



DOCUMENTATION, MONITORING AND EVALUATION

Documentation

Documentation is an important record keeping process with invaluable benefits to development of an organisation. It involves gathering of information and accumulating evidence on different aspects and activities of an organisation.

Among the records, which ADDO provider associations need to keep, are:

- Membership details;
- Leadership history;
- Stakeholders' details;
- Proceedings of meetings of different organs of the association;
- Important visits to the association by different stakeholders;
- Activity reports highlighting achievements, lessons and best practices, as well as constraints and challenges experienced in implementation of different activities;
- Monitoring and evaluation reports;
- Financial reports, including audited accounts.



Documentation involves information gathering and accumulation of evidence towards development of institutional memory.

Benefits of documentation

- Documentation helps to build institutional memory
- Documentation contributes to knowledge development through accumulation of evidence;
- Documentation facilitates sharing of experiences and lessons among different stakeholders;
- Documentation promotes learning and replication of best practices on a wider scale;
- Documentation facilitates planning, monitoring and evaluation processes.

Documentation tools

The table below highlights basic documentation tools ADDO provider associations need to develop and use.

Tool	Description (Key Contents)
Membership Register	Full name of every member of the association, physical address, postal address, telephone contact and email address (if available)
Leadership Register	Full name of each official, leadership position, date of election and term in office.
Stakeholders' Register	Name of each stakeholder (organisation), contact person (s), postal address, telephone contact and email address.
Visitors' Book	Date of the visit, name of the visitor, contact organisation, full contact address, purpose of the visit, and general comments. This tool can be a handy shopping list for potential stakeholders and service providers.
Minutes of Meetings	Date of the meeting, place and time; attendance (names of those present, absent with apology, absent without apology); agenda of the meeting, deliberations by each agenda and resolutions (if any); matters arising from the previous meeting; any other businesses; date of the next meeting; and certification of the minutes by the Chairman and Secretary of the meeting.
Monthly, Quarterly and Annual Activity Reports	Should include achievements made (outputs/outcomes realised); lessons learnt; best practices observed; constraints and challenges experienced; and solutions found for different constraints and challenges (if any).
Monitoring and Evaluation Tools	May include information checklists for different routine monitoring processes and indicators for measuring delivery of planned outputs.
Inventory of Assets	Type, name, quantity and financial value of assets owned by the association.
Financial Reports	Should include: <ul style="list-style-type: none"> • Income received from different sources such as members' contributions (broken down by month, quarter and fiscal year); loans from financial institutions, grants from different development partners, earning from income generating activities and any other source of funds. • Expenditures made in different areas (on a monthly, quarterly and annual basis) • Fully audited accounts (financial statements and auditor's opinion on the accounts) produced at the end of each fiscal year.

Monitoring

Monitoring is the regular observation and recording of activities taking place in an organisation, project or programme. It is a process of routinely gathering information on all aspects of the organisation. To monitor is to check how the organisation's activities are progressing toward achieving its objectives. It is sometimes referred to as process evaluation because it focuses on the implementation process.

Monitoring also involves giving feedback about the progress of the organisation to different stakeholders. The reporting enables the gathered information to be used in making decisions for improving performance.

Types of monitoring

There are two types of monitoring namely Performance Monitoring and Impact Monitoring.

- **Performance Monitoring** refers to the ongoing process of collecting and analysing data to measure the performance of an organisation, project or activity, against expected results. It is a routine management function also referred to as "Controlling".
- **Impact Monitoring** is a means for relating an organisation's activities to its overall purpose on a continuous basis, modifying programmes/activities in response to changing circumstances, identifying need for further information search and verifying the assumption that activities will contribute to achieving the stated objectives.



Monitoring is the regular observation and recording of activities taking place in an organisation, project or programme.

Performance monitoring involves collecting and analysing data to measure the performance of an organisation, its projects and activities, against the expected results.



Among the things to monitor at the administrative level are staff performance, use of office equipment, including vehicles, and availability and quality of office supplies.

Things to monitor

If ADDO provider associations were to implement any project or programme, the things to monitor at the project/ programme level would include budgets, implementation activities, implementation processes and impact. With regard to implementation activities and processes, the specific things to monitor are project inputs, outputs, progress according to the set objectives and management style/ approach.

At the management and administration level, the things to monitor are staff/personnel (performance, absenteeism, etc), use of office equipment and tools (vehicles, computers, telephone, internet services, etc), and office supplies, including stationery (stocks, costs and quality), among others.

At the financial management level, ADDO provider associations need to monitor budgets and expenditures, staff salaries and cash flow (i.e. monitoring actual expenditure patterns against planned budgets and implementation schedules).

Why monitor?

Monitoring can be conducted for a number of reasons such as:

- Analysing the situation in the organisation and its project;
- Determining whether the organisation's resources are well utilised in different planned activities/ projects ;
- Identifying problems facing different implementation activities and finding solutions;
- Ensuring that all activities are carried out properly by the right people and in time;
- Using lessons from different processes to improve performance;

Monitoring can help to analyse the situation in the organisation, determine whether the organisation's resources are well utilised, identify problems facing implementation of different activities, ensure that all activities are carried out efficiently by the right people, and use the lessons to improve performance.

- Determining whether the way the activities/projects were planned is the most appropriate way of solving the problem at hand.

Requirements for effective monitoring

Effective monitoring requires adequate planning; baseline data; indicators of performance and results; and a practical implementation mechanism that includes actions such as field visits, stakeholder meetings, documentation of project activities and regular reporting.

Who does monitoring?

Monitoring can be done by the ADDO provider association officials, interested members, the secretariat staff, donors, other relevant and interested agencies, and partner organisations.

Methods of monitoring

Monitoring can be done through supportive supervision, spot checks/observations, interviews, discussions, meetings, use of checklists, and review of reports and records.

Conditions for monitoring

The following are some of the basic conditions for good monitoring:

- Good records;
- Competent personnel;
- Availability of tools for collecting information;
- Good planning with clearly defined objective;
- Established baseline information with good indicators.

Monitoring can be done through supportive supervision, spot checks/observations, interviews, discussions, meetings, use of checklists, and review of reports and records.



Availability of good records is one of the basic conditions for effective monitoring.

Evaluation

Evaluation is a process of judging the value of what an organisation, project or programme has achieved particularly in relation to its planned activities, goal and objectives. It is the judgement, which makes it different from monitoring which has more to do with observation and reporting of observation.

At the project/programme level, evaluation involves a systematic and objective assessment of ongoing or completed projects or programmes in terms of their design, implementation and results. In addition, evaluation deals with strategic issues such as project/programme relevance, effectiveness, efficiency, impact and sustainability.

Thus, evaluation measures the timeliness of a programme's activities, the outcomes and impact of a programme's activities, how closely a programme kept to its budget, and how well the programme was implemented. For example, an ADDO provider association may want to know how its ADDO Restricted Wholesale (ARW) project has contributed to increased access to quality medicines in the district and financial sustainability of the association.

Key aspects of evaluation

There are four aspects of evaluation namely efficiency, impact, sustainability and relevance. By providing information on each of these aspects, one can be able to judge the overall performance of a programme or project in terms of:-

- **Efficiency:** Have resources been used in the best possible way? Why? Or why not?
- **Impact:** To what extent has the programme or project contributed towards its longer term goals? Why? Or why not? Have there been any unanticipated positive or negative consequences of the project? Why did they arise?
- **Sustainability:** Will there be continued positive impacts as a result of the programme or project once it has finished?
- **Relevancy:** Was/is the programme or project a good idea given the situation to improve? Was the logic of the intervention correct? Why or why not?

Why conduct evaluation?

The following are some of the reasons why ADDO provider associations need to carry out evaluation:

- To provide information regarding the performance of the association, its projects or programmes;

At the project or programme level, evaluation involves a systematic and objective assessment of on-going or completed projects or programmes in terms of their design, implementation and results.

- To verify if planned activities, projects or programmes are implemented as per the original plan;
- To identify strengths and weakness of the association, its projects or programmes in order to improve future planning, delivery of services and decision-making;
- To determine in a systematic and objective manner, the relevance, effectiveness and efficiency of different activities, projects or programmes implemented by the association;
- To enable the association to rethink their projects in terms of goal, objectives and means of achieving them;
- To generate detailed information about various project implementation processes and results. Such information can be used for public relations, fund-raising, promoting different services in the community and identifying possibilities for project replication;
- To identify constraints or bottlenecks that hinder implementation of different activities of projects. Solutions to the constraints can then be identified and implemented accordingly;
- To document implementation experiences including achievements, lessons, best practices, constraints and challenges; and to use the information for re-planning and learning;
- Mid-term evaluations may serve as means of validating the results of the initial assessments obtained from project monitoring activities;
- If conducted after termination of a project or programme, evaluation can help to determine the extent to which the interventions are successful in terms of their impact and sustainability of the results.

The four key aspects of evaluation are efficiency, impact, sustainability and relevance.



Evaluation can enable ADDO provider associations to rethink their projects in terms of the goals, objectives, and means of achieving them.

Conditions for evaluation

The following are some of the basic conditions for a good evaluation:

- Baseline data and appropriate indicators for measuring performance and results must be established;
- Evaluation goals and objectives should be determined by project management and staff;
- Availability of an external evaluation expert to lead the evaluation process. This would increase objectivity of the evaluation, considering that strengths and weaknesses of the project/programme being evaluated may not be interpreted fairly when data and results are analysed by the implementers;
- In case the association does not have the technical expertise to carry out an evaluation, and cannot afford to outsource help, or prefers to carry out the evaluation using its own resources, it is recommended to engage an experienced evaluation expert to advice on development of an evaluation plan, selection of evaluation methods, analysis of data and reporting of results.



In conducting evaluation, engagement of an external evaluation expert is highly recommended, in order to ensure objectivity and credibility of the exercise.



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