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GHAR GHAR MAA SWASTHYA

DATA FOR DECISION MAKING WORKSHOP REPORT

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ABBREVIATIONS

USAID/Nepal	United States Agency for International Development in Nepal
CRS	Contraceptive Retail Sales
eCON	Emergency Contraceptive Pills
FHI 360	Family Health International
GGMS	Ghar Ghar Maa Swasthya
HIV/AIDS	Human Immuno Virus/Acquired Immune Deficiency Syndrome
LQAS	Lot Quality Assurance Sampling
MIS	Management Information System
M & E	Monitoring and Evaluation
ORID	Objective, Reflective, Interpretive and Decisional

INTRODUCTION

BACKGROUND

Nepal CRS Company (CRS) is a social marketing not-for-profit company dedicated to enhancing the development and quality of health of the under-privileged and vulnerable populations of Nepal by stimulating commercial sector growth and implementing marketing and communications programs that create change. The major components of CRS's business include the social marketing of condoms, family planning and health products. CRS's product portfolio consists of: Dhaal Deluxe, Panther and D'zire condoms, Nilocon White and Sunaulo Gulaf oral contraceptive pills, Sangini three-month injectable contraceptive, eCON emergency contraceptive pills, Nava Jeevan oral rehydration salts, Sutkeri Samagri clean delivery kit, CURE STI treatment kit and other health products.

CRS's main objective is to increase the availability and use of high quality, affordable contraceptive, condoms for HIV/AIDS prevention, and maternal/child health products for middle and low-income population of Nepal.

CRS is now going through a period of change from full dependency on the United States Agency for International Development (USAID) to becoming a sustainable organization. CRS is also slowly changing from a non-profit social marketing agency to sustainable social marketing company.

In order for CRS to continue development of its in-house capacity, and to remain on the cutting edge of social marketing, CRS seeks out technical assistance from FHI360 on issues that address key obstacles for achieving the predetermined objectives of CRS. Monitoring & Evaluation is of high priority in the organization and has been recognized as one of the important management function for organizational development. Thus, CRS sought for training on Data for Decision Making from FHI 360 focusing mainly on Monitoring & Evaluation, Data Quality & LQAS method of sampling.

Facilitation Team and Participants:

Mr. Hare Ram Bhattarai, Chief of Party, FHI 360 and Dr. Prakash Dev Pant, Monitoring & Evaluation Advisor, FHI360/GGMS facilitated the training. There were total of 22 participants from CRS and FHI360 in the training, including senior level staff of CRS and FHI 360 ([see Annex I for a full list of participants](#)).

WORKSHOP OBJECTIVE AND APPROACH

The objectives of the training were

- To describe the basic concepts & practical approaches for monitoring & evaluation
- To implement state of the art tools & techniques used to monitor & evaluate CRS Programs
- To apply knowledge & skills acquired through the workshop in designing monitoring and evaluation plans

The training was held from December 14-15 in Temple Tree Resort, Pokhara, Nepal ([Annex II](#)). The training was focused on the development of monitoring & evaluation plan; clarify the concept and importance of MIS, LQAS etc.

The expected outcome was that by the end of the training the participants would be able to do the following:

- appreciate the role and necessity of robust M&E in sound decision making
- gain knowledge and skills in the basic concepts and practices used in monitoring and evaluation (M&E)
- understand the basics of management information system and how it is related to M&E
- be able to develop M&E Plan of simple projects
- gain knowledge about challenges to M&E and responses to such challenges.

ACTIVITIES

DAY ONE

On 12 December 2013, a pre-training session (1st session) was held with a brainstorming & ice-breaking sessions wherein Mr. Hare Ram Bhattarai & Dr. Prakash Dev Pant also welcomed all the participants. A short overview and the objectives of the training were explained to participants. The concept of Monitoring and Evaluation, its importance & the programmatic components of Monitoring and Evaluation were explained by Dr. Pant & Mr. Bhattarai.



Pic 1: introduction session upon arrival at training venue

The first session of the day on 13 December 2013 (2nd session) was carried out by Mr. Hare Ram Bhattarai introducing the concept of Management information system (MIS), its importance, its role in Monitoring and Evaluation, Flow Diagram, MIS Success Mantra-Equilibrium etc. The discussion session incorporated participatory exercises wherein participants were asked to make MIS Flow chart for CRS. Participants were divided into two groups. The time allotted was 20 minutes. The completed flow chart was put up on the wall and one member from each group presented it. Furthermore, many different interactive exercises giving insights on Data Vs Information, Need of MIS and Information flow followed thereafter. Also, the relation between MIS and Monitoring & Evaluation was highlighted in the session.



Pic 2: group work on CRS's MIS flow chart



Pic 3: presentation of CRS's MIS flow chart

Post lunch session (3rd session) highlighted on the development of Monitoring and Evaluation Plan. Discussions dealt with the fundamental contents of M & E plan, its importance, understanding inputs, process & outputs in M & E Plans, implementation along with the challenges in implementing an M & E plan & construction of timeline.

This interactive discussion was again followed by a participatory exercise where participants were given a condition to socially market contraceptive in Bajhang District. As in prior sessions, participants were divided into two groups. Each group was asked to write steps to prepare the monitoring and evaluation plan in a flip chart within allotted time of 25 minutes and present it. After the presentation, suggestions and feedbacks were provided by both the facilitators Mr. Bhattarai and Dr. Pant to the participants.



Pic 4: Mr. Hare Ram Bhattarai Talking about M&E plan



Pic 5: Mr. Ramesh Malla explaining M&E plan for Bajhang

The 4th & 5th sessions were on M & E Frameworks. In this, discussions were done on different M & E frameworks with examples (conceptual framework, Results framework, Logical Framework and Logic Models), difference between different frameworks and designing goals and objectives for specific intervention program. Again, participatory exercise was given to two groups to prepare a conceptual framework and to state goals and objectives according to condition given. This was followed by a brain teaser, where participant had to find hidden words from the jumbled words. The main focus of the exercises was to instantly apply the learned knowledge in a practical/applied way. At the end of the day, Mr. Bhattarai facilitated the participants to review and reflect the learned activities using ORID method.



Pic 6: Dr. Prakash Dev Pant explaining M&E frameworks



Pic 7: Group discussion on goals and objectives

DAY TWO

The second day of the training i.e. 15th December 2013 started by recapping the previous day's activities. The 6th session began with the overview of Indicators. In this session, facilitators focused mainly on: The concept of indicators; Criteria for selection of sound indicators; Linking indicators to the frameworks discussed in the prior sessions; Understanding and completing the indicator reference sheet. Detail discussions & interactions on the types of indicators (Input, Process, Output, and Outcome & Impact) & important terms used in indicators i.e. count, rate, ratio, proportion with examples were held with participants.

This was followed by the participatory exercise (7th session) among the 2 groups formed in the earlier day, where they were asked to identify one indicator that they thought was important for CRS and to complete the indicator reference sheet using the identified indicator. They were provided with the handout of indicator reference sheet & examples of indicator reference sheet.



Pic 8: Session on indicators

Pic 9: Group discussion on indicators

method. The key contents discussed were the types of surveys and its use with practical examples. Here the examples of key survey indicators were displayed in the presentations. Furthermore, a very detailed discussion on LQAS for Monitoring & Evaluation was conducted where participants were made clear about history of LQAS, importance and its potential application on the local level. An example of a realistic situation/condition was taken to clarify how to conduct LQAS to address that situation. In the end of the session, homework was given for each area manager to identify one problem in their area and use LQAS to address the problem identified.

The 9th session was on Evaluation designs. Here, objective of evaluation, its importance, and ideal time to conduct evaluation along with an example of evaluation design was demonstrated. More importantly, examples on linking evaluation design to decision making was shown among participants.

The last session of the day (10th session) was about data quality. A brainstorming was held to visualize the importance of the data. Additionally, the dimensions of data quality, challenges on data validity, integrity in data quality were the key issues discussed. At the end of the day, Mr. Bhattarai facilitated the participants to review and reflect the learned activities.



Pic 10: Bagmati Area Manager Niraj Khanal



Pic 11: Q&A during brainstorming session

DAY THREE

The last day of the training i.e. 16th December 2013 was initiated with the Introduction of Management Information System-II. The session (11th session) was facilitated by Mr. Bhattarai focusing particularly on MIS Cycle (Procedures, Tools & Standards of MIS). In addition, detailed information was given on presentations of data (Tabular & Graphical presentation) with examples and brainstorming exercises on data presentations. The guidelines and characteristics for tabular presentation and graphical presentation were cited among the respondents. Some illusionary graphical presentations were shown among the participants in view of making them aware about scaling & also to correctly identify the ambiguity and interpret correctly.



Pic 12: Mr. Bhattarai talking about MIS Cycles



Pic 13: Group work on M&E plan

Next, the participants were given a group task, where they had to prepare a monitoring & evaluation plan. In order to do so, earlier formed groups were given a handout example of monitoring & evaluation plan that contained a brief instruction on different contents of monitoring and evaluation plan. One member from each group presented on a plan and necessary suggestions/feedbacks were given by mentors & from audience as well.



Pic 14: Mr. Amit Pandey sharing final group M&E plan



Pic 15: Mr. Mahesh Pokharel sharing MIS report

After lunch (14th session), presentation was given by Field Director Mr. Mahesh Pokhrel on Inventory Analysis Work recently done with international consultant agency MART. After this, presentation on current MIS by CRS and Discussions about the possible mobile application for CRS was conducted by both Mr. Bhattarai and Dr. Pant. Also, certificates were distributed to all the participants by Mr. Bhattarai, Dr. Pant and CRS MD Mr. Krishna Bahadur Rayamajhi.



Pic 16: Mr. K B Rayamajhi handing over certificate



Pic 17: Group picture

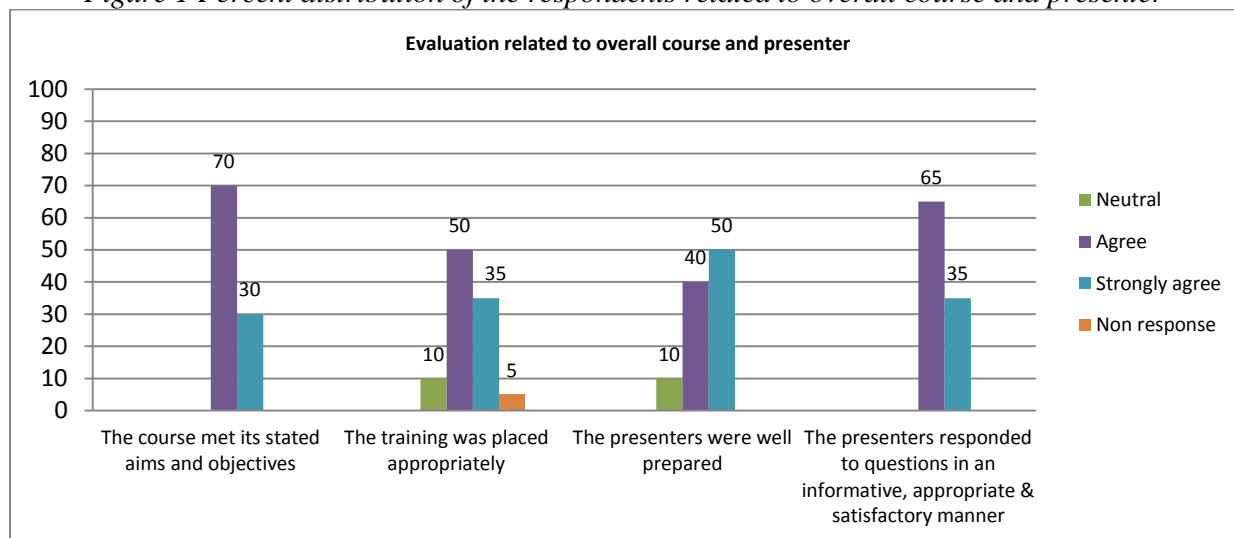
EVALUATION

An evaluation form was given to all the participants in order to get feedback on how the workshop was organized, conducted and other related factors. While most of the questions were quantitative in nature, space was provided to allow for participants to make specific comments. The evaluation results have been grouped along three categories:

COURSE AND PRESENTER

Figure 1 below provides a summary result related to evaluation of the overall course and presenters. All the participants agreed (30% strongly agreed) that the course met its stated aims and objectives. Similarly, 85% (35% strongly agreed) agreed that the training was paced appropriately. Likewise, 90% (50% strongly agreed) agreed that the presenters were well prepared. All of the respondents were positive (35% strongly agreed) that the presenter responded to questions in an informative, appropriate and satisfactory manner.

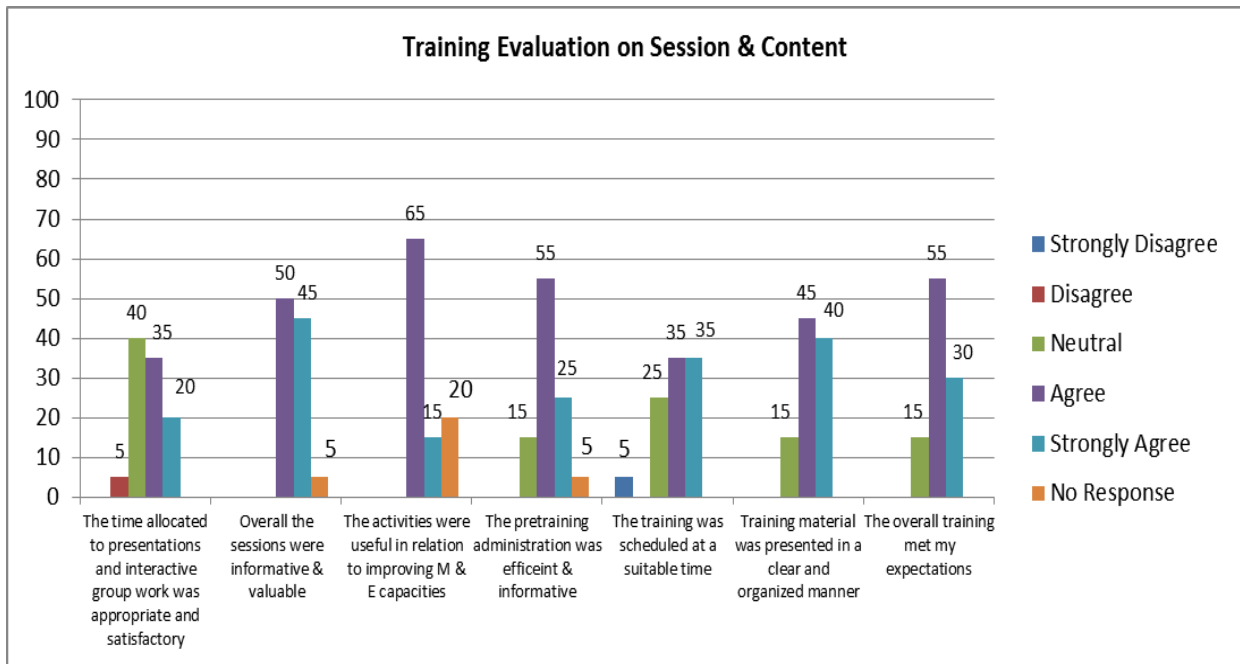
Figure 1 Percent distribution of the respondents related to overall course and presenter



TRAINING SESSION AND CONTENT

Figure 2 shows the evaluation results of training session & content. More than half i.e. 55% of the respondents agreed (20% strongly agreed) that the time allocation for presentations and interactive group work was appropriate & satisfactory. Around 95% of the participants agreed (45% strongly agreed) that the sessions were informative & valuable. Similarly, 80% respondents agreed (15% strongly agreed) that activities were useful in relation to improving monitoring and evaluation capacities. Likewise, 80% respondents agreed (25% strongly agreed) that the pre-training administration was efficient & informative. Furthermore, more than two third of the respondents agreed (35% strongly agreed) that the training was scheduled at a suitable time. Similarly, 85% respondents agreed (40% strongly agreed) that the training materials were presented in a clear & organized manner. Lastly, another 85% agreed (30% strongly agreed) that the overall training met their expectations.

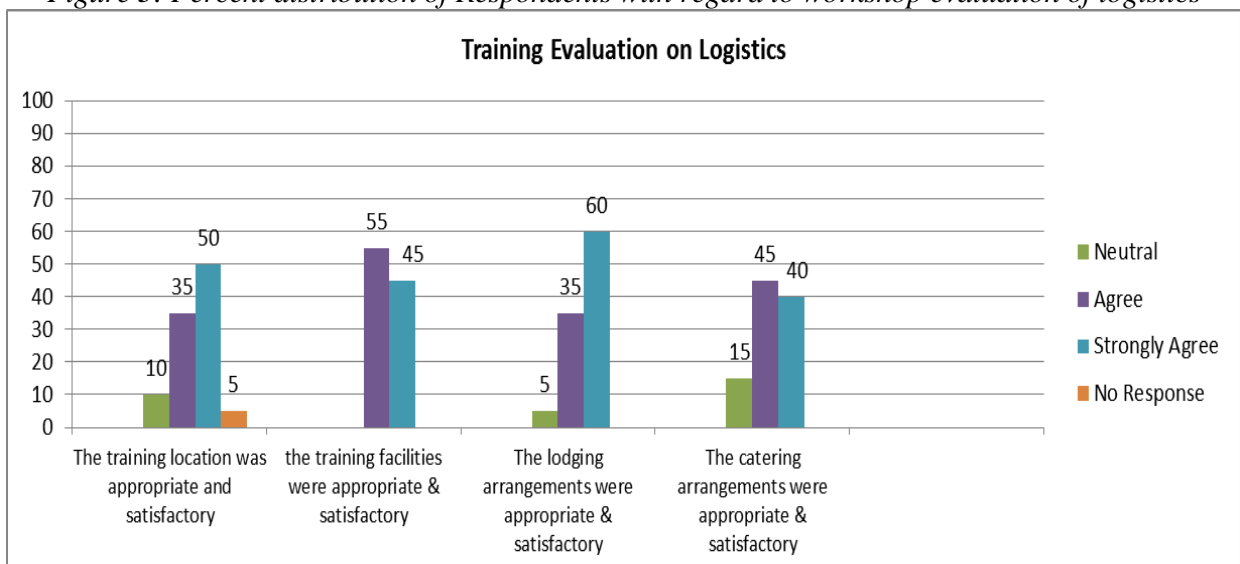
Figure 2 Percent distribution of respondents with regard to Training Evaluation of Session & Content



TRAINING EVALUATION ON LOGISTICS

Figure 3 shows overall evaluation of workshop on logistics facilities. In total 85% of the respondents agreed (50% strongly agreed) that the training was appropriate and satisfactory. All of the respondents agreed (45% strongly agreed) that the training facilities were appropriate & satisfactory. Likewise, 95% agreed (60% strongly agreed) that the lodging arrangements were appropriate & satisfactory. Out of the total, 85% respondents agreed (40% strongly agreed) that the catering arrangements were appropriate & satisfactory.

Figure 3: Percent distribution of Respondents with regard to workshop evaluation of logistics



ADDITIONAL COMMENTS

Which session/elements of the workshop did you find most useful?

- ✓ Monitoring and Evaluation(10)
- ✓ LQAS(4)
- ✓ Group Work/Practical Sessions(3)
- ✓ All the sessions(2)

Which activity did you like the most?

- ✓ Monitoring and Evaluation (5)
- ✓ Group Exercises(5)
- ✓ Sampling(2)
- ✓ LQAS(2)

Which activity did you like the least?

- ✓ Descriptive sessions
- ✓ Long sessions

Do you have any other comments?

- ✓ Training should be continued in future(2)

Do you have any suggestions?

- ✓ Similar kind of training should be continued in future. (9)
- ✓ More practical sessions needed
- ✓ Duration of training should be made longer as more group works will take place

What aspects of the training, if any, would you change in future? Why?

- ✓ Time Allocation(Reason not given)

What new skills have you learnt from the training that you think you will be able to put into practice?

- ✓ Monitoring and Evaluation skills(9)
- ✓ LQAS(4)
- ✓ MIS(2)
- ✓ Design a community based project

Other comments

- ✓ Training should be continued in future(2)

Recommendation of training of similar kind to colleague

- ✓ All of the participants responded positively for recommending this or a similar training to a colleague.

ANNEX

Annex I: List of Participants

Data for Decision Making Training

13-15 December 2013

Pokhara

Attendance Sheet



S. No.	Name of the Participants	Signature		
		13 th December 2013	14 th December 2013	15 th December 2013
1.	Mr. Mahesh Pokharel			
2.	Mr. Hare Ram Bhattarai			
3.	Dr. Prakash Dev Pant			
4.	Mr. Uttam Raj Regmi			
5.	Mr. Jyoti Bhagat Shrestha			
6.	Mr. Rishshikesh Kafle			
7.	Mr. Niraj Khanal			
8.	Ms. Indira Chitrakar			
9.	Ms. Sushma Chitrakar			
10.	Mrs. Moon Pradhan			
11.	Ms. Sujata Lama			
12.	Mr. Suraj Sharma			
13.	Mr. Saroj Adhikary			
14.	Mr. Ramesh Malla			
15.	Mr. Sudarshan Shrestha			

Data for Decision Making Training

13-15 December 2013

Pokhara

Attendance Sheet

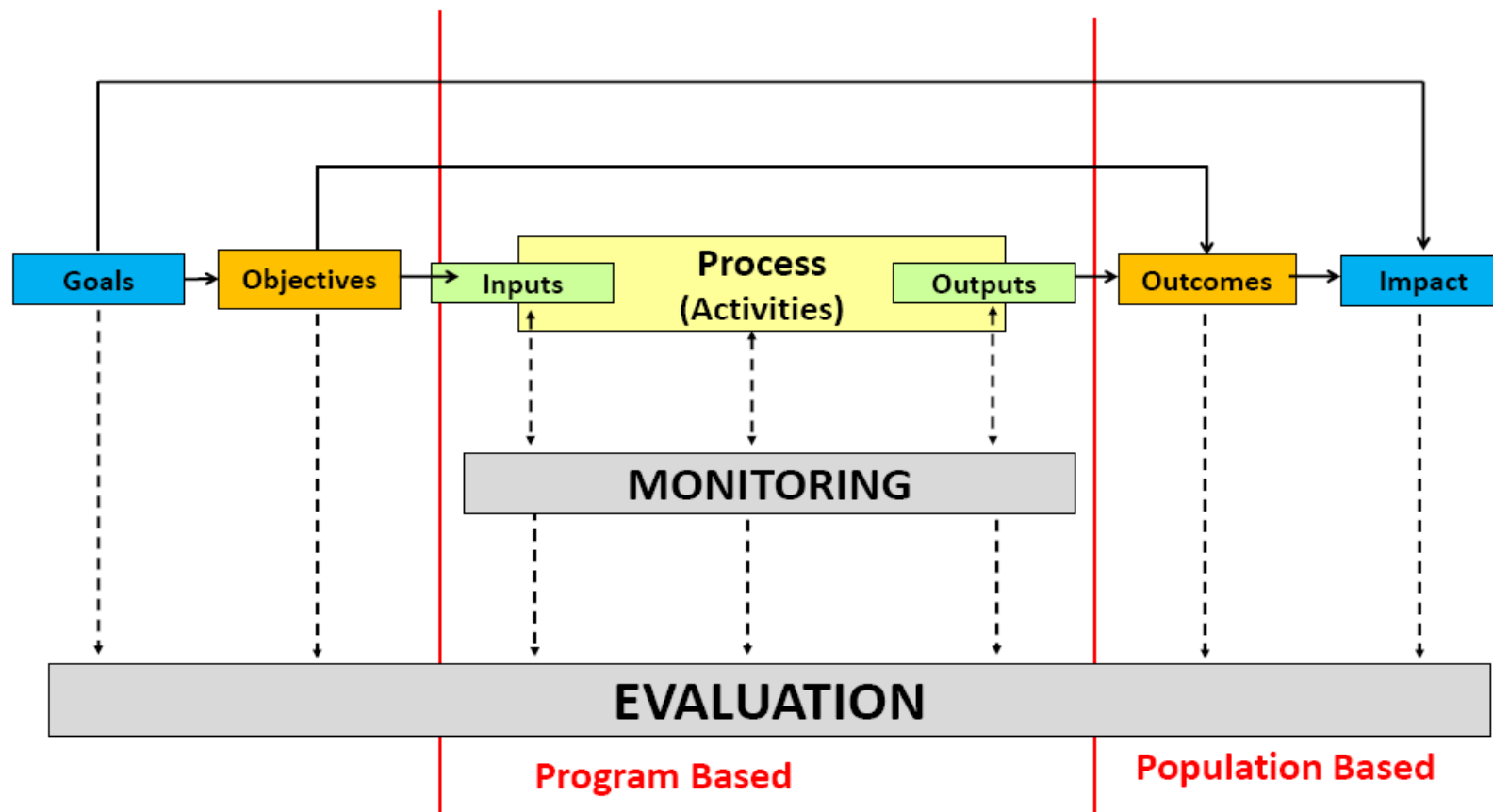
S. No.	Name of the Participants	Signature		
		13 th December 2013	14 th December 2013	15 th December 2013
16	Mr. Rajeev Sharma			
17	Mr. Amit Pandey			
18	Mr. Deepak Jha			
19	Mr. Suresh Bam			
20	Mr. Sunil Tiwari			
21	Ms. Sanju Jha			
22	Ms. Laxmi Baniya			
23	Mr Sanjay Sharma			
24	Mr. Nishchal Devkota			

ANNEX II- TRAINING AGENDA

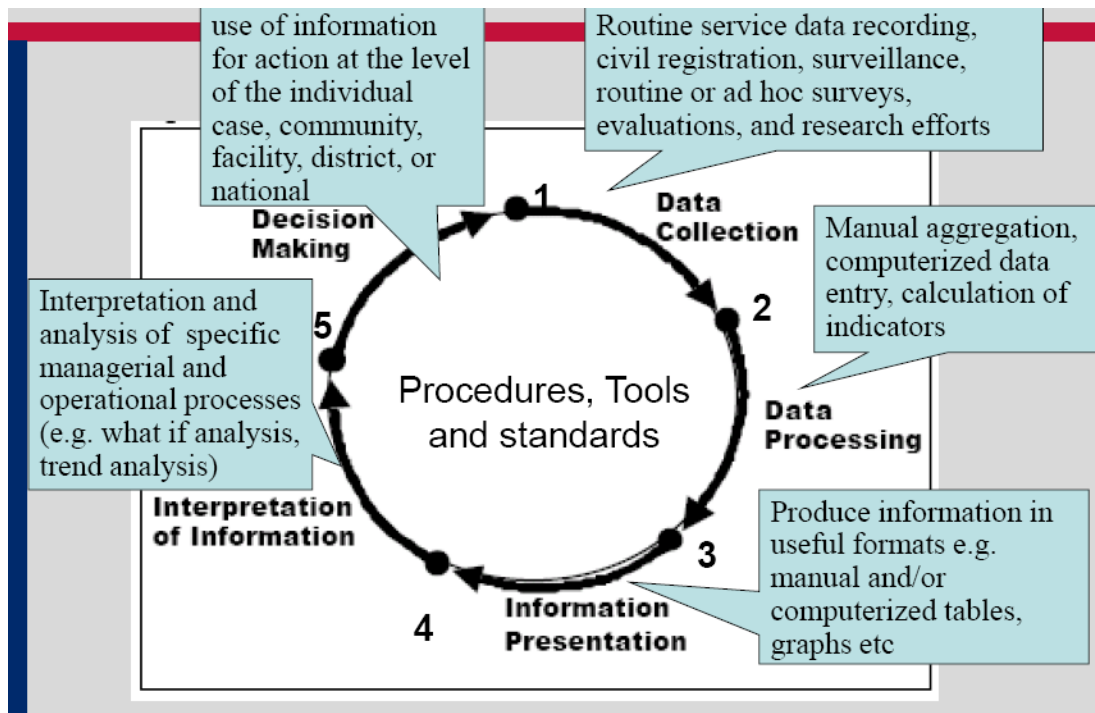
DATA FOR DECISION MAKING TRAINING, 13-15 December 2013,

Objectives: <ul style="list-style-type: none"> To describe the basic concepts and practical approaches for monitoring and evaluation; To implement state-of-the-art tools and techniques used to monitor and evaluate CRS programs; and To apply knowledge and skills acquired through the workshop in designing monitoring and evaluation plans. Expected outcomes: <ul style="list-style-type: none"> Participants will <ul style="list-style-type: none"> appreciate the role and necessity of robust M&E in sound decision making gain knowledge and skills in the basic concepts and practices used in monitoring and evaluation (M&E) understand the basics of management information system and how it is related to M&E be able to develop M&E Plan of simple projects gain knowledge about challenges to M&E and responses to such changes 			
Time	Friday, December 13	Saturday, December 14	Sunday, December 15
8:30-10:00 am	Overview of the workshop (HRB/PDP) Session: 1 Introduction to Monitoring & Evaluation (PDP/HRB)	Session: 6 Indicators (HRB/PDP)	Session: 11 Introduction to Management Information System introduction part II (HRB/PDP)
10:00 – 11:00 am	Session: 2 Introduction to management information system part I (HRB/PDP)	Session: 7 Group work on indicator reference sheet (HRB/PDP)	Session: 12 Group exercise (HRB/PDP)
11:00-11:15 am	TEA AND COOKIES BREAK		
11:15-1:00 pm	Session: 3 Developing M&E Plans (PDP/HRB)	Session: 8 Surveys LQAS and its use in monitoring CRS activities (PDP/HRB)	Session: 13 Group exercise (HRB/PDP)
1:00-2:00 pm	LUNCH BREAK		
2:00-3:30 pm	Session: 4 M&E Frameworks (PDP/HRB)	9: Evaluation Designs (PDP/HRB)	Session: 14 <ul style="list-style-type: none"> Presentation by Field Director on the Inventory Analysis Work recently done with MART Presentation of current MIS by CRS Discussion about the possible mobile application for CRS (HRB/PDP)
3:30 – 3:45 pm	TEA AND COOKIES BREAK		
3:45 – 5:30 pm	Session: 5 (Group work): M&E Frameworks (PDP/HRB)	Session: 10 Data Quality (HRB/PDP)	Session: 15 Course Evaluation & Closing (MP) (HRB/PDP)

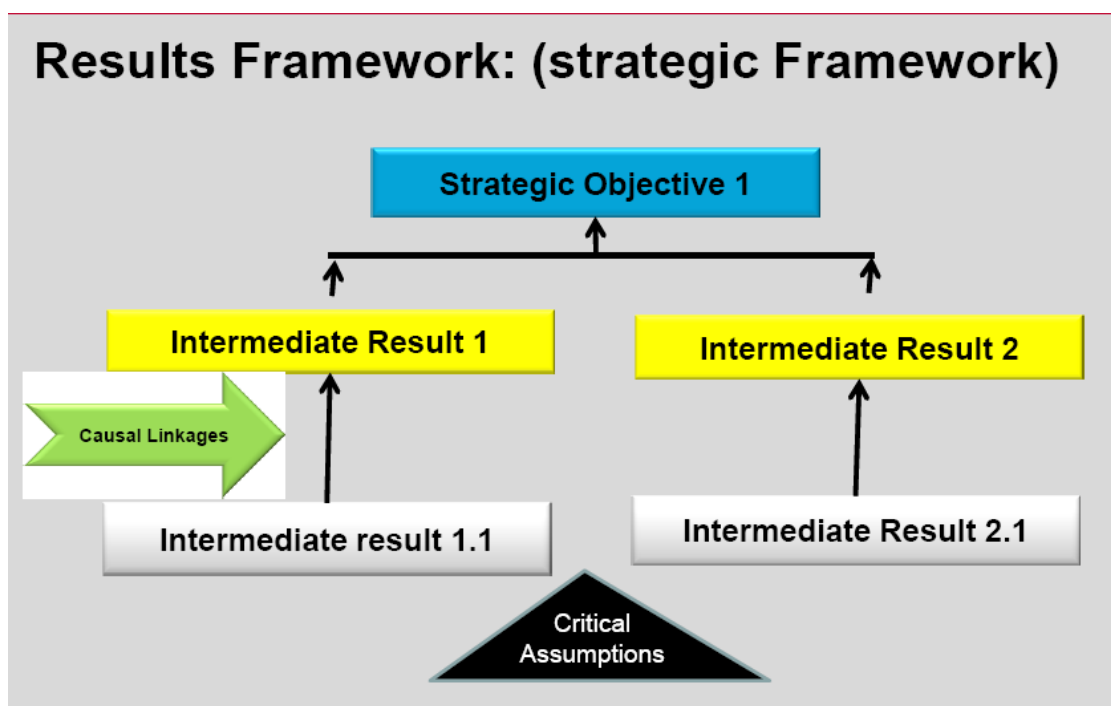
ANNEX III- PROGRAMMATIC COMPONENTS OF MONITORING AND EVALUATIONS



ANNEX IV- MIS CYCLE



ANNEX V- RESULTS FRAMEWORK: STRATEGIC FRAMEWORK



ANNEX VI- INDICATOR REFERENCE SHEET

Indicator Reference Sheet
Objective/Result:
Indicator:
<i>Description</i>
Definition:
Unit of Measure:
Method of Calculation:
Numerator:
Denominator:
Justification/Management Utility:
Plan for Data Collection
Data Collection Method and Source:
Timing/Frequency of Data Collection:
Estimated Cost of Data Collection/Source of Funding:
Responsible Organization/Individuals:
Location of Data Storage
Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)
Data Analysis:

Data Presentation:

Reporting of Data:

Data Quality Issues

Data Quality Assessment Plans:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

e. Performance Data Table

Rationale for Selection of Baselines and Targets:

Year	Target/Planned	<i>Actual</i>	Comments
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Comments:


ANNEX VII- LQAS TABLE

LQAS Table: Decision Rules for Sample Sizes of 12-30 and Coverage Targets/Average of 10%-95%

Sample Size*	Average Coverage (Baselines) / Annual Coverage Target (Monitoring and Evaluation)																	
	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%
12	N/A	N/A	1	1	2	2	3	4	5	5	6	7	7	8	8	9	10	11
13	N/A	N/A	1	1	2	3	3	4	5	6	6	7	8	8	9	10	11	11
14	N/A	N/A	1	1	2	3	4	4	5	6	7	8	8	9	10	11	11	12
15	N/A	N/A	1	2	2	3	4	5	5	6	7	8	9	10	10	11	12	13
16	N/A	N/A	1	2	2	3	4	5	6	7	8	9	9	10	11	12	13	14
17	N/A	N/A	1	2	2	3	4	5	6	7	8	9	10	11	12	13	14	15
18	N/A	N/A	1	2	2	3	5	6	7	8	9	10	11	11	12	13	14	16
19	N/A	N/A	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
20	N/A	N/A	1	2	3	4	5	6	7	8	9	11	12	13	14	15	16	17
21	N/A	N/A	1	2	3	4	5	6	8	9	10	11	12	13	14	16	17	18
22	N/A	N/A	1	2	3	4	5	7	8	9	10	12	13	14	15	16	18	19
23	N/A	N/A	1	2	3	4	6	7	8	10	11	12	13	14	16	17	18	20
24	N/A	N/A	1	2	3	4	6	7	9	10	11	13	14	15	16	18	19	21
25	N/A	1	2	2	4	5	6	8	9	10	12	13	14	16	17	18	20	21
26	N/A	1	2	3	4	5	6	8	9	11	12	14	15	16	18	19	21	22
27	N/A	1	2	3	4	5	7	8	10	11	13	14	15	17	18	20	21	23
28	N/A	1	2	3	4	5	7	8	10	12	13	15	16	18	19	21	22	24
29	N/A	1	2	3	4	5	7	9	10	12	13	15	17	18	20	21	23	25
30	N/A	1	2	3	4	5	7	9	11	12	14	16	17	19	20	22	24	26

N/A: not applicable, meaning LQAS can not be used in this assessment because the coverage is either too low or too high to assess an SA.

 : shaded cells indicate where alpha or beta errors are ≥ 10%.

 : hashed cells indicate where alpha or beta errors are > 15%.