Primary Health Care Management Advancement Programme

MONITORING AND EVALUATING PROGRAMMES

MODULE 5
FACILITATOR'S GUIDE

THE AGA KHAN UNIVERSITY

AGA KHAN FOUNDATION

Primary Health Care Management Advancement Programme

MONITORING AND EVALUATING PROGRAMMES

Martine Hilton
University Research Corporation

MODULE 5
FACILITATOR'S GUIDE

Aga Khan Health Services

University Research Corporation
Center for Human Services

Dedicated to
Dr. Duane L. Smith (1939-1992),
Dr. William B. Steeler (1948-1992)
and all other health leaders, managers and workers
who follow their example in the effort to bring quality health care to all in need.

The Primary Health Care Management Advancement Programme has been funded by the Aga Khan Foundation Canada, the Commission of the European Communities, the Aga Khan Foundation U.S.A., the Aga Khan Foundation's head office in Geneva, the Rockefeller Foundation, the Canadian International Development Agency, Alberta Aid, and the United States Agency for International Development under two matching grants to AKF USA. The first of these grants was, "Strengthening the Management, Monitoring and Evaluation of PHC Programs in Selected Countries of Asia and Africa" (cooperative agreement no. OTR-0158-A-00-8161-00, 1988-1991); and the second was "Strengthening the Effectiveness, Management and Sustainability of PHC/Mother and Child Survival Programs in Asia and Africa" (cooperative agreement no. PCD-0158-A-00-1102-00, 1991-1994). The development of Modules 6 and 7 was partially funded through in-kind contributions from the Primary Health Care Operations Research project (PRICOR) of the Center for Human Services under its cooperative agreement with USAID (DSPE-6920-A-00-1048-00).

This support is gratefully acknowledged. The views and opinions expressed in the PHC MAP materials are those of the authors and do not necessarily reflect those of the donors.

Contents

Foreword

What is the purpose of the Facilitator's guide?

The Facilitator's guide contains a suggested workshop design for use by individuals who will help PHC managers and staff learn how to use the Primary Health Care Management Advancement Programme (PHC MAP) series. There is a Facilitator's guide for each module in the PHC MAP series.

What information does it contain?

Each Facilitator's guide contains instructions for conducting a workshop on one of the modules in the PHC MAP series using the information contained in the User's guide.

The instructions are arranged in one to two hour sessions. The number of sessions depends on the amount of information and/or the number of steps contained in the User's guide. The first page of each session lists session objectives, major topic headings, time required, and materials and equipment. The following pages describe the instructional activities in outline form.

The outline is divided into two columns. The right-hand column indicates what the facilitator says or does to conduct the session. The left-hand column lists the handouts, overhead transparencies, or other materials needed to support the activity. Copies of these materials, suitable for duplication, appear at the end of the session in which they are first used. Some transparencies are used in more than one session.

How are the workshops organised?

The first session of each workshop contains activities designed to introduce the PHC MAP series and explain its importance to PHC programmes, present an overview of the workshop, explain the purpose of the module, review specific terms or concepts used in the module, and acquaint the participants with the organisation and content of the User's guide.

The final session of each workshop contains activities designed to review key points of the User's guide, if appropriate, help participants prepare an action plan, and brings the workshop to a formal conclusion. The sessions in between present the steps required to accomplish the purpose of the module and provide an opportunity for participants to apply those steps to their own programmes.

Each workshop is designed to be given on consecutive days, uninterrupted except for breaks, meals, and rest, if the workshop is longer than one day. It is recognised, however, that situations vary and the PHC MAP modules will be used singly or in combination by individuals and organisations in the field and on university campuses. Therefore, it is expected that the workshops described in the Facilitator's guides will be adapted to fit a range of circumstances. Indeed, those who facilitate PHC MAP workshops are encouraged to make adaptations to meet the needs of participants and/or specific PHC programmes.

Who can be a facilitator?

Ideally, the person who serves as facilitator has training and experience in the fields of public health, management, planning, and evaluation, as well as sampling and survey design. It is recommended that this person also be skilful in working with small groups.

The facilitator should be someone from outside the PHC programme, perhaps from another agency or a university. As a person with no direct interest in the programme, the facilitator can be neutral in disagreements that may arise and help the group members resolve an issue objectively. Having an outside person as facilitator also allows the programme director, who usually has a leadership role, to contribute his or her knowledge and experience as a full participant in the work of the group.

It is also recommended that a facilitator have a full set of PHC MAP User's guides and Facilitator's guides. It is sometimes necessary, in the course of completing one module, to refer to information in another module.

Who should participate in the workshop?

The primary audience for the PHC MAP series is the team that manages PHC programmes or other population-based health programmes in either the public or private sector. An example of a PHC management team in the public sector is the core staff of a district ranging from 100,000 to 300,000 in size of population served.

An example of a PHC management team in the private sector is the core staff of an NGO that provides PHC services to a specific population in a given geographic area. The average size of the service population may range from 40,000 to 60,000, but may be as small as 10,000 or more than 100,000. In either case, the management team should have:

- the knowledge and skills needed to complete the steps in the module,
- the time and resources required to collect and analyse the required data, the authority to plan and implement improvements in management systems and procedures based on this analysis.

If feasible, teams from several districts or from several PHC programmes within a given NGO, may work simultaneously with one facilitator to complete a module. It is recommended that one facilitator work with no more than four teams or 20 people at one time.

What does the facilitator do?

Understands the needs of participants. If the facilitator is working with one PHC programme, the most efficient way to gather information about participants and the programme in which they work is to meet with the PHC director to determine:

- The nature of the PHC programme (services provided, size and description of area served, number and type of facilities, number and qualifications of staff, community involvement, computer capability, strengths, major problems, etc.);
- if information needs have been clearly identified;
- previous staff training in management information systems or related topics;
- resources available for training (time, space, equipment);
- possibility for subsequent technical assistance to workshop participants.

Understands the content of Module 1. Read the User's guide and Facilitator's guide for Module 1 and consider options for workshop delivery.

- The purpose of Module 1 is to help participants select priority information needs and to review some basic concepts underlying management information systems. Depending on participant background, the amount of time available, and the need to establish priorities among management information needs, Module 1 can be presented in its entirety, limited to Level 1: Quick start, limited to the PHC MAP systems framework, or in summary form as contained in the first session of the Facilitator's guides for Modules 2 through 9.

- If information needs have not been clearly identified and participants have no background in systems, then Module 1 should be presented in full. The selection of the next module will depend upon priorities set by the participants as they complete the steps in Module 1.
- If information needs have been clearly identified and participants have no background in systems, then that portion of Module 1 can be added to the first session of the selected module.
- If information needs have been clearly identified and participants have a background in systems, then the overview of PHC MAP in the selected module will be sufficient.

Understands the content of the selected module. Read the User's guide and Facilitator's guide for the selected module and consider options for workshop delivery.

- Depending upon the length of the module and the availability of staff for training, the workshop sessions may be presented as described in the Facilitator's guide, or workshop sessions may be delivered at intervals (for example, every morning for a certain number of days, one session per week, or one day per week for three or four weeks).
- If follow-on technical assistance is available, the content of the module could be presented in the workshop and the application of the procedure to the PHC programme could be conducted on the job.
- Participants could plan steps in the workshop, complete them on the job, and bring the results to the next workshop session. This approach is particularly applicable to Module 2 which requires development of a questionnaire, selection of a survey sample, training of data collectors, and data collection. These steps cannot actually be carried out within the time limits of the workshop as contained in the Module 2 Facilitator's guide.
- Other options are possible depending upon the circumstances of each situation.

Determines what programme information, if any, is needed for completion of the module. For example, census data and lists of households are required to complete some of the steps in Module 3.

Determines the most appropriate people to attend the workshop. For example, Module 7 is best completed by those responsible for planning, training, supervision, logistics, and other management services.

Discusses the delivery options and participants with the PHC manager and make decisions regarding the most appropriate option and participant selection. Also determines if the needed information is available and if it is not, the alternatives for obtaining the information.

Notifies participants of the date, time, and purpose of the workshop and confirms attendance. Initial notice of the meeting may come from the PHC manager, with follow-up by the facilitator.

Prepares the agenda, using as a model the sample in Session 1 of the Facilitator's guide for the selected module.

Inspects the room where the workshop will be held and answers these questions:

- Is the room large enough to seat all the participants?
- Can chairs and tables be arranged in a variety of ways; all participants around one table; participants in groups of three or four at smaller tables?
- Is the lighting adequate?
- Can temperature and humidity be controlled?
- Is there an electrical outlet for an overhead projector?
- Is a microphone necessary for everyone to hear and to be heard?
- Are toilets conveniently located?
- Is the site convenient to parking, restaurants and public transportation?
- Are supporting facilities available and convenient: duplication, word processing, computers?

Prepares notes to conduct the workshop using the session outlines in the Facilitator's guide for the selected module, and makes the necessary adaptations. Refer to the appropriate User's guide for content.

Duplicates the worksheets and other handouts as indicated in the Facilitator's guide and obtains the necessary equipment.

Conducts the workshop as planned.

Provides follow-on assistance, if appropriate.

Session 1: Introduction and overview

Objectives:

Participants will be able to:

- Explain the purposes of Module 5.
- Distinguish between routine and short-term monitoring.
- Name at least two guidelines in the KISS approach to monitoring design.
- Explain the basic steps to planning monitoring procedures.

Session outline:

I. Introduction (10 minutes)
II. Overview of workshop (5 minutes)
III. Introduction to Module 5 (40 minutes)
IV. Module 5 User's guide (20 minutes)

Materials:

Module 5 User's guide

Handout 5-1:	Agenda
Transparency 5-1:	Workshop objective
Transparency 5-2:	Purpose of Module 5
Transparency 5-3:	Monitoring
Transparency 5-4:	A systems diagram of management and service relationships
Transparency 5-5:	An indicator is...
Transparency 5-6:	Suggested indicators
Transparency 5-7:	Generic indicator categories for PHC services

Transparency 5-8:	Generic indicator categories for PHC management functions
Transparency 5-9:	Types of monitoring
Transparency 5-10:	KISS
Transparency 5-11:	The KISS approach
Transparency 5-12:	Steps in activity monitoring

Equipment: Flip chart, stand, markers, masking tape, overhead projector and screen

Session 1: Introduction and overview

I. Introduction (10 minutes)

Note: Omit Section I if you have presented Module 1, or some other module, immediately prior to the presentation of Module 5.

A. OPENING REMARKS

- **Introduce** self and other staff, as necessary.
- **Explain** your role in the workshop.
- If you do not know the participants, **ask** each one to state his or her name, position title, and job location.

Name tags or place cards

Note: If the group is larger than 6 or 8, you may wish to have them wear name tags or place cards with their names at places where they are sitting.

Flip chart

- **Ask** each participant to complete this sentence: "As a result of attending this workshop, I expect ..." and **write** their responses on the flip chart.
- When all responses have been recorded, **say** that you will return to this list after giving an overview of the workshop.

B. OVERVIEW OF PHC MAP

See Module 1 User's guide for this information

- **Explain** why information is important for PHC programmes.
- **Summarise** PHC MAP programme, including:
  Purpose of PHC MAP
  Title and purpose of each module and other materials.
- **Make** the following points about PHC MAP:
  Has been field tested and revised to ensure usefulness to PHC programme staff.

Session 1: Introduction and overview

Modules can be used in any sequence.

Checklists and other materials can, and should, be adapted to fit a particular situation.

The procedures outlined in the modules can be adopted as routine monitoring activities in a PHC programme.

- **Explain** why MAP is being introduced in this PHC programme.

Note: *The remarks here should be tailored to the specific programme and should provide the answers to these questions:*

Why are we doing this workshop?

What do we expect to achieve?

It may be appropriate for the PHC manager to make these remarks.

II. Overview of workshop (5 minutes)

Transparency 5-1: Workshop objective

Handout 5-1: Agenda

- **Review** the workshop objective.
- **Distribute** and **review** the workshop agenda, describing the activities that will take place to accomplish the workshop objective.
- **Review** the expectations contributed by participants at the beginning of the session.

  Indicate which ones will be met and which ones will not and why.

  Suggest, if possible, alternatives for meeting the expectations that will not be met in this workshop.
- **Ask** for questions or comments.

III. Introduction to Module 5 (40 minutes)

Transparency 5-2: Purpose of Module 5

- **Explain** that the purposes of Module 5 are to help PHC programme managers to:

Session 1: Introduction and overview

Identify important PHC services and management functions they wish to monitor.

Select key indicators for these services and functions.

Design and implement a simple monitoring system using these indicators.

Transparency 5-3: Monitoring

- **Review** the definition and purpose of monitoring.

Transparency 5-4: A systems diagram of management and service relationship

- **Review** the systems framework for PHC programmes presented in Module 1, if necessary.

  Explain the three categories (inputs, processes and outcomes) and give an example of each.

  Distinguish among outputs, effects, and inputs.

  Discuss the relationship between the management system components and the service delivery system components.

Transparency 5-5: An indicator is.."

- **Review** the definition of indicator.

Transparency 5-6: Suggested indicators

- **Explain** that Module 5 suggests indicators for the inputs, outputs, and effects for PHC services and management functions.

Transparency 5-7: Generic indicator categories for PHC services

- **Present** and **explain** the suggested indicator categories for PHC services.

Transparency 5-8: Generic indicator categories for PHC management functions

- **Present** and **explain** the suggested indicator categories for management functions.
- **Ask** for questions and comments.

Transparency 5-9: Types of monitoring

- **Explain** the two types of monitoring and **give** an example of each type.

  Routine

  Short-term

- **Explain** the relationship between routine and short-term monitoring.

Session 1: Introduction and overview

Transparency 5-10: KISS

Transparency 5-11: The KISS approach

- **Review** guidelines for designing a monitoring system:
  Select only key indicators.
  Keep data collection to a minimum.
  Provide timely feedback.
  Use a clear and convenient reporting format.
- **Discuss** the limitations of activity monitoring and **give** examples:
  Important information may be difficult to collect.
  Important information may not be feasible to collect.
- **Discuss** other options for assessing effects and impacts.

Transparency 5-12: Steps in activity monitoring

- **Review** the steps in activity monitoring.
- **Ask** for questions and comments.

IV. Module 5 User's guide (20 minutes)

Module 5 User's guide

- **Distribute** a User's guide to each participant.
- **Highlight** key sections of the User's guide:
  The overview of PHC MAP with the description of modules and other materials, which they may wish to refer to for review of information needs met by other modules.
  Quick start provides a procedure for monitoring important performance indicators.
  An explanation of generic categories of indicators for PHC services and management functions.
  Step-by-step directions for designing and implementing a monitoring system.
  Appendices containing suggested indicators and blank worksheets.
- **Ask** for questions or comments.

SAMPLE AGENDA
MODULE 5*

Session 1 (1 hr, 15 mins)	Introduction and overview
Session 2 (1 hr)	Specify the monitoring objectives (Step 1)
Session 3 (1 hr, 20 mins)	Decide on the scope and select indicators (Steps 2 and 3)
Session 4 (1 hr)	Develop data collection procedures (Step 4)
Session 5 (1 hr, 15 mins)	Collect, tabulate and analyse the data (Steps 5 and 6)
Session 6 (1 hr, 20 mins)	Present findings and take action (Step 7, 8 and 9)

*For an actual presentation, substitute the appropriate clock hours in the first column.

WORKSHOP OBJECTIVE

Plan monitoring procedures for PHC and management services using the steps and worksheets contained in Module 5

PURPOSES OF MODULE 5

To help PHC programme managers to:

1. Identify important PHC services and management functions they wish to monitor.
2. Select key indicators for these services and functions.
3. Design and implement a simple monitoring system using these indicators.

MONITORING

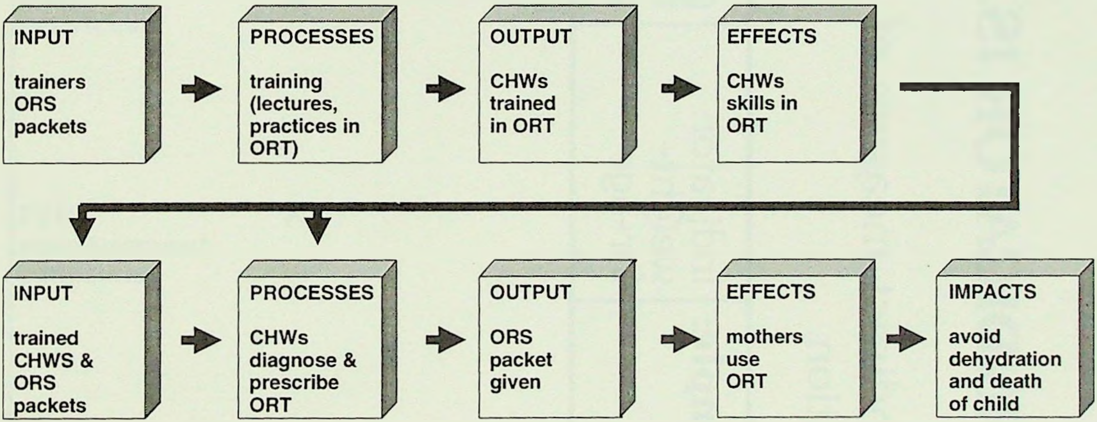
Definition: The periodic collection and analysis of selected indicators

Purpose: Enables managers to determine whether key activities are carried out as planned and have expected effects on the target population

Value: Identify problems; take corrective action; measure achievement of targets; assess trends in health status

A SYSTEMS DIAGRAM OF MANAGEMENT AND HEALTH SERVICE RELATIONSHIPS

Management services



PHC services

AN INDICATOR IS...

An indirect measure of an event or condition.

Example:	indicator: weight-for-age	condition: nutritional status

SUGGESTED INDICATORS

	Inputs ➡	Processes ➡	Outputs ➡	Effects ➡	Impacts
PHC services	✗		✗	✗	
PHC management functions	✗		✗	✗	

GENERIC INDICATOR CATEGORIES FOR PHC SERVICES

- EFFECTS
  - Coverage (including behaviour)
  - Knowledge and skills (of the target population)
- OUTPUTS
  - Utilisation of services
  - Quality of care
  - Contacts, visits
  - Access to services
- INPUTS
  - Availability of personnel, supplies, equipment, funds

GENERIC INDICATOR CATEGORIES FOR PHC MANAGEMENT

- EFFECTS
  - PHC services available, accessible
  - Staff performance
  - Worker knowledge, skills, behaviour
  - Community satisfaction with services
  - Quality of PHC services

- OUTPUTS
  - Services or activities completed
  - Frequency of management activities
  - Quality of management activities

- INPUTS
  - Availability of trained personnel, supplies, information, guidelines/protocols

TYPES OF MONITORING

ROUTINE:

- regular, on-going
- core set of indicators
- tracks programme implementation

SHORT-TERM:

- limited period of time
- tracks new activities or processes
- collects information to help solve a problem

- **K** EEP
- **I** T
- **S** TRAIGHTFORWARD AND
- **S** IMPLE

THE KISS APPROACH

- Key indicators
- Minimum data collection
- Timely feedback
- Usable report format

STEPS IN ACTIVITY MONITORING

PLANNING:

1. Specify objectives
2. Decide on scope
3. Select the indicators and standards
4. Choose information sources; develop data collection procedures

IMPLEMENTATION:

5. Collect the data
6. Tabulate and analyse the data
7. Present/report the findings
8. Take appropriate action

ASSESSMENT:

9. Decide whether to continue monitoring

Session 2: Specify the monitoring objectives (Step 1)

Objectives:	Participants will be able to follow the directions in the Module 5 User's guide to specify the monitoring objectives for their PHC programme.
Session outline:	I. Introduction (10 minutes) II. Specify the objectives (50 minutes)
Materials:	Module 5 User's guide Transparency 5-13: Session 2: Objective Handout 5-2: Worksheet for specifying the monitoring objectives
Equipment:	Flip chart, stand, markers, masking tape, overhead projector and screen

Session 2: Specify the monitoring objectives (Step 1)

I. Introduction (10 minutes)

Transparency 5-13:
Session 2: Objectives

- **Review** the session objective.
- **Explain** that the activity monitoring procedures can be applied to:
  short-term monitoring of selected indicators
  routine monitoring of all indicators
  improve upon an existing MIS

II. Specify the objectives (50 minutes)

- **Explain** that specifying monitoring objectives involves determining:

  What is going to be monitored
  For what **purpose**
  For **whom**
- If Module 1 has been completed, **instruct** participants to review the PHC and management services they prioritised.
- If Module 1 has not been completed, **instruct** participants to review the list of the most common functions and services.
  Choose which services to monitor from the list in Appendix A.
  Choose which management services to monitor from the list in Appendix B.
  Rank services to be monitored on a scale of 1 to 10 (highest).
  Determine whether to monitor input, output or effect indicators for these services.

Handout 5-2: Worksheet for specifying the monitoring objectives

- **Distribute** the worksheet for specifying the monitoring objectives and **explain** what information goes in each column and how that information is determined.

Session 2: Specify the monitoring objectives (Step 1)

Note: *This step assumes understanding of the terms numerator and denominator. You may need to review these terms, depending on the background of the participants.*

User's guide

- **Direct** participants to complete the work-sheet for their own PHC programme using the model on page 22 in the User's guide as necessary.
- When participants have completed the work-sheet **ask** them to:

  Explain the rationale for their choice of activities to monitor.

  Specify why information is needed for each purpose indicated.

  Explain the extent to which the users are involved in the selection of indicators and the use each user will make of the information.
- **Ask** for questions and comments.

SESSION 2: OBJECTIVE

Specify monitoring objectives for your PHC programme

WORKSHEET FOR SPECIFYING THE MONITORING OBJECTIVES

What to monitor	Purpose & routine(s) or short-term	Internal users		External users	
		Providers	Managers	Donors	Others
PHC services					
Management services					

Session 3: Decide on the scope and select indicators (Steps 2 and 3)

Objectives:

Participants will be able to follow the directions in the Module 5 User's guide to:

- Decide on the scope of the monitoring.
- Select the indicators and performance standards.

Session outline:

I. Introduction (5 minutes)
II. Decide on the scope of the monitoring (30 minutes)
III. Select the indicators and performance standards (45 minutes)

Materials:

Module 5 User's guide

Transparency 5-14:	Session 3: Objectives
Transparency 5-15:	Planning the scope of monitoring
Transparency 5-16:	Common indicator modifications
Transparency 5-17:	Formulation of indicators
Transparency 5-18:	Frequency of data collection
Handout 5- 3:	Worksheet for specifying the scope of monitoring
Handout 5-4:	Worksheet for selecting indicators and standards

Equipment: Flip chart, stand, markers, masking tape, overhead projector and screen

Session 3: Decide on the scope and select indicators (Steps 2 and 3)

I. Introduction (5 minutes)

Transparency 5-14: Session 3 objectives	• **Review** objectives for Session 3.

II. Decide on the scope of the monitoring (30 minutes)

Transparency 5-15: Planning the scope of monitoring	• **Discuss** the four areas that need to be addressed in planning the scope of monitoring, and the factors involved in each: Geographic area Facilities or sub-projects Personnel involved Duration short-term vs. routine deadlines
Handout 5-3: Worksheet for specifying the scope of monitoring	• **Distribute** the worksheet and **direct** participants to complete Handout 5-3 using the model on page 23 in the User's guide as necessary. • **Ask** for questions and comments.

III. Select the indicators and performance standards (45 minutes)

User's guide	• **Refer** participants to Appendices A and B, and **explain** that input, output, and effect indicators are suggested for each PHC and management service. • **Direct** participants to review the indicators listed and the information contained in the footnotes. • **Explain** that: Participants will probably need to modify the indicators to fit their own situations.

Session 3: Decide on the scope and select indicators (Steps 2 and 3)

Transparency 5-16: Common indicator modifications

The most common modifications are:
the definition of the target group
terminology

Transparency 5-17: Formulation of indicators

Indicators can be expressed in different ways.

Handout 5-4: Worksheet for selecting indicators and standards

- **Distribute** Handout 5-4.
  Direct participants to select/modify indicators for their PHC programme and formulate each one.
  Direct participants to present the indicators they have formulated and to explain any modifications or additions.

Note: *Check selected indicators for consistency with monitoring objectives established in Session 2 and help participants make adjustments as needed.*

- **Explain** that a performance standard, sometimes referred to as a target, is set for each indicator to establish a point at which it can be agreed that the target has been achieved.
  Demonstrate how those standards are used to calculate the effectiveness of performance.
  Direct participants to set standards for the indicators they have selected or modified and record them on the worksheet.

Transparency 5-18: Frequency of data collection

- **Discuss** some of the factors considered in establishing frequency of data collection.
  Direct participants to establish frequencies for their selected indicators and record them on the worksheet.
- **Ask** for question or comments on Steps 2 and 3.

SESSION 3: OBJECTIVES

- Decide on the scope of monitoring

- Select the indicators and performance standards

PLANNING THE SCOPE OF MONITORING

- Geographic area
- Facilities or sub-projects
- Personnel involved
- Duration
  - Short-term vs. routine
  - Deadlines

WORKSHEET FOR SPECIFYING THE SCOPE OF MONITORING

A. What geographic area will be covered?

B. Which facilities or sub-projects will be monitored?

C. Which personnel (managers, providers, and volunteers) will be selected?

D. How long will the monitoring continue?

COMMON INDICATOR MODIFICATIONS

- Definition of target group(s)
- Terminology
- Phrasing
- Addition or deletion of indicators

FORMULATION OF INDICATORS

Count:	Simplest type of measure
Rate:	Measures frequency of events
Ratio:	A fraction or a decimal
Proportion:	Measures relationship between a part and the whole
Percentage:	A proportion multiplied by 100

WORKSHEET FOR SELECTING INDICATORS AND STANDARDS

Indicators	Formulations	Standards	Frequency
PHC services			
Management			

FREQUENCY OF DATA COLLECTION

- Consider how often users want to examine results
- Establish the minimum frequency necessary
- Continuous data collection - exact number of times an event occurs
- Periodic data collection - determine if a procedure is being carried out as expected

Session 4: Choose data sources and collection procedures (Step 4)

Objectives:	Participants will follow the directions in the Module 5 User's guide to: • Choose information sources • Select data collection techniques
Session outline:	I. Introduction (10 minutes) II. Identify existing data sources (10 minutes) III. Develop new data collection instruments (40 minutes)
Materials:	Module 5 User's guide Transparency 5-19: Session 4 objectives Transparency 5-20: Data sources Transparency 5-21: Data collection techniques Handout 5-5: Worksheet to select data sources and techniques
Equipment:	Flip chart, stand, markers, masking tape, overhead projector and screen

Session 4: Choose data sources and collection procedures (Step 4)

I. Introduction (10 minutes)

- **Summarise** the outcomes of Steps 1, 2, and 3.

Transparency 5-19: Session 4: Objectives

- **Discuss** the objectives for Session 4.

II. Choose information sources (10 minutes)

Transparency 5-20: Data sources

- **Provide** examples of possible information sources.

Handout 5-5: Worksheet to select data sources and techniques.

- **Distribute** Handout 5-5 and **direct** participants to list the indicators they have selected in Step 3 and enter appropriate source of data for each.

III. Develop data collection techniques (40 minutes)

Transparency 5-21: Data collection techniques

- **Define** and **give** examples of techniques for gathering monitoring data.
- **Explain** that instruments to collect data by methods other than record review can be found in other MAP modules.

  Module 2 contains rapid surveys to identify health needs.

  Module 5 contains checklists for assessing quality of PHC services delivered to meet those needs.

  Module 6 contains checklists for assessing the quality of management functions that support service delivery.
- **Explain** that if existing records do not supply necessary data for monitoring, forms can often be modified so that staff can record the information needed.

Session 4: Choose data sources and collection procedures (Step 4)

- **Direct** participants to complete Handout 5-6 by writing in the techniques appropriate for each indicator and have them **highlight** those techniques that will require either modification of existing forms or development of new instruments.
- **Ask** for questions and comments.

Transparency 5-12: Steps in activities monitoring

- **Remind** participants that this is the final step in the planning phase. The next phase to be discussed is implementation.

SESSION 4: OBJECTIVES:

- Choose information sources
- Select data collection techniques

DATA SOURCES

- Existing sources
  - Routine records
  - Logistics records
  - Treatment registers
  - Patient records
  - Activity reports
  - Population-based records
- Modification of current forms
- Develop new instruments

WORKSHEET TO SELECT DATA SOURCES AND TECHNIQUES

Data Source:	Records	Provider- client interface	Client	Health worker
DC Technique:	Review	Observation	Survey/ interview	Interview
PHC service indicator				
Management service indicators				

DATA COLLECTION TECHNIQUES

- Record review
- Observation
- Rapid surveys
- Exit interviews
- Health worker interviews

Session 5: Collect, tabulate and analyse the data (Steps 5 and 6)

Objectives: Participants will follow the directions in the Module 5 User's guide to:

- Collect the data needed to monitor selected activities.
- Tabulate and analyse the collected data.

Session outline:

I. Introduction (5 minutes)
II. Collect the data (25 minutes)
III. Tabulate and analyse the data (45 minutes)

Materials: Module 5 User's guide

Transparency 5-22:	Session 5: Objectives
Handout 5-6:	Worksheet for specifying data collection, supervision and processing
Handout 5-7:	Worksheet for comparing actual with its standard of performance

Equipment: Flip chart, stand, markers, masking tape, overhead projector and screen

Session 5: Collect, tabulate and analyse the data (Steps 5 and 6)

I. Introduction (5 minutes)

Transparency 5-22: Session 5: Objectives

- **Review** session objectives.

II. Collect the data (25 minutes)

- **Describe** steps that are recommended when using new monitoring forms or instruments, before actual data collection begins.
  Pretest new instruments and revise as needed.
  Select and train data collection personnel.
  Establish procedures for supervising data collection and processing forms and data.
- **Explain** the information contained in Modules 2, 4, 6, and 7 that can be guidelines for setting up data collection procedures.

Handout 5-6: Worksheet for specifying data collection, supervision and processing

- **Distribute** Handout 5-6 and **instruct** participants to complete it for one of the techniques identified on the preceding worksheet, such as a rapid survey, using actual names, if they can.
- **Ask** for questions and comments.

Note: *If data collection will take place after the workshop, be sure that participants anticipate problems that might occur and identify tentative solutions.*

III. Tabulate and analyse the data (45 minutes)

- **Explain** that data should be tabulated and analysed to meet the objectives and scope specified in steps 1 and 2.
- **Review** the procedure for calculating percent of standard achieved.

Session 5: Collect, tabulate and analyse the data (Steps 5 and 6)

Handout 5-7: Worksheet for comparing actual with its standard of performance

- **Distribute** Handout 5-7 and **direct** participants to complete it and verify the percent achieved using the formulas.

Note: *If data collection will take place after the workshop, provide them with sample data with which to practice calculating percent achieved of standard.*

- **Explain** that the worksheet shows one way of displaying data for interpretation: comparing actual performance to standards. Other ways are:

  Comparing indicators over time.

  Comparing performance between health units or administrative districts.

- **Explain** that data are most commonly displayed as lists, tables, and graphs.

User's guide

- **Refer** participants to the examples provided and **explain** the information in each.
- **Ask** participants to discuss what conclusions they might draw from these tables and graphs or what problems might be indicated by the data displayed.
- **Ask** for questions and comments.

SESSION 5: OBJECTIVES

- Collect the data needed to monitor selected activities
- Tabulate and analyse the collected data

WORKSHEET FOR SPECIFYING DATA COLLECTION, SUPERVISION AND PROCESSING

Staff	Responsibility		
	Collection	Supervision	Processing

WORKSHEET FOR COMPARING ACTUAL PERFORMANCE WITH ITS STANDARD OF PERFORMANCE

Components	Actual performance	Standard performance	% Achieved of standard	Action to be taken
PHC service (indicators)				
Management service (indicators)				

Session 6: Present findings and take action (Steps 7, 8 and 9)

Objectives:

Participants will follow the directions in the Module 5 User's guide to:

- Report findings
- Take appropriate action
- Decide on continued monitoring

Session outline:

I. Introduction (5 minutes)
II. Report findings (20 minutes)
III. Take action (40 minutes)
IV. Decide on continued monitoring (10 minutes)
V. Conclusion (5 minutes)

Materials:

Module 5 User's guide
Transparency 5-23: Session 6: Objectives
Transparency 5-24: Report findings
Transparency 5-25: Take action
Transparency 5-26: Monitoring system review guidelines

Equipment:

Flip chart, stand, markers, masking tape, overhead projector and screen

Session 6: Present findings and take action (Steps 7, 8 and 9)

I. Introduction (5 minutes)

Transparency 5-23:
Session 6 objectives

- **Review** session objectives.

II. Report findings (20 minutes)

Transparency 5-24:
Report findings

- **Discuss** briefly each of the key considerations in reporting findings of the data collection and analysis steps.
- **Direct** participants to review the users they identified in Step 1 on the Worksheet for specifying the monitoring objectives and to consider:

  What information would each user need from the data that were collected (or planned to be collected) in Steps 1 through 6?

  What is the best way to present the information to each group of users?

  What is the best way to seek their contribution to identifying problems and solutions?
- **Ask** for questions and comments on reporting findings.

III. Take action (40 minutes)

- **Say** that the final activity of the session will give participants an opportunity to think about and list the actions they will need to take to continue the work they have begun on improving monitoring of their PHC programme.

Transparency 5-25:
Take action

- **Review** the sequence of key events that follow if a problem is identified from the analysis of monitoring data.

Session 6: Present findings and take action (Steps 7, 8 and 9)

- **Mention** the *Problem-Solving guide* and PRICOR Operations Research manuals as resources for help in pinpointing causes of problems.

Note: *If the workshop has included actual data collection, the participants' action plans will focus on improvement in services that are indicated by the monitoring data they collected. If participants will collect monitoring data after the workshop, the action plan should focus on what steps they must take to implement the monitoring system planned during the workshop.*

- **Direct** participants to review their completed worksheets and indicate where they need to get additional information or take some action (as in Session 4, where they may have identified new data collection instruments to develop).

Handout 5-8: Worksheet for developing action plans

- **Direct** participants to list what they need to do to continue planning and implementation of activity monitoring and then to develop an action plan. The plan should include:
  Tasks in order of accomplishment.
  When each task must be completed.
  Who will be responsible for each task.
- **Ask** participants to review their action plan, anticipate any problems that might occur, and suggest a way to deal with each problem.
- **Ask** for questions and comments regarding taking action.

IV. Decide on continued monitoring (10 minutes)

Transparency 5-12: Steps in activity

- **Review** the steps in activity monitoring, highlighting the outcome of each step.

Session 6: Present findings and take action (Steps 7, 8 and 9)

- **Emphasise** the importance of periodically reviewing the procedures used to monitor PHC programme services and management functions.

Transparency 5-26: Monitoring review guidelines

- **Review** the guidelines for changing monitoring procedures.
- **Ask** for questions and comments.

V. Conclusion (5 minutes)

Flip chart of expectations from Session 1

- **Review** the expectations participants expressed at the beginning of the workshop and **ask** them to assess informally how well they think those expectations have been met. If any were not met, **ask** how the workshop could be improved to make that happen.
- **Thank** participants for their time and attention, **congratulate** them on the results of their work, and **wish** them good luck in implementing their plans.

Note: *Indicate what follow-on assistance will be available, if appropriate.*

SESSION 6: OBJECTIVES

- Report findings
- Take action
- Continue monitoring

REPORT FINDINGS

- Review users and their needs (from Step 1)
- Adapt report to user needs
- Use graph and tables
- Highlight major findings
- Seek input on causes and solutions

TAKE ACTION

If problem has been identified:

- Identify cause(s)
- Describe obvious cause(s)
- Collect data to find unknown cause(s)
- Plan and implement solution(s)
- Monitor results of action for proper implementation and intended effect

WORKSHEET FOR DEVELOPING ACTION PLANS

Action to take (What)	Responsible (Who)	Dates (When)	Other (Where, how, resources)

MONITORING REVIEW GUIDELINES

As programme operations improve:

- Need for data on inputs becomes less important
- Need for data on effects becomes more important

As problems are solved:

- Number of indicators can be reduced
- Frequency of data collection can be reduced

PHC MAP MANAGEMENT COMMITTEE

Dr. Ronald Wilson • Aga Khan Foundation, Switzerland (Co-Chair)
Dr. Jack Bryant • Aga Khan University, Pakistan (Co-Chair)
Dr. William Steeler • Secretariat of His Highness the Aga Khan, France (Co-Chair)
Dr. Jack Reynolds • Center for Human Services, USA (PHC MAP Director)
Dr. David Nicholas • Center for Human Services, USA
Dr. Duane Smith • Aga Khan Foundation, Switzerland
Dr. Pierre Claquin • Aga Khan Foundation, Switzerland
Mr. Aziz Currimbhoy • Aga Khan Health Service, Pakistan
Mr. Kabir Mitha • Aga Khan Health Service, India
Dr. Nizar Verjee • Aga Khan Health Service, Kenya
Ms. Khatidja Husein • Aga Khan University, Pakistan
Dr. Sadia Chowdhury • Aga Khan Community Health Programme, Bangladesh
Dr. Mizan Siddiqi • Aga Khan Community Health Programme, Bangladesh
Dr. Krasae Chanawongse • ASEAN Institute for Health Development, Thailand
Dr. Yawarat Porapakkham • ASEAN Institute for Health Development, Thailand
Dr. Jumroon Mikhanorn • Somboon Vacharotai Foundation, Thailand
Dr. Nirmala Murthy • Foundation for Research in Health Systems, India

PHC MAP TECHNICAL ADVISORY COMMITTEE

Dr. Nirmala Murthy • Foundation for Research in Health Systems, India (Chair)
Dr. Krasae Chanawongse • ASEAN Institute for Health Development, Thailand
Dr. Al Henn • African Medical and Research Foundation (AMREF), formerly of the Harvard Institute for International Development
Dr. Siraj-ul Haque Mahmud • Ministry of Planning, Pakistan
Dr. Peter Tugwell • Faculty of Medicine, University of Ottawa, Canada
Dr. Dan Kaseje • Christian Medical Commission, Switzerland, formerly of the University of Nairobi, Kenya

KEY PHC MAP STAFF AT THE CENTER FOR HUMAN SERVICES

Dr. Jack Reynolds (PHC MAP Director)
Dr. Paul Richardson
Dr. David Nicholas
Dr. Wayne Stinson
Ms. Maria Francisco
Dr. Neeraj Kak
Ms. Lori DiPrete Brown
Ms. Pam Homan
Dr. Lynne Miller-Franco
Ms. Mary Millar

MODULE 5
FACILITATOR'S GUIDE

Primary Health Care Management Advancement Programme