



Monitoring and Evaluation

Monitoring and evaluation (M&E) is a crucial part of strong program planning, implementation, and learning.

- *Monitoring* identifies key results in a hierarchy with objective, measurable indicators for tracking progress at each level and at intervals to inform strategic and management decisions.
- *Evaluation* answers crucial questions about project success beyond monitoring data. It draws on contextual factors and information collected over time for richer analysis and broader significance.

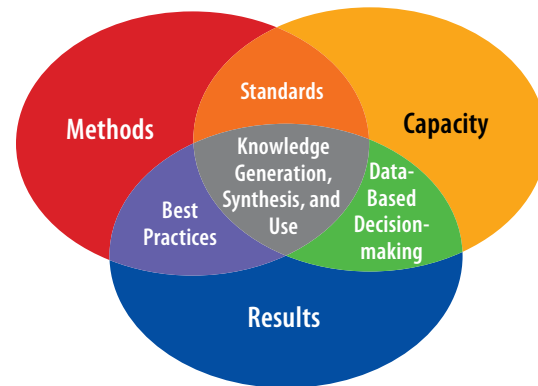
An *M&E system* is the comprehensive set of planning, data management, information use, and reporting tasks, plus the staffing, resources, and management that support these functions. M&E systems identify key results in a hierarchy with objectives and measurable indicators for tracking progress to inform strategic and management decisions.

RTI Technical Assistance

Building strong and effective M&E is a complex challenge. It requires technical skills, ingenuity, and judgment informed by project and contextual knowledge. RTI's M&E experts provide technical support in these areas. Our assistance begins with the design of an initial results framework, continues through ongoing, systematic M&E that supports project implementation and evolution, and concludes by pulling everything together at closeout—with data-based lessons learned at every stage. Our experts can help

- Conceptualize the development challenge and the desired results, associated performance indicators, and M&E support activities and tasks
- Define and implement performance management plans
- Develop and test necessary data-gathering instruments and implement data collection and analysis
- Train project teams to use M&E best practices and tools
- Provide periodic evaluations and technical assistance to interpret and integrate evaluation results in project management and client reports.

Information Systems for Information Use



Highlights of RTI's Experience in M&E and Data Collection

Merck Childhood Asthma Network (MCAN), 2006 to Present

The Merck Childhood Asthma Network (MCAN) supports childhood asthma projects at five sites, each offering an integrated approach to asthma care. RTI is providing site-specific technical assistance to satisfy the need for an M&E system that will enable meaningful and cost-effective comparative analysis of results across sites. RTI has designed a cross-site evaluation that analyzes comparable quantitative data managed by the MCAN sites using EMME, RTI's Web-based M&E tool. EMME is used to track qualitative data and pooled contextual indicators, as well as to create customized reports for data analysis by MCAN stakeholders, including the Merck Foundation and project grantees.

Zambian Electronic Perinatal Record System (ZEPRS), Bill & Melinda Gates Foundation, 2002 to 2006

Under a subcontract to the University of Alabama at Birmingham, RTI applied open-source software to build a patient records system for obstetric clinics in the Zambian capital of Lusaka. This system operates over a high-speed wireless data network connecting 24 health clinics. Experts from South Africa worked closely with RTI on the network and software design and development. The resulting system replaced a manual system, providing quick, secure access to patient records, instant information on patient referrals, better patient follow-up, up-to-date performance indicators, and longitudinal data for intervention assessment.

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Features of emme™

- Self-registration and password management systems make it easy for authorized users to gain access but protect against unauthorized users.
- Web-based administration puts designated project team members in control of project configuration and security.
- Team members can enter baseline data, set targets, and update indicator values from any location from which the Internet can be accessed.
- Project teams can modify objectives and indicators over the life of a project to adapt to changing conditions.
- A role-based security system prevents unauthorized users from making unwanted changes.
- An internal auditing system keeps track of substantive changes to objectives and indicators, making it easy to see who changed what and when it was changed.
- Standard report formats enable project teams to meet clients' reporting requirements with minimal effort.
- Detailed tables and maps give project teams and funding organizations useful reporting tools.
- Users can export data into Microsoft Word documents for integration into reports, easy distribution, or import into other systems to facilitate information sharing.
- An online knowledge base provides easy access to M&E best practices, design guidance, and examples.



EMME (emme.rti.org) helps manage M&E information.

- Project managers, counterparts, and M&E experts have shared access to critical M&E information, including results frameworks, indicators, baselines and targets, activity descriptions and activity indicators, and standard reports for monitoring progress and results.
- Project staff in distant locations can work collaboratively to develop and manage results frameworks, update indicators, capture indicator data, upload supporting documents, post reports of innovative practices and news stories, and generate reports.
- Access via the Internet improves communications and feedback and enables team leaders and project managers to use results to make timely and better-informed decisions on activity strategies and resource allocations.

Facilitating Management and Use of M&E Information with emme™

At RTI, we understand the challenges of using M&E effectively to increase program impact, manage M&E data, and fulfill routine M&E reporting requirements. To help, we created EMME, a Web-based tool to facilitate the management and use of M&E information. Combined with strong M&E technical expertise, EMME can improve the efficiency of M&E systems and increase the focus on M&E in order to improve project performance and impact.

EMME provides secure, real-time access to project results. It puts critical M&E information at the fingertips of project team members, counterparts, and funding organizations.

For more information about EMME and M&E support, contact

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