

Developing the monitoring and evaluation section of a policy brief

Arash Rashidian, MD PhD

Director of Science, Information and Dissemination

WHO EMRO

Capacity Building for Development of Policy Briefs: Advanced Training of Trainers Workshop
for Researchers and Policy-Developers

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Cairo, Egypt

Session content

- What should be monitored and how – indicators and timelines
- What should be evaluated and how
- Inclusion of M&E agenda in policy briefs

Framework for improving national institutional capacity for use of evidence in health policy-making

in the Eastern Mediterranean Region (2020–2024)

(EM/RC66/R.5; approved Oct 2019)

EMR countries committed to the ***integrated multi-concept approach*** for institutional capacity and action for use of evidence in health-policy making

Requirement of the integrated multi-concept approach:

1. Internal programmatic coherence within each key program, avoiding duplications
2. Systematic links between the key programs



Source: *Integrated multi-concept approach for Evidence-Informed Policy-Making for Health; WHO EMRO, 2019*

Academic institutional capacity for EIPM: WHO guidance

The Regional Action Plan provides key guidance under:

Strategy 1. Enhance demand and advocacy for evidence-informed policy-making

Strategy 2. Enhance decision-making structures and processes for use of evidence at national level

Strategy 3. Enhance resources for evidence-informed policy-making

Source: [Regional action plan for the implementation of the framework for action to improve national institutional capacity for the use of evidence in health policy-making in the Eastern Mediterranean Region \(2020–2024\)](#)

Regional action plan

for the implementation of the framework for action to improve national institutional capacity for the use of evidence in health policy-making in the Eastern Mediterranean Region

(2020–2024)



Monitoring and evaluation

Monitoring

To ensure we are on track in implementation of the policies and strategies as planned

Evaluation

To assess whether the implementation of policies and strategies has resulted in the expected outcomes (effectiveness, efficiency, impact)

Other relevant terminology (source: IOM)

Review

- “According to the OECD/DAC glossary, “an assessment of the performance of an intervention, periodically or on an ad hoc basis”. A review is more extensive than monitoring but less than evaluation”

Assessment

- “Can commonly be defined as the action of estimating the nature, ability or quality of something. In the context of development interventions, it is often associated with another term to focus on what will be assessed, such as needs assessment, skills assessment, context assessment and results-based assessment. It can take place prior, during or after an intervention and may be used in an evaluative context.”

Needs assessments and appraisals

- “Tools enabling decision makers to choose and decide between optional activities, as well as refine the final design of a project or programme.”

Audit

- “An activity of supervision verifying whether the existing policies, norms and instruments are being applied and used adequately. Audit also examines the adequacy of organizational structures and systems and performs risk assessments. The audit focuses on the accountability and control of the efficient use of resources. “

Source: Introduction to Monitoring and Evaluation, IOM

Including monitoring and evaluation in policy briefs

- M&E is often used in the context of project management, or result-based management
- Here we rather focus on the key principles, and not the full management cycle
- How to ensure the policy brief includes relevant details **to guide the policy maker re monitoring and evaluation of policy options' implementation**

Reminder: Policy making stages

Essentially there are four stages

- Problem formation / agenda setting
- Policy formulation
- Policy implementation
- Policy evaluation

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Policy (monitoring and) evaluation

- Establish performance and outcome indicators (quantitative and qualitative)
- Measure performance and outcomes
- Report on performance and outcomes
- Adapt and amend the implementation plan in light of evaluation results

M&E criteria within policy briefs

- Policy briefs rarely include such discussion
- If yes, why?
- If no, why?

Should policy briefs include M&E considerations?

Key steps in policy M&E

(Fretheim et al, 2009; Rashidian 2017)

- Is monitoring and evaluation necessary?
- What to monitor/evaluate?
- What should be measured (indicators)?
- How should it be measured?

Note that “there is an opportunity cost for any (monitoring and) evaluation project. They should focus on the most pertinent areas of work and assess the outcomes that really matter”

Indicators for M&E: the Crow and the Pitcher

(source: adjusted from USAID/ STOP TB Partnership)

what is/are crow's

- objective?
 - activity?
 - inputs?
 - outputs?
 - outcomes?
 - impact?
- To eliminate his thirst
 - dropping pebbles
 - pebbles, crow, pitcher
 - number of pebbles dropped
 - water level rose/ crow able to drink
 - crow satisfied

What are the “indicators” for?

- Activity/output?
 - Outcome?
 - Impact?
- number of pebbles/ count
 - Water level/ measure, observe
 - Level of thirst/ measure?



Which ones are related to monitoring and which ones to evaluation?

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Indicators and measurement for monitoring and evaluation

- Sometimes similar indicators and information strategies may help achieving both objectives
- “(Monitoring and) evaluation projects should focus on the most pertinent areas of work and assess the outcomes that really matter.
 - e.g. while the number of individuals that attend a training event is important **(and can be counted)**, the aim of such training is usually to change practice and health outcomes **(which is difficult to count)**” (Rashidian, 2017)
- Output versus outcome
- An indicator that is of value for monitoring, may not be a useful indicator to evaluate the program

Monitoring

What indicators can help you **monitor** the implementation of your country's strategies for:

- Increasing the number of beds in already **existing ICU wards (hospitals)**
- **Establishing new ICU wards in hospitals without such resources** (to increase geographical access).
- Increasing **access to medical oxygen in non-ICU hospital wards**

What will be the source of data on those indicators?

How to ensure validity? Analytical approaches?

What is the optimal data collection cycle?

How will it be linked with implementation decisions?

....

Exercise: 5min
- Identify 1-2 indicators for **monitoring** the policy options.
- Try answering the below questions (highlighted in blue) for the indicators

Evaluation

What indicators can help you **evaluate** the implementation of your country's strategies for:

- Increasing the number of beds in already **existing ICU wards (hospitals)**
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- Identify 1-2 indicators for **evaluating** the policy options.
- Try answering the below questions (highlighted in blue) for the indicators

Monitoring versus evaluation

- While monitoring is very important to those in charge of the policy (e.g. MoH), public and media will be more likely to focus on evaluation
- A program that is properly implemented (as presented via monitoring) may fail at evaluation stage
- How? Examples?

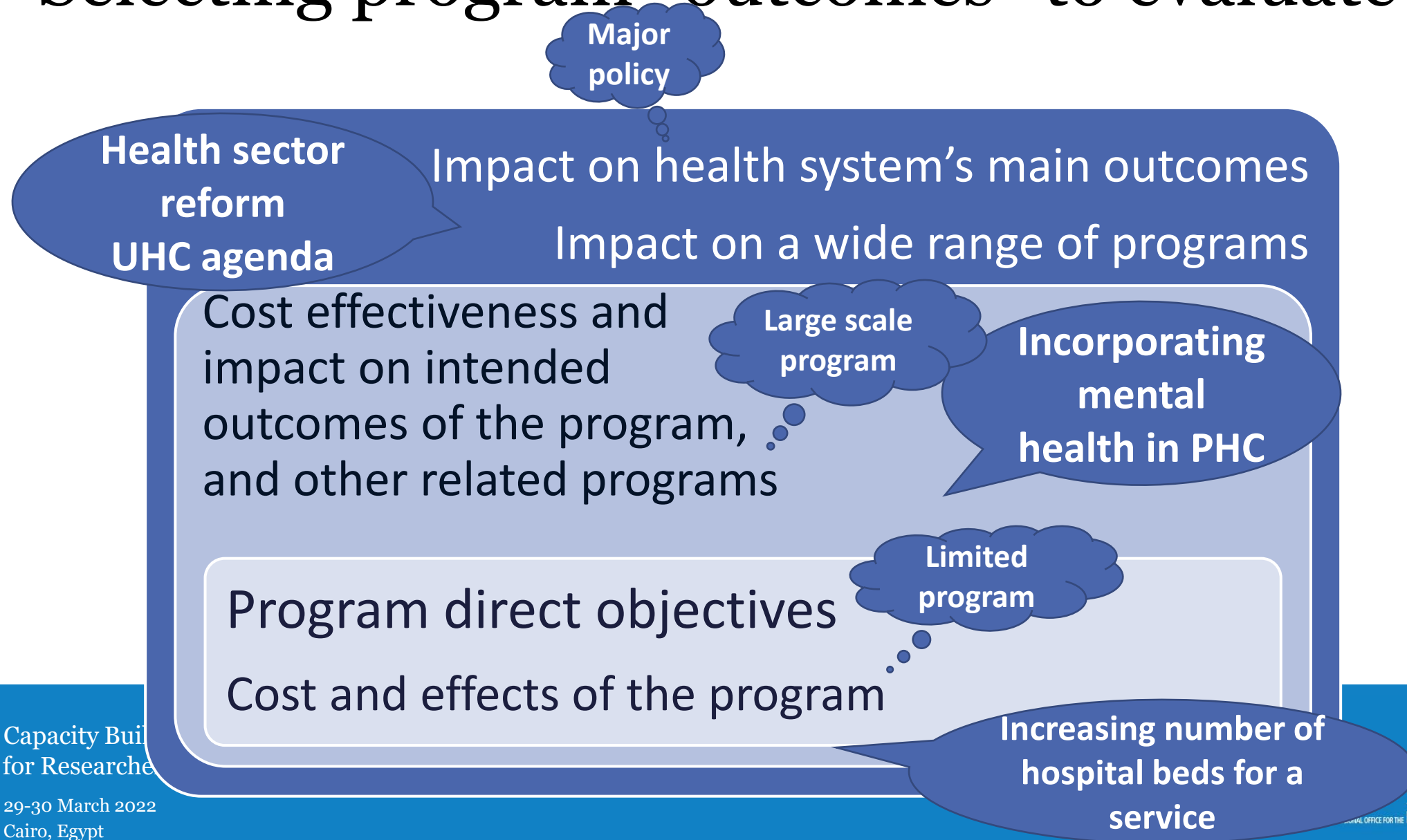
Selecting the “right” outcome indicators

- **Outcomes of interest** may not be limited to the programme
 - Implementation of one particular programme may divert attention from other areas of work
 - or result in unintended (positive or negative) outcomes in other programmes

As a rule of thumb:

- **For a focused programme** of work, measure the **direct cost and outcomes** of the programme
- **For overarching programmes**, a **more systemic approach** that covers other relevant outcomes is need

Selecting program “outcomes” to evaluate



Additional sources

Evaluation policy. Geneva: World Health Organization; 2012 (Information Note 28/2012).

WHO evaluation practice handbook. Geneva: World Health Organization; 2013 (<http://apps.who.int/iris/handle/10665/96311>)

Atle Fretheim*¹, Andrew D Oxman², John N Lavis³ and Simon Lewin⁴ (2009). **SUPPORT Tools for Evidence-informed Policymaking in health 18: Planning monitoring and evaluation of policies.** *Health Research Policy and Systems*, 7(Suppl 1):S18 doi:10.1186/1478-4505-7-S1-S18

Rashidian A (2017). **Policy and programme evaluation: principles and objectives.** *EMHJ*, 23(1), 3-4

1) United Nations development programme evaluation office - Handbook on Monitoring and Evaluating for Results. <http://web.undp.org/evaluation/documents/handbook/me-handbook.pdf>

2) A UNICEF Guide for Monitoring and Evaluation - Making a Difference. http://library.cphs.chula.ac.th/Ebooks/ReproductiveHealth/A%20UNICEF%20Guide%20for%20Monitoring%20and%20Evaluation_Making%20a%20Difference.pdf

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Thank you

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