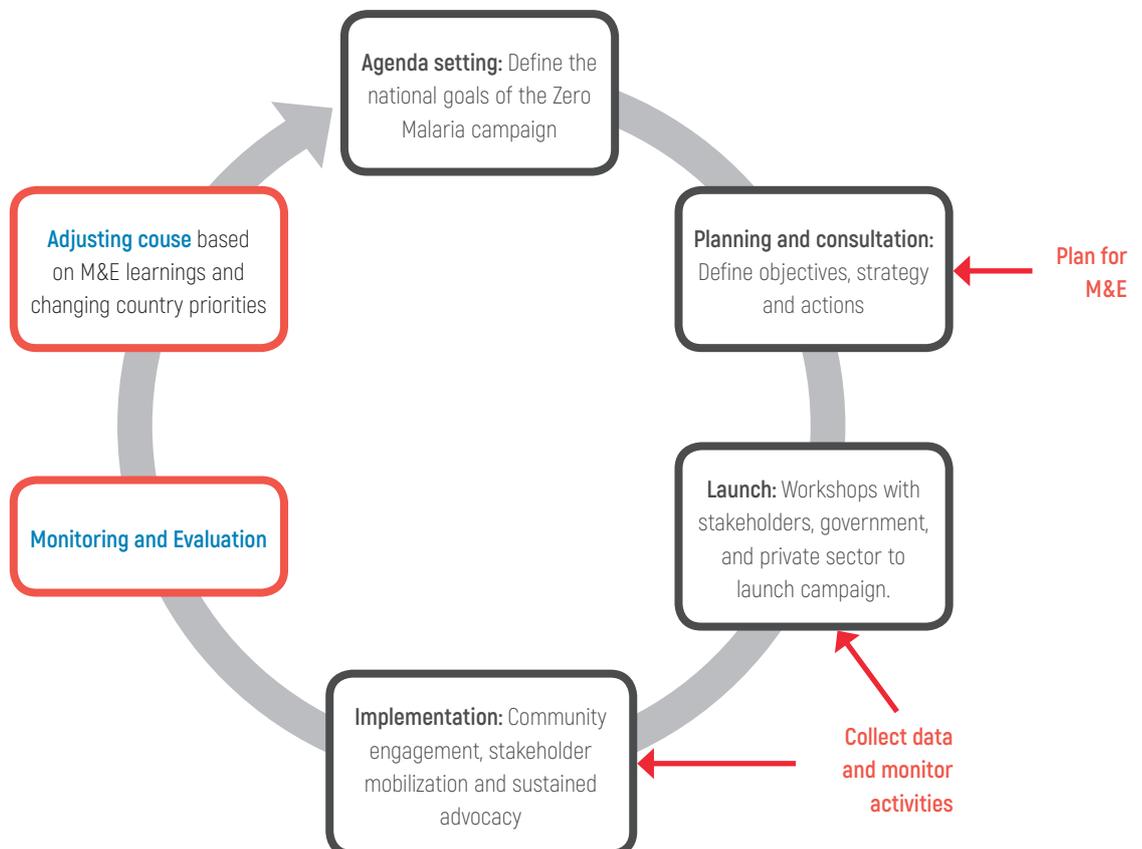
Learning objectives

By the end of this module, you will:

- understand the concepts and rationale behind M&E;
- know how to develop a M&E logical framework; and
- know how to manage routine monitoring

Section 1: M&E for Advocacy campaigns

Monitoring and evaluation are two separate but related activities to help you judge your campaign's performance.



Monitoring generally looks at performance indicators through routine data collection and allows managers to make real-time adjustments to their approach.

Evaluation is a more comprehensive look at how a campaign met its objectives. While monitoring is ongoing, evaluations are usually carried out at the end of or following the campaign.

M&E is essential for accountability and for ensuring that lessons are learned so that future advocacy initiatives can be made better. It is important for you to assess both the process and impact of your advocacy.

Process monitoring allows you to judge whether you are on track delivering planned activities (events, producing research reports, publications, one-to-one meetings, conferences, etc.) and whether these activities are meeting the desired objectives. For instance, are enough target audiences being reached and are your messages accessible to them? Are you collaborating with the right allies and partners?

Impact monitoring helps you know if you are making progress towards the change objectives you have set. You can, for example, monitor whether you are likely to meet your milestones within a given timeframe and if any unintended impacts—positive or negative—have occurred; you can also monitor whether commitments have been followed through with (e.g., whether pledges of additional support have resulted in actual additional support).

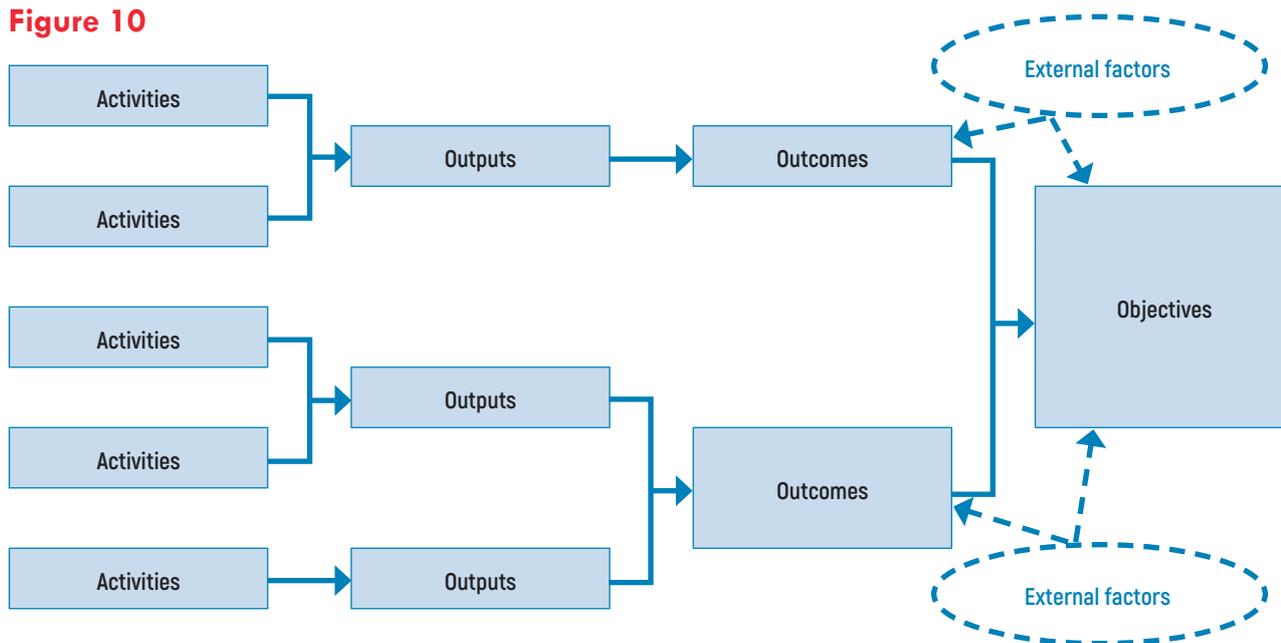
Key terms

As a first step, it is important to understand common M&E terms. **Outcomes** are the benefits that a project or intervention is designed to deliver. Outcomes cannot be entirely attributable to you because they are somewhat beyond the scope of your intervention.

- **Outputs** are the direct results of your project activities, e.g. knowledge and awareness creation, influencing key decision-makers, empowering affected populations to make their voice heard etc.
- **Indicators** are objective ways of measuring progress. These must relate to the aims and objectives of your advocacy work.
 - **Impact indicators** assess what impact your advocacy work has had on the audiences you seek to influence. Impact indicators measure the results of your advocacy.
 - **Process indicators** indicate what progress has been made in implementing your activities and measure outputs generated as part of your advocacy work. Examples include the number of meetings held, attendance levels, and circulation figures for key research projects.

Remember that **Outputs** are the direct result of project activities. **Outcomes** are the indirect results of your work through achievement of **outputs**. Together, these **outcomes** help you achieve your **objectives**.¹³

Figure 10



13 Adapted from: Roll Back Malaria Partnership. August 2014. RBM Advocacy for Resource Mobilization (ARM) Guide.

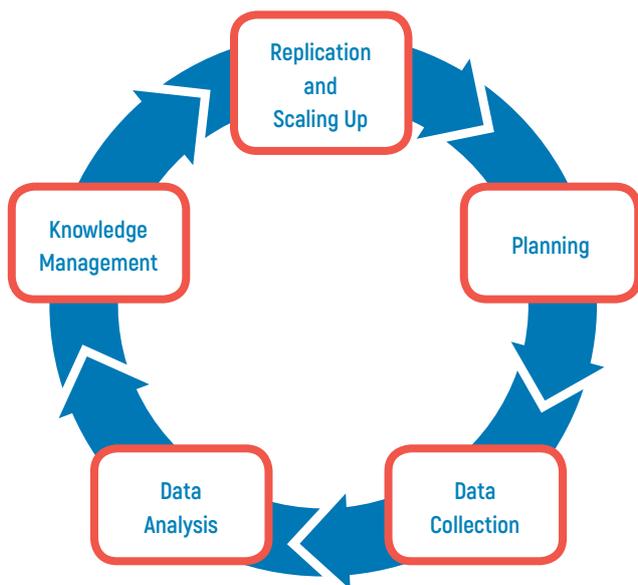


To visualize how these elements work together, see the following diagram:

Measuring success

The M&E tools reflect the logic of the project and follow an implementation cycle, as shown in the figure below.

Figure 11: M&E cycle



The cycle is described as follows:

- **Planning.** Define the evaluation questions and what you intend to measure.
- **Data collection.** This can involve qualitative methods (interviews, focus groups, etc.) and quantitative methods (quantitative surveys, tracking numerical indicators, etc.).

- **Data analysis.** Your data should tell a story and answer meaningful questions. To what extent did the advocacy intervention succeed in mobilizing domestic funds for malaria control? How valuable are the advocacy outcomes to the overall malaria control and elimination goals?
- **Knowledge management.** What have you learned from the evaluation? The ultimate purpose of M&E is to promote accountability. Not using the M&E findings would be a waste of time and resources.
- **Replication and scaling.** How will you use the data, apart from reporting? Can your experience help others mobilize more resources for malaria control?¹⁴

Section 2: M&E Tools

When developing your advocacy strategy, it is essential to have consensus on objectives, outputs and outcomes. These should be appropriate and realistic within the context of your advocacy work. In addition, plan carefully when choosing indicators; select those that will best measure progress and are possible to track accurately.

The M&E framework should be developed during the Planning Stage ([Module 2](#)) to accompany your [action plan](#) (pg. 26). The M&E framework takes a different look at actions—showing how outputs help achieve campaign outcomes. These outcomes allow you to achieve your objectives and eventually the advocacy goal.

In the M&E logical framework included below, list your objectives in the first row, along with the indicators you will use to track them, the targets you have set and when you intend to achieve them, and what sources of information you will use to track their achievement. Then, do the same for outcomes and outputs related to the objectives.

M&E logical framework

	Description	Indicators	Targets	Source of information
Objectives				
Outcomes				
Outputs				
Activities				

Adapted from: Tools4Dev. Monitoring and evaluation (M&E) plan template. Retrieved from <http://www.tools4dev.org/resources/monitoring-evaluation-plan-template/>

14 Adapted from: Roll Back Malaria Partnership. August 2014. RBM Advocacy for Resource Mobilization (ARM) Guide.

Below is a relatively simple sample M&E framework.

	Description	Indicators	Targets	Source of information
Objectives	1. Expand the network of private sector leaders supporting anti-malaria efforts through the campaign to include 50 individuals by 2020.	Number of private sector leaders involved in malaria	50 private sector leaders by 2020	Project records
	2. Through advocacy, build a coalition of parliamentarians and members of government able to increase budgetary spending for malaria by 50% 2020	Dollars spent on direct malaria programmes	Increase by 50% from 2018 baseline by 2020.	Budgetary records.
Outcomes	1.1 Greater appreciation and understanding among private sector leaders of the challenges to implement effective malaria control.	Composite indicator based on knowledge statements on malaria control	100% of private sector participants in outreach efforts report a better understanding of malaria control by 2021.	Surveys at start of campaign and at the end.
	1.2 Percentage of employees, families and community members protected from malaria through investments made by companies.	Number of employees, families, and community members with access to malaria prevention tools.	10,000 people protected through investments made by companies by 2020.	Project records.
	2.1 Positive contacts made or discussions held between private and public sector to advocate for improving malaria control in-country.	Number of contacts made Number of discussions held	25 meetings by private sector partners with public sector decision makers by 2020.	Project Records Meeting minutes
	2.2 Agreement on the part of public sector decision makers to increase resources to improve malaria control.	Votes or actions taken by those with budgetary decision-making power.	Parliamentarians pass a bill to increase in malaria funding by 2020. The President does not veto the proposed increase.	Parliamentary records. Government records.
Outputs	1.1.1 Private sector members attend workshops.	Number of private sector workshop attendees.	At least 50 members of the private sector attend workshops by 2020.	Project records.
	1.2.1 Companies invest in campaign anti-malaria efforts.	Amount contributed.	Over is contributed by companies by 2021.	Project records.
	2.1.1 National leaders attend advocacy events	Number of event attendees	Over 50 national decision-makers attend advocacy events by 2020.	Project records
	2.1.1 Parliamentarians join a malaria committee	Number of committee members	At least 10 parliamentarians join committee by 2020.	Parliamentary records

Build a monitoring plan

When choosing indicators, remember that data collection will require time and energy on the part of campaign staff. You may not be able to track all of the indicators that would be part of an ideal M&E framework, so carefully prioritize what you collect.

When possible, collect data from existing sources (government publications, Google Alerts (www.google.com/alerts) for media mentions, data provided by international organizations, etc.). Store these indicators on a single document that you share with team members to avoid duplicating efforts.



The following tool can help you plan routine monitoring work. A sample is included further below.

Monitoring plan

Indicator	Collection method	Person responsible	Frequency

Sample monitoring plan

Indicator	Collection method	Person responsible	Frequency
Insecticide-treated net (ITN) use (%)	Demographic and Health Surveys Malaria Indicator Surveys	Community engagement lead	When data is available (typically every five years).
Number of private sector workshop attendees	Attendance records from private sector workshops	Private sector engagement lead	Quarterly
Number of malaria stories in the local media	Google alerts	Media engagement lead	Quarterly
Dollar amounts invested in malaria education and prevention.	Public financial records	Private sector engagement lead	Quarterly

Ensure your data is used

Data by itself cannot improve programme performance. To develop a culture of data use, complement your monitoring plan with scheduled M&E reviews.

At an M&E review meeting, those most familiar with the data can present it to others to get their feedback and inform management decisions. This feedback should influence your current and future plans. If an activity is not working as intended or creating unintended harmful consequences, these meetings are an opportunity to change course. On the other hand, if some activities are more successful than you anticipated, you can invest more in them.

Monitoring and evaluation resources

Guidance for Evaluating the Impact of National Malaria Control Programmes in Highly Endemic Countries: Provides recommendations for NMCP, Ministries of Health, or other development partners to evaluate the scale-up of malaria control interventions in endemic countries. This resource is designed specifically for high malaria burden countries, though a companion piece for moderate and low malaria

burden countries is forthcoming. Available at: https://endmalaria.org/sites/default/files/Framework_for_Evaluating_the_Scale-up_of_National_Malaria_Control_Programs_FINAL.pdf

Malaria Indicator Survey Toolkit: Contains guides for designing and carrying out a Malaria Indicator Survey (MIS). Available at: <http://www.malariasurveys.org/toolkit.cfm>

MEASURE Evaluation tools: MEASURE Evaluation's website has M&E tools, guides, and trainings materials available for free throughout their website. Website: <https://www.measureevaluation.org/resources/>

UNICEF: Monitoring and Evaluating Advocacy: UNICEF's advocacy toolkit contains guidance for developing and implementing advocacy actions to improve child health. The M&E Companion contains advocacy-specific guides for monitoring and evaluating your campaign. The guide can be accessed at: https://www.unicef.org/evaluation/index_60811.html