

**Comprehensive Systems of Care for Children and Youth in the North Caucasus
(Health and Social Care for Children in the North Caucasus)**

**Cooperative Agreement No. 118-A-00-06-00050-00
And Subcontract with Keystone Service Systems Inc.**

Performance Monitoring and Evaluation Plan

Submitted to:



Olga Kulikova
Cognizant Technical Officer (CTO)
USAID/Russia
19/23 Novinsky Bulvar
Moscow 121099, Russia

and



K E Y S T O N E
SERVICE SYSTEMS, INC.

"Advancing the Human Spirit"

Submitted by:

MetaMetrics Inc.
Planning, Research, and Evaluation

Leo T. Surla, Jr.
Monitoring and Evaluation Specialist
3218 O Street NW, Suite 3
Washington, DC 20007

26 February 2007

TABLE OF CONTENTS

Project Background and Progress.....	3
Performance Monitoring and Evaluation Approach.....	5
Strategic Framework and Indicators.....	5
Performance Monitoring and Evaluation Purpose.....	5
M&E Plan and Procedures Development.....	6
M&E Resources, Organization, and Schedule.....	7
Annex A Methodology for Evaluation of Training Programs.....	9
Annex B A Guide to Performance M&E Activities.....	13
Annex C Participatory M&E with Partner Organizations.....	15

The USAID-funded *Comprehensive Systems of Care* (CSOC) Project began on June 29, 2006. The project is being implemented in the Russian North Caucasus by Keystone Service Systems, Inc. through the provision of a series of targeted facility-, home-, and community-based services to address the immediate psychological, educational, and health needs of vulnerable children and families. These systems, currently in progress in North Ossetia and with Project activities to be initiated in Kabardino-Balkaria, are being developed around the principles of being child-centered, family-driven, strength-based, culturally competent, and involving interagency collaboration. With the input from local North Caucasus Program staff and regional partners, Keystone is assuring that services provided follow each of these principles, as well as focus on the family's capacity to remain intact. The project will reach, but not be limited to, the following at risk groups: children, youth and families affected by violent trauma, children and youth with disabilities, children at risk of institutionalization, and families at risk of dissolution.

Monitoring and evaluation (M&E) is an integral part of the Keystone methodology for achieving the intended project results. Project outputs and results will be monitored and contrasted against performance-based indicators for the CSOC Project activities. This Performance Monitoring and Evaluation Plan (M&E Plan) will guide the procedures, information collection and maintenance, analysis, and generating of M&E reports. Performance monitoring and evaluation will utilize a participatory methodology to engage CSOC Project staff and senior consultants in the implementation of the M&E Plan. Consistent with the overall participatory approach of the CSOC Project, government and non-government service systems as partners, international donors, and communities and beneficiaries as stakeholders may also be engaged in performance monitoring and evaluation.

PROJECT BACKGROUND AND PROGRESS

The North Caucasus is an ethnically, historically, economically, and politically distinct region within the territory of Russia, and is increasingly isolated from the rest of the Federation. The official statistics of the Ministry of Labor and Social Development of North Ossetia show that 165,176 children aged 17 and younger live in the region, with close to 3,000 of these officially identified as disabled. Basic health indicators in this region remain among the worst in the country. Political instability, and especially the terrorist attack on School No. 1 in Beslan of September 2004, has had devastating consequences on the development of the youth of the region and the stability of their family units, impacting their physical and emotional health, and consequently, their ability to contribute to the future stability of the North Caucasus. Children who grow up in trauma are at great risk of engaging in violent behavior as adults and are very vulnerable to being recruited into radical ideologies. Although there are a number of rehabilitation and social service programs for children currently operating in the North Caucasus, these are often limited and not adequately coordinated, and many are in jeopardy regarding their ability to survive over the long-term.

At the time of the development of the M&E Plan, the CSOC Project leadership was finalizing staff and consultant agreements, developing organizational relationships, and securing partnerships and support from Governmental and Non-Governmental entities in North Ossetia. A five-pronged approach to the enhancement of services was developed to serve as the foundation of a comprehensive system of care for children and families in the region. Having reviewed and assessed community needs and resources, the CSOC Project is providing direct services to children and families in North Ossetia, most notably in Beslan. With encouragement from USAID/Russia, exploratory visits to develop CSOC Project activities in neighboring Kabardino-Balkaria were underway.

CSOC Project activities are directed from the Moscow-based Keystone Foundation for Children and Families (KFCF) by the CSOC Chief of Party, Maria Kalitina. Technical support is provided by the founding organization, Keystone Human Services International, based in Harrisburg, Pennsylvania, as coordinated by Charles Hooker.

The CSOC Project focuses on four main objectives and activities are organized and implemented under the objectives as inter-related components. Highlights of CSOC Project activities over the past eight months, July 2006 through February 2007, are listed below according to the four objectives.

Objective 1: Address the immediate psychological, educational, and health needs of the most vulnerable children and their families.

- o Expansion of the services provided by the Children's Rehabilitation Room (Center) at the Polyclinic Hospital in Beslan (employment agreements in with the Project Director for the Medical Psychological Services and 5 Psychologists)
- o Support for a "Mountain House" (Family Retreat) Rehabilitation Center
- o Support for Youth Forums

Objective 2: Increase the professional capacity of the individuals serving these families.

- o Agreement to develop and provide Intensive In-home Family Therapy workshop to include participants from all aspects of the service delivery system in North Ossetia, including Social Workers, Psychologists, Psychiatrists, Educational Specialists, and other disciplines involved in multidisciplinary services to children and families
- o Planning for Fundraising and Development Seminar in April 2007 provided by Ann Moffitt, Vice President for Development for Keystone and a Certified Fundraising Executive by the International Fundraising Professionals Association.

Objective 3: Foster community development and citizen participation through involvement in program governance and oversight.

- o Continued Development of community resources including coordination of activities with UNICEF and CAF

Objective 4: Initiate and maintain a comprehensive project monitoring and performance measurement strategy.

- o Completion of the Performance Monitoring and Evaluation Plan

PERFORMANCE MONITORING AND EVALUATION APPROACH

In contrast to the traditional methodology of third-party monitoring and evaluation, Keystone will implement a participatory approach that takes advantage of staff, community members, and civil society familiarity with local objectives and constraints to improving services to children and families. Staff and consultants are well-situated to create and find sources of project information for M&E analysis and to uncover success stories related to the project. The participatory approach to performance monitoring and evaluation requires briefings to the staff and stakeholders by the M&E Specialist on evaluation methods and a commitment by staff members to collect M&E information and document activities that contribute to project results.

STRATEGIC FRAMEWORK AND INDICATORS

The CSOC Project addresses the USAID/Russia Strategic Objective (SO) 3: Use of Improved Health and Child Welfare Practices Increased. The Performance Indicator (6) to reflect progress against the Strategic Objective is “Annual number of orphans and vulnerable children receiving child welfare services.” Corresponding to the SO is the USAID/Russia Intermediate Result (IR) 3.4(1): Cumulative number of organizations involved in the development, reform and/or implementation of child welfare systems.

As of December 31, 2006, the Performance Indicator SO 3(6): Number of orphans and vulnerable children receiving child welfare services was 72 as reported by Alexander Venger on the services provided at the Beslan Polyclinic. This figure is for the number of individuals (children) that received services. On average, the six psychologists at the Polyclinic each had a caseload of 11 individual children. The caseloads also involved other members of the families of these children. The Performance Indicator IR 3.4(1): The number of Russia-based organizations involved in the development, reform, and/or implementation of child welfare systems that were contacted by the CSOC Project was 38. The number of individuals related to the organizations that were contacted by the CSOC Project was 67.

Additional CSOC Project performance information will be collected. USAID/Russia requested information includes:

- o Number of children and families served (both direct and indirect beneficiaries)
- o Number of new services developed
- o Number of seminars/workshops/trainings conducted
- o Number of specialists (and community leaders) trained
- o Number of community-level organizations involved
- o Number of community-level events conducted

PERFORMANCE MONITORING AND EVALUATION PURPOSE

The M&E Plan was developed according to the guidelines of the Automated Directives System (ADS) 201-203 to support the management, monitoring, assessment, evaluation, and reporting requirements of USAID/Russia. The implementation of this M&E Plan will be a process of ongoing review and improvement. As indicated in the USAID Performance Management Toolkit, this M&E Plan serves as a living document to manage the CSOC Project for results.

Updating of the M&E Plan will be conducted at the end of the first year of CSOC Project implementation. Other M&E Plan adjustments will be made as required. CSOC Project staff and consultants will collect performance information with a part-time Russia-based M&E Specialist providing technical support under the guidance of the CSOC Project Chief of Party. Implementation of performance information collection as outlined in the M&E Plan by Project staff and consultants is intended to support informed management decisions, improved organizational processes, identification of performance gaps, and the setting of goals for improvements. Performance monitoring and evaluation should serve to track the ongoing CSOC Project outcomes and support the constructive review of Work Plan activities for the adoption of feasible and effective approaches to implementation.

M&E PLAN AND PROCEDURES DEVELOPMENT

MetaMetrics Inc., the subcontractor to Keystone, provides the basic technical assistance for the development and implementation of the Performance Monitoring and Evaluation Plan. Mr. Leo T. Surla, Jr., an M&E Specialist, worked with CSOC Project leadership and selected staff and consultants to develop the organizational structure and procedures to support the collection and analysis of results and program descriptive information as related to Work Plan activities. MetaMetrics technical support will be provided over the remaining 16 month CSOC Project period for the implementation of the M&E Plan and the writing of M&E reports.

The Performance Monitoring and Evaluation Plan was developed with the full participation of the CSOC Project leadership. A presentation on M&E concepts and performance indicators was held with the consultants and staff of a key CSOC Project component, the Beslan Polyclinic. Elements of the M&E Plan were discussed with CSOC Project leadership resulting in amendments in order to be responsive to the evolving CSOC program.

The Beslan Polyclinic M&E presentation was conducted in a participatory manner to engage the staff providers of services in the identification of key performance information. The staff and consultants agreed to collect and maintain key M&E information. In addition to the USAID requested information, the Polyclinic staff agreed to collect additional information as presented below. The staff and consultants defined direct beneficiary as the individual receiving Polyclinic treatment services and indirect beneficiaries as those family members relating to the direct beneficiary. They agreed to collect that information, according to the table that was constructed by Alexander Venger, CSOC Project Consultant, along with:

- o Number of counseling sessions
- o Total counseling hours
- o Number of different children and families served

The Polyclinic staff agreed to collect information on the results of counseling and services provided to beneficiaries. “Success stories” are to be noted and documented. The MetaMetrics M&E Specialist, at the visit for the end of the first year, may conduct a focus group with selected beneficiaries to document Polyclinic performance and results.

Training will be a key activity for the CSOC Project and two major events are scheduled for the near future. A methodology and presentation materials were provided to CSOC Project leadership on methods for managing and evaluating training events. Training events can include conferences, roundtables, seminars, workshops, study tours, and group outings. CSOC Project

staff and consultants will plan training events and define size and nature of the target populations, prospective topics, and training methodologies. This information will support the assignment of resources to collect M&E information on training events. The measures of size of training populations and satisfaction of participants regarding the training events will be collected as appropriate. Other more intensive follow-up information collection and evaluation analysis can address participant application of learned skills and new attitudes on the achievement of overall CSOC Project goals. The general methodology for evaluating training events is included as Annex A.

The monitoring and evaluation of technical assistance requires a different approach from delivery of services to beneficiaries and training programs for indicators and information collection. CSOC technical assistance will generate the following selected outputs according to the Keystone Cooperative Agreement with USAID/Russia:

- o Establishment of two Comprehensive Systems of Care (CSOCs)
- o Development of model services for no less than 450 children and their families through the Center-based and home-based programs and other CSOC activities
- o Assistance to up to 300 young people in a youth club format and other CSOC activities
- o Establishment of an Internet-based dual-language communication system to strengthen professional capacity of child care workers from the region to collaborate with colleagues in other parts of Russia and world-wide
- o Development of the fund-raising capacity of both Centers, NGOs and community organizations involved in CSOCs, to generate financial support and achieve long-term sustainability

The basic approach to measure technical assistance performance and progress, in addition to the achievement of targets and the generating of outputs, is the use of milestones or stages of development. For example, in the development of fund-raising capacity, the status of fund-raising capacity of selected organizations at the beginning of the provision of the technical assistance would constitute the starting baseline. Milestones in the process of developing fund-raising capacity can include initial meetings, a conference or workshop on fund-raising, formation of a working group within organizations, the writing of fund-raising proposals, and the award of grants or funds to the organization.

The CSOC Project may include a grants program for the provision of services to beneficiaries and other activities. Such grants and subcontracts can be managed and evaluated within the CSOC Project M&E effort and provide the performance M&E information. Similarly, the provision of commodities (equipment and computers) can be treated within a similar M&E framework.

M&E RESOURCES, ORGANIZATION, AND SCHEDULE

The management and evaluation of the components and activities of the Work Plan as well as the collection of M&E information are to be the responsibility of the primary staff and consultants assigned to those tasks. A Russia-based Monitoring and Evaluation (M&E) Specialist, to be identified, will support the CSOC Project staff and consultants in the accomplishment of their M&E activities under the overall supervision of Maria Kalitina, the Chief of Party. M&E presentations, similar to the one conducted by Mr. Surla with the Beslan Polyclinic, will be presented by the Russia-based M&E Specialist to other groups of staff and

consultants that provide beneficiary services such as the Uspenie Foundation in Vladikavkaz and the emerging CSOC effort in Kabardino-Balkaria. Similar presentations on the collection of M&E information on training events will be conducted. The local M&E Specialist will obtain and organize M&E information from staff and consultants on a quarterly basis and support the writing of CSOC Project quarterly reports.

Baseline data collection, project activities description, and ongoing compilation of outcomes information on CSOC Project progress, and monthly reporting will be the responsibility of the assigned CSOC Project staff, consultants, and partners. The MetaMetrics M&E Specialist, Leo T. Surla, Jr., will provide technical assistance to CSOC Project staff with two additional assignments to Russia over the next sixteen-month period.

From July 15 through July 30, 2007 with an estimated level of effort of 13 person-days, he will provide technical assistance to review progress on collecting and reporting M&E information. He will work with CSOC Project leadership, staff, and consultants to document the First Annual Performance Monitoring and Evaluation Report. M&E presentations may be delivered to a Partners Review Advisory Committee, as discussed below. The M&E Report will provide input for the subsequent semi-annual Work Plans.

From May 15 through May 31, the M&E Specialist will provide technical assistance for an estimated level of effort of 12 days. He will review M&E information and analysis as input for the Second Annual Performance Monitoring and Evaluation Report and the Final Report on the CSOC Project to be provided by Keystone to USAID/Russia.

ANNEX A

METHODOLOGY FOR EVALUATION OF TRAINING PROGRAMS

Training events, including conferences and workshops, will be key activities of the CSOC Project over the remaining sixteen-month implementation period. Monitoring and evaluation of training events can go beyond the definition of size and nature of the target populations, prospective topics, and training. During the planning phase prior to the conduct of the training event, resources can be assigned to assure an appropriate evaluation is conducted. A basic M&E element is the collecting of information on training participant characteristics, size of training populations, and satisfaction of participants regarding the training events, workshops or conferences.

This annex outlines methods to assist in the design of specific and targeted methodologies to facilitate the evaluation of discussion groups, roundtables, workshops, conferences, and other training events. Recommendations for evaluation procedures are intended only to guide the development of evaluation methodologies for each training event. Evaluation can be conducted on seminar sessions of a half-day to more extensive training of a week or more. The example presented here is for a three-day conference of presentations and workshops.

TRAINING DESIGN

The design and preparation phase for a conference can take up to several weeks and involve a team of trainers, technical resource individuals, and logistics personnel. A three-day conference will usually consist of an introductory morning session (to include registration, welcome presentations, and discussion of the intent and format of the conference) and the series of presentations, workshops, and general sessions.

A definition of the objectives of the conference will assist in the evaluation of the various sessions, the assessment of effectiveness of presenters and resource specialists, and enhancing the overall value of the conference to the participants. Objectives can be established for the conference as a whole as well as for selected topics and sessions. These objectives will ordinarily be consistent with overall CSOC Project objectives and tailored to the needs of the participants.

Discussions with USAID/Russia can serve to focus the conference intent and identify priority items to be addressed. In some cases, participants can contribute to the definition of objectives through discussions prior to the conference and/or through a questionnaire sent to participants for pre-registration. The set of conference objectives will support the design of the conference sessions, selection of presenters, and the conference procedures (number of general sessions, use of projectors and power point presentations, simultaneous discussion groups for different interests and topics, workshops, and smaller breakout sessions).

CONFERENCE REGISTRATION

At registration, participants are requested to complete one or more forms. Information will include, at a minimum, personal and identification data such as agency/organization affiliation, title, address, phone numbers, and email address. Educational background

information can be requested or, as appropriate, experience in the general conference theme (e.g. Please briefly describe your interest and experience in fund-raising).

The objectives information requested in the pre-registration questionnaire can be included on the conference registration questionnaire. The key information will be the participants' intentions or objectives to be achieved through the conference (e.g. Please state what you would like to see achieved to support your ability to raise funds). This information will be useful for constructing the final conference evaluation forms.

The registration forms can include a separate set of questions (pre-conference test) that reflect the attitudes, knowledge, and/or abilities of the participants at the beginning of the conference which will be addressed in the presentations and workshops. These questions will be included again on the evaluation form to be completed by participants at the end of the conference (post-conference test). These conference test questions can be framed as non-threatening and respectful multiple choice and short essay questions. The number of questions can be as few as three and as many as ten, depending upon the nature of the conference. The participant can choose whether to sign the questionnaire.

INTERNAL EVALUATION

Presenters at the conference can contribute to the ongoing assessment of the value of the conference. Evening sessions with the conference organizers and resource personnel can serve to adjust the program to be conducted during the next day of forums and workshops. Presenters can also provide their own final assessment of the conference and its effectiveness in achieving conference objectives. If the conference will be presented again to a different audience or regional location, presenters may have information to improve the subsequent conference or workshop design.

END OF CONFERENCE EVALUATION

The conference will be evaluated on the basis of the conduct of the conference and the achievement of conference objectives. Accordingly, two instruments can be completed by the participants.

The conduct of the conference form or Participant Assessment Form can include the following or similar items:

- o **Overall Conference Effectiveness:** An overall rating of the conference for key objectives (e.g. To what extent do you feel the conference will affect your future activities in supporting passage of anti-corruption legislation; scale of one to five: Very Low, Low, Average, High, Very High).

- o **Conference Format:** Rating (very low to very high) of conference components such as registration, opening sessions, presentations, workshops, final conference session. Effectiveness of individual presenters can also be rated. The balance of the conference design (workshops compared to presentations) can also be rated.

- o **Conference Logistics:** Participants can rate conference setting (hotel or conference center), accommodations, meals, and conference coordination.

- o **Overall Rating:** Participants can rate the conference in comparison to other similar conferences. Specific questions can be included (e.g. Did you find the conference to be worthwhile, enjoyable; reports and materials useful?).
- o **Comments:** Space can be included after each question for additional participant comments. A final question can be added for general comments of the participant.
- o **Participant Identification:** The participant can choose to sign the form and/or list the agency or organization affiliation.

The pre-conference test, if previously administered, will be completed again by participants. Changes from the pre-conference test may be added, depending upon the conference objectives as expressed by the participants at registration.

CONFERENCE EVALUATION ANALYSIS

The responses of the final conference evaluation forms can be tabulated. Percentages of responses can be calculated and reviewed. Participants may have repeated certain comments (e.g. hotel personnel were not helpful) that are relevant for conference evaluation and future logistics. Analysis can be conducted on each of the categories of the Participant Assessment Form. Selected comments can be included for each of the categories in the conference evaluation report.

IMPACT/FOLLOW-UP EVALUATION

Since participants will have provided contact information at the conference registration, a sample or all participants, depending upon the number of participants, can be contacted at some period following the conference. On the registration form, participants can be asked if they would permit a follow-up interview in the future.

In addition to conference assessment questions and conference test questions asked at the end of the conference, additional follow-up information plus anecdotal information can be collected. Questions can include “Have you utilized any of the information or materials from the conference?” and “What examples of lessons of the conference have been useful to you?”

Follow-up interviews can be conducted by phone, by email questionnaire, by mailed questionnaire forms, and by personal face-to-face interview. It is recommended that a follow-up analysis be conducted and a report generated from the follow-up information.

MINIMUM TRAINING EVENT INFORMATION

The following sheet is the minimum information requested for all CSOC Project training events.

TRAINING EVENT SUMMARY

Training Event Name:	Name of the conference or workshop
Co-Sponsors/Partners: Presenter(s):	Organizations participating in providing support for the event Names and titles of individuals presenting sessions of the event
Dates:	Actual dates of the training event
Number of Sessions:	Number of days for the event
Number of Participants:	
Characteristics:	May include participant information specific to the event
Organization(s):	Can include participant title within their organization
Gender:	USAID/Russia requirement
Location(s):	City where event takes place
Summary:	Four or five sentence description of the event
Expected Results:	Purpose and specific objectives of the event
Realized Results:	May include unintended positive results
Participant Comments:	Notice should be made of negative and positive comments that can be used to improve future training events

ANNEX B

A GUIDE TO PERFORMANCE

MONITORING AND EVALUATION ACTIVITIES

M&E activities link to the Work Plan which describes and schedules Project activities according to the operational tasks on a semi-annual basis. Performance M&E information will be conducted as a phased process. Initial emphasis is on definition of baselines, where appropriate, to be able to contrast the targeted changes over the CSOC Project implementation. Program descriptive information (activities and outputs) will be provided by CSOC Project staff to the Chief of Party for incorporation into the monthly reports. This programmatic information will be compiled for incorporation into the First Annual Performance M&E Report. Output information such as number of training events and participants will be collected. Subsequent monitoring and evaluation activities will focus more on results and impact of CSOC Project activities.

CSOC Project staff have the primary responsibility to define baselines and indicators for targeted results; collect and maintain M&E information; utilize indicators, as appropriate, to prepare monthly reports; and assess and measure activity progress. In discussing M&E procedures, information collection, and related M&E coordination activities with CSOC Project staff and consultants, care was taken to ascertain whether the M&E level of effort would detract from the implementation of their assigned activities. The staff energy devoted to M&E is intended to be rewarded by an enhanced awareness of Project progress and the identification of potential issues and constraints.

Identification of PM&E Indicators and Measures

Essential to the eventual analysis of CSOC Project performance is the database of information that reflects the changes that can be attributed to Project activities. Key elements of this M&E database are baseline, outputs, results, and impact. The following definitions were discussed with CSOC Project leadership to support efforts to identify M&E information, data, indicators and measures for these elements:

Baseline: Information that reflects the existing situation of the provision of services to children and families in June 2006 as appropriate to CSOC Project activities and milestones. Ideally, this would include information that is quantifiable and can be collected and compared periodically during Project implementation in order to measure progress. Quantifiable example: Number of organizations engaged in providing services in 12 month period prior to July, 2006. Some measures will be binary, that is, either exist or don't exist. Examples: A center dedicated to providing services was not in existence. Quality is an important element to reflect a baseline (training programs provided to psychologists and other service providers were considered inadequate or inappropriate).

Outputs: The outcomes of Project activities. This information shows the immediate outcome of CSOC Project activities and includes items such as: Quantifiable: number of training programs delivered and number of trained service providers; and Binary: technical assistance (assessment of needs) provided to guide services development, the establishment of a youth program, and the establishment of a website. Detail such as characteristics of trained personnel can be included which add richness to the assessment of the training program (e.g. among the training participants were the Deputy Minister of Health and the Chief Psychiatrist of the

Regional Hospital. Similarly, the completion of a needs analysis can include summary information such as the types of recommendations. The quality of the output (the training program was considered excellent by participants) is also important.

Results: The consequence of activity outputs. Examples include changes in knowledge and attitudes of trainees/workshop participants, the changes in understanding of services to families and children as a result of a CSOC Project publication, increased access of information through a website, and changes in awareness of services issues as a result of an assessment/study.

Impact: The short-term and long-term effects of Project activities. Impact generally relates to programmatic objectives such as institutional strengthening (improved capacity to provide services and improved program efficiency). In the final analysis, impact will relate to the USAID/Russia Strategic Objective and Intermediate Result. In training evaluation, the relative short-term impact can be the workshop participant's application of knowledge and attitudinal shifts following workshop completion. A longer-term impact of the application of such knowledge would be the related change to goals such as institutional strengthening in the area of services to families and children.

Sources are to be identified for the key information elements. A major source of performance management and evaluation information will be the involved counterpart and stakeholder personnel. Feedback from these individuals can also provide information on unexpected results and impacts, both positive and negative, of CSOC Project activities. Critical assumptions for achievement of Project objectives such as community support of establishment or increasing of services can also be noted.

PM&E Information Collection

Information collection, accomplished on a monthly or quarterly basis, will provide performance monitoring and evaluation information for the First Annual Performance M&E Report. In addition to documenting outputs, results and potential impact, performance management and evaluation data may support the identification of issues for review and potential adjustments to Project activities.

Information for the four elements (baseline, outputs, results, and impact) will be qualitative and quantitative. Relevant anecdotal information will be noted and retained for M&E analysis (e.g. comments from key informants and decision makers). The engagement of stakeholders and community leaders will be noted for assessment of the effect of CSOC Project activities on sustainability. Information on issues such as gender and discrimination will be collected as appropriate.

External factors and their appropriate indicators will be considered and monitored to ensure that CSOC Project implementation responds to the existing or changing situational dynamics in order to achieve USAID goals in services to families and children. The socioeconomic context, accordingly, will be viewed in the M&E process as a spectrum of potential constraints and opportunities. Emerging situational factors will require CSOC Project flexibility and the appropriate response and reconfiguration of targets, plans, and activities.

ANNEX C

PARTICIPATORY M&E WITH PARTNER ORGANIZATIONS

The emphasis of CSOC Project activities is on working with community and stakeholder organizations as Project partners to achieve the USAID Strategic Objective and Intermediate Result. The Project could expand this participatory approach by actively engaging Project partners in performance monitoring and evaluation.

The participatory approach supports transparent, accountable, and responsive engagement and is intended to directly affect community and local organization action on the provision of services to families and children. The participation of personnel from counterpart service agencies and local organizations could increase the analytic capacity of these units and promote the sustainability of services provision. When the key stakeholders participate actively in CSOC Project evaluation, they may discern programmatic requirements that are important to achieving their own goals. They can take responsibility for their individual and organizational decisions that contribute to program action and effectiveness. Participation can also support capacity building that can continue following CSOC Project completion. The impact of the CSOC Project implemented in this fashion has the possibility of extending beyond the results of immediate activities and into the very framework of the community and its institutions.

A CSOC Partners Review Advisory Committee of individuals from approximately seven to ten partner organizations could be formed in each community of CSOC activity. At a organizational meeting of invited partner organizations, a briefing on the Performance Monitoring and Evaluation Plan could be given by the Chief of Party and the Russia-based Monitoring and Evaluation Specialist using a M&E Plan powerpoint presentation. In a collaborative approach following the M&E Plan presentation, agreement could be reached on the overall objectives of the Committee (e.g. support for the identification of M&E information sources, insights on services to families and children issues) and future meetings. The recommended chair for such a committee would be the CSOC Project Chief of Party.

Meetings could be held periodically to review CSOC Project progress. At a minimum, in July 2007, the MetaMetrics M&E Specialist could present the First Annual Performance Monitoring and Evaluation Report. The possibility of an open public meeting (including the media) in a panel setting following the completion of the First Annual Performance Monitoring and Evaluation Report can be considered.

The participatory M&E effort can incorporate consideration of elements reflecting the community context and other project-external factors affecting CSOC Project implementation and success. The reality of activity implementation at the ground-level requires an approach that will be responsive and able to support on-going decision-making as dictated by changing social and cultural developments in the community. The participatory approach can support the generating of information to address aspects of uncertainty with respect to the community environment in which the CSOC Project operates.