Technical support on the deinstitutionalisation process in Greece
Grant Agreement: SRSS/S2019/02

1 online training developed on the DI monitoring framework

Deliverable 19 (as per the Workplan) under Component 3, Output 3.1, Activity 3.1.2 - Training for stakeholders monitoring the DI process

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

DI monitoring framework and training on the DI monitoring framework for the purposes of the Deinstitutionalisation project in Greece

George Nikolaidis,
Psychiatrist, MD, MA, MSc, PhD,
Director, Department of Mental Health and Social Welfare,
Institute of Child Health, Greece

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Training on the M&E Framework for the Deinstitutionalisation Action Plan in Greece

TRAINING IDENTITY

- **Responsible Trainer** G Nikolaidis, MD, MA, MSc, PhD
- **Training date** Tuesday 25.05.2021
- **Duration**: 4 hours (10:00 – 14:00 Greek time)
- **Format** Online (via Zoom)
- **Link:** https://us02web.zoom.us/j/83511663671
- **Target audience**

  Core group of DI Experts (that will be identified by MoLSA to become) Members of the Monitoring Committee that will be responsible for the overall monitoring and evaluation of the DI process implementation

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Training Identity (cont.)

- **Methodology**
  Introductory lectures & presentations, group discussions and case studies
- **Aim**
  Training of the Monitoring Committee members on the DI monitoring framework
- **Material & Resources**
  Training module on DI Monitoring Framework

- **Draft Training Agenda/ Programme**
  - Module 1: Basic Concepts in M&E (Monitoring and Evaluation) (20’)
  - Module 2: DI Action Plan of MoLSA (20’)
  - Module 3: M&E Plan for the purposes of the DI Action Plan (30’)
  - Module 4: M&E Data Collection Management and Tools (30’)
  - Module 5: Learning from M&E-Reporting & communicating Results (30’)
  - Module 6: Case studies – Group discussion (30’)

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission’s Directorate-General for Structural Reform Support

Training Agenda - June 24, 2021

10:00–10:15	Welcome & Introduction of the Members of the Monitoring Committee	ALL
10:15-10:45	Module 1: Basic Concepts in M&E (Monitoring and Evaluation)	G Nikolaidis
10:45-11:15	Module 2: DI Action Plan of MoLSA - Priorities, Objectives & Activities	EASPD/MoLSA
11:15–11:30	Module 3: M&E Plan for the purposes of the DI Action Plan - Indicators & Measurements	G Nikolaidis
11:30–12:00	Coffee-break	
12:00–12:30	Module 4: M&E Data Collection Management and Tools - Methodology & Tools for data collection	G Nikolaidis
12:30–13:00	Module 5: Learning from M&E - Reporting and communicating M&E Results	G Nikolaidis
13:00-13:45	Module 6: Case studies - Working with mock-cases & group discussion	ALL
13:45-14:00	Free discussion – workshop's conclusions	ALL
14:00	End of training	

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Basic Concepts in M&E (monitoring and evaluation)

Module 1

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

“One thing about monitoring and evaluation that bothers me is ……”

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission’s Directorate-General for Structural Reform Support

What is monitoring and evaluation (M&E)

Monitoring is the systematic collection, analysis and subsequent use of information collected from Action Plan implementation. It is vital to enable:

- Effective decision making
- Learning from past actions
- Accountability for resources being used

Evaluation assess the information collected through monitoring in an objective manner in order to demonstrate whether activities and outcomes are relevant, effective, efficient, sustainable and whether desired impacts are being achieved.

M&E are complementary, both are necessary to engage and satisfy the range of stakeholders in any monitoring and evaluation intervention. This process enables:

- Effective governance of Action Plan implementation
- Demonstration of value for money and outcomes from funded Actions
- Continued learning resulting in continuous improvement
- Transparency from inception through to the realisation of outcomes and benefits

Specific terms used with regard to M&E include:

- Monitoring and evaluation framework
- Participatory monitoring and evaluation
- Results based management

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Monitoring

- is an ongoing and systematic activity used to track whether activities are carried out according to plan
- it provides relevant parties with important information on progress, or lack of progress, in relation to project objectives and with answers to questions such as
  - How well are we doing?
  - Are we doing the activities we planned to do?
  - Are we following the designated timeline?
  - Are we over/under-spending?
  - What are the strengths and weaknesses in the project?

- as a routine activity
  - enables those responsible for the implementation of specific activities to identify strengths and weaknesses, to review progress being made and to make necessary adjustments
  - keeps the implementation of workplan on track and provides the information necessary to make key decisions at the right time
  - systematically generates data that are required to support evaluations of implemented activities

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Evaluation

- is an assessment of the relevance, efficiency, effectiveness, performance and sustainability of a programme
- it requires an in-depth review at specific points in the life of the action plan implementation, usually at the mid-point or end of specific phases
- it verifies whether strategic objectives have been achieved or not. It is a management tool which can assist in evidence-based decision making, and which provides valuable lessons for implementing organizations and their partners

- it helps to answer questions such as:
  - *How relevant was our work in relation to the primary stakeholders and beneficiaries?*
  - *To what extent were the initially set strategic objectives achieved?*
  - *What contributed to and/or hindered these achievements?*
  - *Were the available resources (human, financial) utilized as planned and used in an effective way?*
  - *What are the key results, including intended and unintended results?*
  - *What evidence is there that the Action Plan has changed the lives of individuals and communities?*
  - *How has the project helped to strengthen the management and institutional capacity of the organization?*
  - *What is the potential for sustainability, expansion and replication of similar initiatives and activities?*
  - *What are the lessons learned from the implementation of the action plan's activities?*
  - *How should those lessons be utilized in future planning and decision making?*

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Monitoring

- ongoing
- keeps track, reviews and reflects on progress, or lack thereof, in relation to project objectives
- answers what activities were implemented and what results were achieved
- alerts project managers to problems and provides options for corrective actions
- internal process

Evaluation

- periodic: at the midterm, at the end, a substantial period after the project has ended
- in-depth analysis to compare planned with actual achievements in relation to project objectives
- plus: answers how the results were achieved
- plus: contributes to building theories and models for change; provides project managers with strategy and policy options; increases accountability to project beneficiaries, funding mechanisms and other partners
- internal and/or external process

similarities and differences

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Monitoring

Why monitor?

- to review progress and/or lack of progress
- to make necessary adjustments in the implementation of activities
- to prioritize allocation of resources for the various project activities
- to gather information for evaluation purposes

Evaluation

Why evaluate?

- to assess overall project performance
- to improve project design
- to make decisions based on concrete evidence
- to increase knowledge of what works, what does not work – and why
- to be accountable to project beneficiaries and to donors
- to assess the cost effectiveness of the project
- to provide evidence for future resource mobilization
- to identify successful strategies for extension, expansion, replication

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Development of a M&E Framework

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

The importance of a M&E Framework

A clear framework is essential to guide monitoring and evaluation. It

- explain how the programme is supposed to work by laying out the components of the initiative and the order or the steps needed to achieve the desired results
- increase understanding of the programme's goals and objectives
- define the relationships between factors key to implementation
- articulate the internal and external elements that could affect the programme's success
- define relationships among inputs, activities, outputs, outcomes and impacts
- clarify the relationship between programme activities and external factors
- articulate programme goals and measurable short, medium and long-term objectives
- demonstrate how activities will lead to desired outcomes and impacts, especially when resources are not available to conduct rigorous impact evaluations

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Considerations when developing a M&E framework

Asking questions

- What are the objectives of the monitoring activities?
- What are the specific questions that need to be asked to gauge the progress of the intervention?
- What information is needed to see if activities are being implemented in the way that was planned, and who can provide that information?
- What are the objectives of the evaluation?
- What are the specific questions that need to be answered to gauge the impact and success of the intervention?
- What information is needed to determine if the expected objectives and outcomes were accomplished and who can provide that information?
- Determining whether the questions being asked are appropriate ones for understanding how "successful" the intervention has been with respect to its expected objectives and outcomes?

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Steps in Developing a M&E Framework

- to determine the purposes of the monitoring and evaluation mechanisms and assess the information needs of each actor
- to ensure prevention and response interventions have clearly defined objectives, outputs and indicators
- to establish coordinated and common reporting tools and determine methods for obtaining information on indicators
- to assign responsibilities for information gathering, determine time frame and frequency of data collection, and allocate resources
- to establish mechanisms for sharing information and incorporating results into prevention and response planning

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Indicators

- Once the conceptual framework is finalized, the next step in completing the monitoring and evaluation framework is selecting indicators
  - Indicators are signs of progress – they are used to determine whether the programme/intervention is on its way to achieving its objectives

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Developing indicators

An indicator is a marker of performance; it shows progress and helps measure change that results from an activity, project or programme

Types of indicators

- **Input indicators**: measure the provision of resources, for example the number of full time staff working on the project
- **Process indicators**: provide evidence of whether the project is moving in the right direction to achieve the set objectives and relate to multiple activities that are carried out to achieve project objectives, such as: *What has been done? Who and how many people have been involved? How well have things been done?*
- **Output indicators**: demonstrate the change at project level as a result of activities undertaken, for example the number of specific services provided

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Developing indicators

- **Outcome indicators**: illustrate the change with regard to the beneficiaries of the project in terms of knowledge, attitudes, skills or behaviour. These indicators can usually be monitored after a medium to long term period. Examples include the number of new users of a specific service in a community
- **Output and outcome** indicators are usually expressed as numbers, percentages, ratios/proportions, or as a binary (yes/no) value (results indicators)
- **Impact indicators**: measure the long term effect of a programme, often at the national or population level. Examples of impact indicators in health issues include mortality ratio, specific diseases prevalence rate etc. Impact measurement requires rigorous evaluation methods, longitudinal study and an experimental design involving control groups in order to assess the extent to which any change observed can be directly attributed to project activities. For the reasons stated above, measuring impact is rarely feasible, nor appropriate, for most projects.

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Developing indicators

- **Proxy indicators**: provide supplementary information where direct measurement is unavailable or impossible to collect. E.g, if the prevalence rate of a condition in a target population is unavailable, a proxy indicator derived from relevant administrative data in hospitals might be useful. Interpretation of proxy indicators should be done in a cautious and careful manner.
- **Quantitative and qualitative indicators**: all the indicators discussed above can be categorized as qualitative or quantitative indicators on the basis of the way they are expressed.
  - **Quantitative** indicators are essentially numerical and are expressed in terms of absolute numbers, percentages, ratios, binary values (yes/no), etc.
  - **Qualitative** indicators are narrative descriptions of phenomena measured through people's opinions, beliefs and perceptions and the reality of people's lives in terms of non-quantitative facts.
  - **Qualitative** information often
    - **explains the quantitative evidence**, for example, what are the cultural determinants that contribute to high levels of gender-based violence?
    - **supplements quantitative data** with a richness of detail that brings a project's results to life. It is important to select a limited number of key indicators that will best measure any change in the project objectives and which will not impose unnecessary data collection.
    - as there is no standard list of indicators, each project will require a collaborative planning exercise to develop indicators related to each specific objective and on the basis of the needs, theme and requirements of each project.

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Do’s and don’ts when developing indicators

DO

- choose indicators that are specific, simple and have clear meaning
- choose indicators that are comparable across the target population and over time
- agree with key stakeholders on the choice of indicators
- choose data that are easily available and inexpensive to collect where possible

DON’T

- lose sight of the objectives
- assume that data will be available – confirm it beforehand
- specify the direction of change (increase or decrease) expected (this is relevant only for the objective)
- use indicators that need expert analysis unless you have the expertise
- use more indicators than necessary

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission’s Directorate-General for Structural Reform Support

Examples of some crude **quantitative indicators** for the DI Action Plan are:

Indicator	Children		Persons with disability		Elderly	
	pre	post	pre	post	pre	post
Number of persons living in institutional care						
Number of children under 3/5 years old living in institutional care			-	-	-	-
Number of adults living in residential care along with minors						
Number of beds/seats available in institutional care						
Number of new admissions – placements in institutions per year						
Average length of stay in institutional care						
Number of persons living in alternative care settings (independent – supported accommodation etc.)						
Number of persons having regular contact with (supported by) community-based services						
Number of agencies providing institutional care						
Average size (in beds/seats) of residential care						

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Examples of **“on/off” qualitative indicators** that are pertinent in bringing about the desirable change in the system of care for vulnerable populations:

Indicator - target setting	**Children**	**Persons with disability**	**Elderly**
Launching of the deinstitutionalization Strategy/Action Plan	YES/NO (effective date)	YES/NO (effective date)	YES/NO (effective date)
Conclusion of the deinstitutionalization Strategy/Action Plan	YES/NO (effective date)	YES/NO (effective date)	YES/NO (effective date)
Legal abolition of institutional care – closure of all institutions	YES/NO (effective date)	YES/NO (effective date)	YES/NO (effective date)
Legal mandate to forbid placing children under 3/5 years old in institutional care	YES/NO (effective date)	-	-
Moratorium in further enlargement of institutional care – inhibition of further admissions to all institutions	YES/NO (effective date)	YES/NO (effective date)	YES/NO (effective date)
Introduction of standard procedures – protocols for specifying alternative care provision of services to end-users/beneficiaries	YES/NO (effective date)	YES/NO (effective date)	YES/NO (effective date)

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission’s Directorate-General for Structural Reform Support

Development of a M&E Plan

- Developing a corresponding M&E Plan that acts as a monitoring tool by defining how information from the programme will be tracked
- Developing the framework and plan before activities are implemented
- Determining which framework is best to use
- Programmes should select the type of framework that best suits their strategies and activities and responds to institutional requirements

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Development of a M&E Plan

- **It is also important to keep in mind that:**
  - Different kinds of interventions (policy change, awareness raising campaigns, community mobilization, improving service delivery and response) will need different kinds of frameworks, tools and indicators.
  - An appropriate framework for monitoring and evaluation of activities can be designed and implemented even when
    - programmes do not have significant resources
    - programme staff and implementers, service providers and policy makers feel they do not have additional time to devote to monitoring and evaluation.
  - Many existing tools can be adapted to specific contexts and monitoring and evaluation needs. If monitoring and evaluation activities and tools are considered and built into programmatic work or service provision from the start, the resource and time burden is minimized.
  - It is important to clarify objectives, what information will be most useful in reaching those objectives and what information is already available or easily collected.

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Important considerations for a M&E Plan?

What are important considerations for a monitoring and evaluation plan?

- **Resources**: how much money and time will be needed to conduct the activities?
- **Capacity**: Does the programme/project have internal capacity to carry out the proposed monitoring and evaluation activities, including analysis of data collected, or will outside expertise be needed?
- **Feasibility**: Are the proposed activities realistic? Can they be implemented?
- **Timeline**: Is the proposed timeline realistic for conducting the proposed activities?
- **Ethics**: What are the ethical considerations and challenges involved with implementing the proposed activities, and is there a plan in place for addressing those considerations? Has a protocol been submitted for review by a research ethics committee?

Can monitoring and evaluation plans be amended?

- Yes, monitoring and evaluation plans can always be amended and additional indicators or information can always be added. However, information that has already been collected cannot be changed (Frankel and Gage, 2007)

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Important considerations for a M&E Plan?

Monitoring and evaluation is an integral part of programmatic and strategic planning. It should be incorporated into all aspects of planning from the project's inception.

When should monitoring activities be carried out?

- Monitoring activities should be conducted at key moments during the intervention that will facilitate an assessment of progress towards the objectives and goal.
- Programmes ideally involve continuous monitoring – or routine collection of data and information that will allow them to gauge if activities are being implemented according to expectations, and if barriers or challenges need to be addressed.
- With a series of trainings for example, key monitoring moments should be set after a certain number of trainings.
- With an awareness-raising campaign, key monitoring moments should be set after each aspect of planning and implementing the campaign (e.g. determining exposure to information disseminated through the media after key periods).

When should evaluations be conducted?

- Evaluations should be conducted at the beginning and end of an intervention process. They should include collection of baseline data for comparison purposes.
- Evaluations are usually conducted to answer key questions on the programme's performance and carried out when the staff or the donor wants to make key decisions around the programme – such as how to improve the programme, which activities to continue or discontinue and whether or not to scale up the programme.

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

DI Action Plan of MoLSA

Module 2

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

DI Action Plan Structure

TARGET GROUPS	CHILDREN AND CHILDREN WITH DISABILITIES	ADULTS WITH DISABILITIES	ELDERLY
PRIORITIES	3.1 Ensure a solid base of support services aimed at strengthening and empowering families, children and children with disabilities 3.2 Develop a range of alternative care measures aimed at providing children without parental care - including children with disabilities - with family-like environment 3.3 Ensure the closure of all institutional care settings, the reintegration of children and children with disabilities in their families or the transition of children from institutional to family and community-based care settings 3.4 Reinforce, promote and further develop educational schemes for children and children with disabilities 3.5 Develop support programmes for children and children with disabilities leaving care and for their after-care support	4.1 Gradual closure of all institutions and resettlement of residents in community-based accommodation 4.2 Develop a range of community-based services 4.3 Prevention of institutionalisation 4.4 Developing a legal framework unlocking participation in the community	5.1 Develop a framework programme to address the needs of elderly and related services 5.2 Develop training programmes for the workforce to better address the changing needs of elderly

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

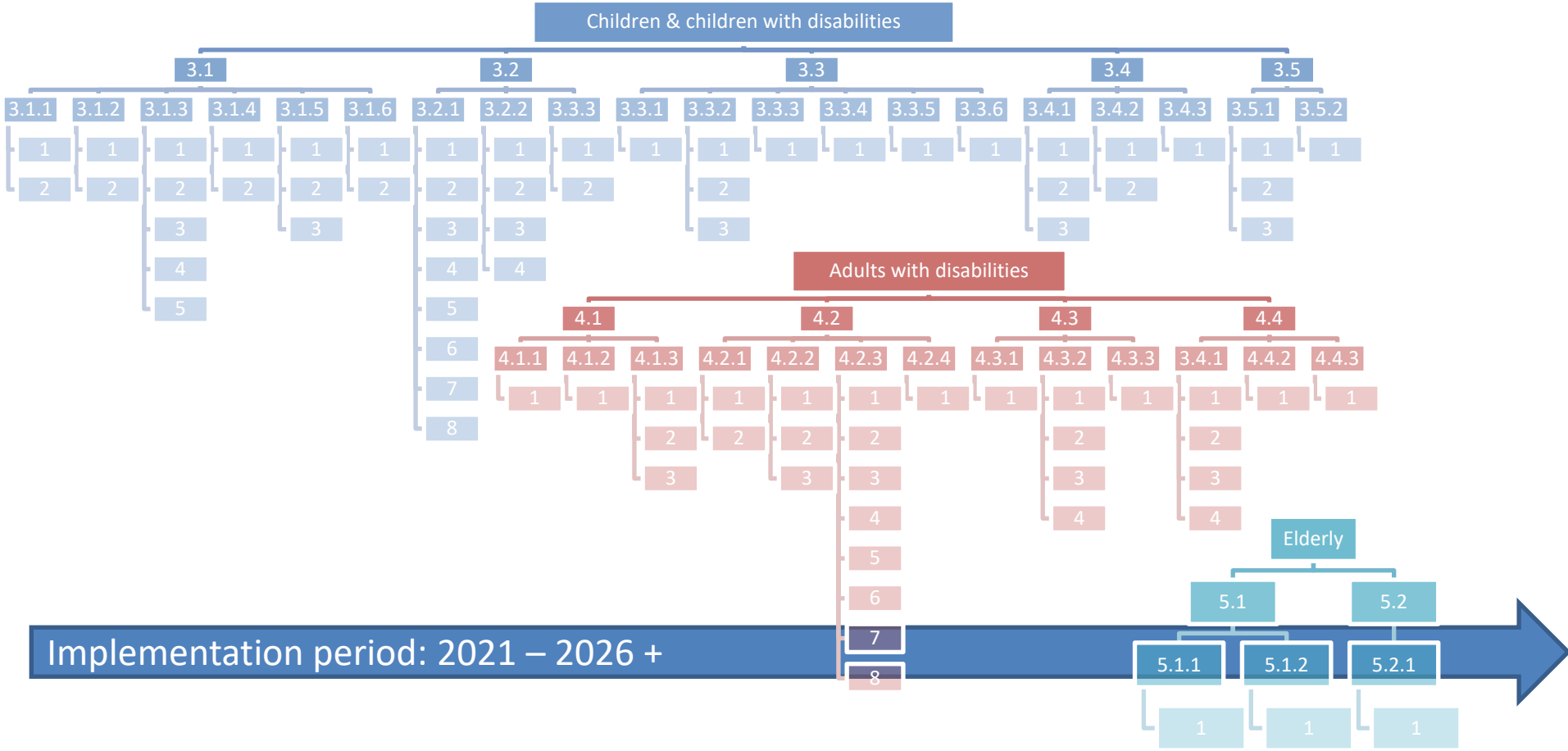
DI Action Plan Structure

PRIORITY 3.1	6 STRATEGIC OBJECTIVES
3.1 Ensure a solid base of support services aimed at strengthening and empowering families, children and children with disabilities	3.1.1 Reinforcing, further developing and harmonising the range of universal services available to ensure accessibility, availability and affordability to all services across the country – including in rural areas and covering both pre and post-natal care. 3.1.1 Developing across the country a wider range of specialised support services available in the community to support families and children with high support needs, so to prevent family separation and facilitate the reintegration of children with their families. 3.1.1 Developing legislation and a program aimed at regulating Early Childhood Intervention (ECI) programmes for children aged 0 to 6 years-old, operating at national level as a support system for families in need and as specific support for children with disabilities. 3.1.1 Strengthening the availability of anti-poverty measures, including access to personal assistance schemes, that act as a cushion against social exclusion and poverty, including social housing, support for basic needs (transport, food, healthcare, materials) and psychological support aimed at reinforcing the family, addressing emergency needs and preventing child separation from his/her family. 3.1.1 Reinforcing the network of community centres with both financial and human resources and improving the offer of support services available to meet various demands such as day-care centres, creativity centres, kindergartens, rehabilitation facilities, respite-care services, legal aid, etc. so to allow proper follow up of families requesting consultation and ensure continuous support according to their needs. 3.1.1 Strengthen the gate-keeping system at regional and local level in order to prevent unnecessary separation of children from their families and placement in residential care.

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

DI Action Plan Structure

DI Action Plan Structure



National DI Strategy

- The National DI Strategy should meet the criteria listed below and therefore monitoring and eventuation of any such Strategy should be mapped on, measured for its adherence to such criteria:
- **Relevance**: To what extent the DI Strategy objectives are pertinent to needs, problems, and issues to be addressed .
- **Effectiveness**: To what extent the specific objectives of the DI Strategy have been achieved.
- **Efficiency**: To what extent the desired effects are achieved at a reasonable cost.
- **Timeliness**: To what extent the DI Strategy has achieved desired effects in due time.
- **Sustainability**: To what extent positive effects are likely to last after the DI Strategy has been concluded.
- **Consistency**: To what extent positive/negative impact onto other economic, social, or environmental policy areas are being maximized/minimized.
- **Utility**: To what extent effects/impact correspond to the needs problems and issues to be addressed.
- **Inclusiveness:** To what extent structure, outputs, prioritization, implementation and validation of final deliverables include the voices of the end users.

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

M&E Plan for the purposes of the DI Action Plan

Module 3

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Outline

- Introduction to the M&E Plan for the purposes of DI Action Plan in Greece
  - Theory of Change and Logical M&E Framework
- Indicators and Baseline Tools
  - Table with data sources, collection timing, and staff member responsible
- Roles and Responsibilities
  - Description of each staff member's role in M&E data collection, analysis, and/or reporting
- Reporting
  - Analysis plan and Reporting template table
- Dissemination plan
  - Description of how and when M&E data will be disseminated internally and externally

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Deinstitutionalization Strategy / Action Plan

Monitoring and Evaluation

5/17/2021
ESPD Contract for Deliverables No. 18, 19 20
George Nikolaidis

Table of Contents

Theory of Change

A theory of change defines the pieces and steps necessary to bring about a given long-term goal. A theory of change describes the types of interventions (whether a single programme or a comprehensive community initiative) that bring about the results hoped for. A theory of change includes the assumptions (often supported by research) that stakeholders use to explain the process of change.

A theory of change:

- *demonstrates the pathway of how to get from here to there (i.e. what is needed for goals to be achieved)*
- *requires underlying assumptions to be detailed out in a way that they can be tested and measured*
- *puts the emphasis first on what the organization wants to achieve rather than on what the organization is doing*

Source: Adapted from Theory of Change by ActKnowledge (http://theoryofchange.org)

- ***➔ in the next slide the logical framework DI Action Plan in Greece is presented***

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Logical M&E Framework of Greek DI Action Plan

NEEDS	DI Action Plan for Greece		DI Action Plan Implementation & Results	
Current situation	**Priorities**	**Strategic Objectives**	**Activities**	**Results**
- Long-stay residential institutional care for children deprived of parental care, people (children and adults) with disabilities and elderly - Lack of community based services - Mainstream services not accessible to individuals with care and support needs	Needs of children & children with disabilities (support services for families & children; alternative care measures; reintegration of children in families or support for independent living; support transition; closure of residential care institutions; promote & develop appropriate educational schemes) Needs of Adults with disabilities (resettlement of residents in community based accommodation; gradual closure of institutions; development of community-based services; prevention of institutionalization; legal framework to unlock participation in the community) Needs of Senior Citizens	Universal and specialized support services; legislative initiatives; gate-keeping & institutionalization prevention measures; community networking; provision and strengthen community-based alternative care; developing transition plans and gradual closure of residential care institutions; assessment of educational needs; access to services; education and employment (for adults)	Adoption of national DI Strategy and Action Plan; mapping, assessment & redesign supportive community-based services; reform of social care services; defining SOPs; building the capacity of staff working with vulnerable groups (children; people with disabilities and elderly); introduce legislation and allocate resources for the prevention of institutionalization and strengthen alternative care measures; raising awareness in the community and promote networking; establish monitoring and accountability mechanisms; proceed with DI planning ensuring the participation of target groups	Implementation of DI Action Plan; reports of needs assessment and mapping results; development of digital tools for organizing and facilitating social protection at various levels; adoption of relevant legislation e.g. framework law for child protection and for early childhood interventions; protocols , guidelines, SOPs and regulations towards DI prevention; training curricula for capacity building of staff and trained staff of community-based support services; gradual closure of residential care institutions, reintegration of residents in families or resettlement of residents (children and adults) to community-based alternative care; accessible universal and specialized services

M&E of DI Action Plan implementation

in co-operation with the European Commission's Directorate-General for Structural Reform Support

Logical M&E Framework of DI Action Plan

Input
TECHNICAL SUPPORT ON THE DEINSTITUTIONALISATION PROCESS IN GREECE

(Grant Agreement: SRSS/S2019/02)

Process
Development of the DI M&E Framework along with a training module taking into account the DI Strategy, Action Plan and the Roadmap for the implementation of the DI Strategy

Output
A 'compass' to evaluate progress made with the assessment of the needs and the allocation of the needed resources and support systems required for the DI process

Outcome
A group of Experts (M&E Committee) will be trained to coordinate the DI monitoring at national and regional level to ensure quality, consistency and address timely any issues

Impact
Smooth transition from residential to community-based care settings taking into account final beneficiaries needs & preferences as well as available resources and involving relevant stakeholders

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Indicator

Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Indicators as they included in the DI Action Plan

Indicators: Total: ~100 (some of them are to be defined)
~55 related to activities under priorities targeting CHILDREN & CHILDREN WITH DISABILITIES
~40related to activities under priorities targeting ADULTS WITH DISABILITIES
~ 5 related to activities under priorities targeting ELDERLY
As for indicators' type: ~ 5% are related to preparation and delivering of registries, platforms, systems ~ 5% are related to preparation and delivering of toolkits and tools ~ 5% are related to preparation and delivering of plans, action plans, transformation plans ~ 10% are related to the number of beneficiaries of various activities or target groups (e.g. staff to be hired) ~ 10% are related to trainings to be done and training programs, materials, number of persons trained ~ 15% are related to adoption of new policies, practices or with action to be taken (such as closure of institutions) ~ 20% are related to development/ release/ adoption of legal framework, law, regulation legislation ~ 20% are related to the preparation of various reports (evaluation reports, recommendations, technical implementation reports, training reports etc) ~ 10% are to be defined by the MoEdu

Indicators: further elaboration

- For each activity identified indicators are elaborated and systematized per priority/ strategic objective and activity on the basis of
  - Timeline
  - Financial and other resources
  - Other quantitative information (number of beneficiaries, number of target groups, number of institutions to be involved in any way, number of coalitions with other stakeholders, number of interventions, number of trainings to be conducted as well as the people to participate in trainings or other activities, number of tangible deliverables such as legislation-related documents that expected to be prepared and released, reports, tools, electronic tools/registries, plans to be developed and so on)
  - Other qualitative information (on the basis of evaluation results of various assessments that will take place during the implementation of the action plan, on the basis of the opinion of beneficiaries or other involved persons, etc)
- Input, Process, Output, Outcome and Impact indicators are defined per case
  - **More details per type are presented in the following slides**

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

INPUT indicators

	The financial, human, and material resources used for the implementation of a specific activity and the preparation of specific deliverables towards a specific objective.
WHY	To prepare a baseline for the DI process monitoring and assessment based on clear information deriving from the original action plan
WHAT	Policies, human resources, materials, financial resources; based on the original action plan
WHEN	Data/information collection: before starting implementation of the DI action plan activities (during the planning phase)
WHO	Responsible: trained the indicated competent key staff members
HOW	Tools: see “Tools”

Provisioned/ Target (quantitative)	*Realized (quantitative)*	*Rate targeted/realized*	*Assessment (qualitative, TBD per case)*

[1] Indicators under each category have already defined per Target -group, Priority and Objective and Activity – where possible on the basis of the draft Action Plan (see M&E Plan)

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission’s Directorate-General for Structural Reform Support

PROCESS indicators

	Data that are collected to monitor how well a program, activity or policy is being implemented against expected results and based on input indicators and to assess service delivery mechanisms and management practices of the implementing organization
WHY	To monitor DI action plan implementation flow and timely identify potential deviations from the original plan (in term of timeline, budget, geographic coverage and target groups) and take action to handle the situation, mitigate unexpected risks and proceed to a smooth implementation of the individual Activities under DI action plan
WHAT	Milestones set in terms of timeline, geographic coverage, target groups, budget
WHEN	Data/information collection: continuously (or periodically) during DI implementation life
WHO	Responsible: trained the indicated competent key staff members
HOW	Tools: see “Tools”

Provisioned/ Target (quantitative)	*Realized (quantitative)*	*Rate targeted/realized*	*Assessment (qualitative, TBD per case)*

[1] Indicators under each category have already defined per Target -group, Priority and Objective and Activity – where possible on the basis of the draft Action Plan (see M&E Plan)

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission’s Directorate-General for Structural Reform Support

OUTPUT indicators

	The products, capital goods and services which result from the implementation of an activity; may also include changes resulting from the activity which are relevant to the achievement of outcomes.
WHY	To assess individual products of planned activities (tangible deliverables and non-tangible) in terms of quantity (in regards to the initially set target) and quality (in regards to the respective objective)
WHAT	Based on the work plan (targets and objectives); Tangible (deliverables) & Non-tangible
WHEN	Data/information collection: Qualitative & quantitative; periodically (before/ after activities' implementation); Short- and intermediate-term
WHO	Responsible: trained the indicated competent key staff members
HOW	Tools: see "Tools"

Provisioned/ Target (quantitative)	*Realized (quantitative)*	*Rate targeted/realized*	*Assessment (qualitative, TBD per case)*

[1] Indicators under each category have already defined per Target -group, Priority and Objective and Activity – where possible on the basis of the draft Action Plan (see M&E Plan)

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

OUTCOME indicators

	The likely or achieved short-term and medium-term effects of an activity's outputs. Related terms: result, effect.
WHY	To assess the extent that individual activities under action plan priorities contribute to meet the respective objectives
WHAT	In terms of initially set objectives
WHEN	Data/information collection: Qualitative & quantitative; periodic follow-up after activities' implementation and based on output indicators
WHO	Responsible: trained the indicated competent key staff members
HOW	Tools: see "Tools"

Provisioned/ Target (quantitative)	*Realized (quantitative)*	*Rate targeted/realized*	*Assessment (qualitative, TBD per case)*

[1] Indicators under each category have already defined per Target -group, Priority and Objective and Activity – where possible on the basis of the draft Action Plan (see M&E Plan)

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

IMPACT indicators

	Intended impact contributing to physical, financial, institutional, social, environmental, or other benefits to a society, community, or group of people via one or more development interventions.
WHY	To assess progress on DI in long-term
WHAT	In terms of initially set objectives
WHEN	Data/information collection: Long-term ; Follow-up after action plan activities' completion; based on outcome indicators
WHO	Responsible: trained the indicated competent key staff members
HOW	Tools: see "Tools"

Provisioned/ Target (quantitative)	*Realized (quantitative)*	*Rate targeted/realized*	*Assessment (qualitative, TBD per case)*

[1] Indicators under each category have already defined per Target -group, Priority and Objective and Activity – where possible on the basis of the draft Action Plan (see M&E Plan)

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Roles & Responsibilities

- Description of each staff member's role in M&E data collection, analysis, and/or reporting
  ➔ to be completed
  - ➔ **Identify who is responsible for data collection and timelines**
  - ➔ **Identify who will evaluate the data, how it will be reported, and when**

- **Conventional OR participatory monitoring and evaluation?**
  - ***Conventional monitoring and evaluation*** aim to make a judgement on the project for accountability purposes \ strive for 'scientific objectivity' of monitoring and evaluation findings, thereby distancing the external evaluators from the stakeholders emphasize the needs for information of project funders and policy makers focus on measurement of success according to predetermined indicators
  - ***Participatory monitoring and evaluation*** aim to empower stakeholders a process of individual and collective learning and capacity building of stakeholders emphasize the needs of information for the project implementers and people affected by the project a flexible process, continuously evolving and adapting to the project's specific circumstances and needs

  ➔ probably BOTH - to be decided

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Developing a monitoring and evaluation plan

The M&E plan ensures that Action Plan implementation information is available as and when it is needed to make decisions and improve performance. It also provides information to demonstrate accountability to service users, other beneficiaries, donors and stakeholders. M&E plan aims to support regular monitoring of DI Activities so that decisions can be taken and adjustments made as necessary throughout the duration of DI Implementation (2021-2026), and to ensure that progress is documented and lessons are learned. M&E plan was prepared after the drafting of logical framework and before DI Action Plan's activities are implemented.

M&E Plan seek answers to the following questions:

- What do we need to monitor and evaluate – and why?
- What tools and/or methodologies will we use?
- Who will do what?
- When will we do it?
- How much time will it take to implement each of the planned M&E activities?
- How much will it cost?
- How will the findings be shared and utilized?

IMPORTANT NOTE: Before starting M&E, the following should be clarified:

- project logical framework and activities
- resources available (people, time and finance)
- indicators and targets set against the DI Strategic Objectives
- evaluation questions
- activities previously implemented or studies undertaken on similar interventions
- data collection and analysis mechanisms, including collection of age and gender data
- how the data will be used, and by whom

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

M&E Data Collection Management and Tools

Module 4

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Data Collection: Step by step activities and timing

Before the evaluation:

- identify clear objectives for the evaluation based on the approved DI Action Plan and the logical framework
- identify and prioritize evaluation questions and the resources available
- identify methodologies and tools to be used throughout the evaluation
- develop terms of reference outlining the plan, timeline, methodology/data collection, costs, roles of team members, logistics requirements (see section on developing a terms of reference below)
- carry out a further review of documents

During the evaluation:

- conduct an initial briefing including a presentation, and question and answer session with the project implementation team
- carry out a further review of documents
- conduct in-depth interviews with key stakeholders
- hold meetings, interviews and/or focus group discussions with primary beneficiaries at a number of different sites
- undertake observation at the different sites
- review the functioning of the project management systems in place (data management, finance, logistics, human resources)

After the evaluation:

- process and analyze data collected
- produce draft report
- share findings and draft recommendations with all stakeholders and discuss
- finalize report
- disseminate report with a view to making the information accessible to as many people as possible in the most appropriate format

- **Collecting and analysing information**

  Data and information collection and analysis tools are considered together with when they can be most effective. Consideration is given to pros and cons of differing approaches together with decisions which must be made regarding information storage.

  Managing resistance and conflict

  Any project delivering change will meet with resistance and conflict. Common causes of difficulty are considered together with techniques that can be used to stop it arising in the first place and resolving it once it has occurred.

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Tools for collecting the necessary information during the action plan's implementation are developed per indicator

Example

- **DI Action Plan Indicator**

  Creation of the Single Digital Access Portal to Social Protection

  (upgrading of the existing platform, with the integration of all information systems, through which applications for social benefits and all type of social care services are submitted)

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Detailed M&E Plan per Activity

DI Action Plan for CHILDREN and CHILDREN WITH DISABILITIES	
PRIORITY 3.1 Ensure a solid base of support services aimed at strengthening and empowering families, children & children with disabilities	
Strategic Objective 3.1.1 Reinforcing, further developing and harmonizing the range of universal services available to ensure accessibility, availability and affordability to all services across the country – including in rural areas and covering both pre and post-natal care.	
Activity 3.1.1.a	Redesign existing e-Register of Social Welfare Services and Service providers (public and private ones) covering all types of **universal social care and support services.**
Time frame	2021-2023
Financial Resources	ESF + /RRF in complementarity
Indicator as it is included in the DI Action Plan	Creation of the Single Digital Access Portal to Social Protection Upgrading of the existing platform, with the integration of all information systems, through which applications for social benefits and all type of social care services are submitted.
Means of verification	There are at least 3 distinct phases: 1. Creation of a Single Digital Access Portal to Social Protection and 2. Upgrading the existing platform and 3. integration of all information systems that are currently used for submission of applications for social benefits and all types of social care services.
Frequency of data collection	At the end of each phase OR every 12 months (for type of data see next page)
Responsible for the Activity	MoLSA in collaboration with MoDigital Governance
Responsible for M&E of the Activity	TBD

Criteria Checklist: Does the indicator meet this criteria?

1. **What is the input/output/outcome being measured?**
    1. **Input**: human & financial resources allocated; time allocated; existing baseline (e-register)
    2. **Output**: upgrading existing platform and integrating all existing informational systems for the submission of applications for social benefits and social care services provision
    3. **Outcome**: a fully operative Single Digital Access Portal to Social Protection including public and private service providers
2. **What is the proposed indicator?**
    1. Is a tangible deliverable (an electronic digital portal)
3. **Is this indicator Specific?**
    1. Yes
4. **Is this indicator Measurable?**
    1. Yes (based on data that will be provided by IT persons developing the portal such as technical/evaluation reports)
5. **Is the indicator Attainable?**
    1. Yes
6. **Is the indicator Relevant and related to the input/output/outcome being measured?**
    1. Yes
7. **Is this indicator Time-bound?**
    1. Yes (although more detailed time table would be useful)

Based on the above, the proposed indicator is appropriate

1. However, some additional input information would be useful especially for process and output indicators (see next slide)

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Form for Indicator reporting

INPUT Indicators (baseline-TBD before starting of M&E)

Indicator: Single Digital Access Portal to Social Protection	INPUT INDICATORS
Responsible for M&E and Reporting:	TBD
Responsible for implementing-data source:	MoLSA in collaboration with MoDigital Governence; Names/contact details-Roles & Responsibilities: to be added
Implementation in terms of timeframe:	2021-2023; More detailed work-plan of activity 3.1.1 to be added
Implementation in terms of budget:	ESF + /RRF in complementarity; there is only information on the funding source but not on the provisioned budget; to be included
Baseline:	Existing e-Register
Lifetime target:	Redesign existing e-Register of Social Welfare Services (see Act. 3.1.1.a)

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Form for Indicator reporting

		Process indicators			Output	Outcome
Indicator for the period	**Period**	**Progress since previous M&E measure (yes; no; partially)**	**Progress in terms of timeline (on time; delayed; advanced)**	**In terms of budget (as expected; over-spent; under-spent:**	**Qualitative evaluation (on the basis of evaluation/ technical reports/ pilot testing etc-TBD)**	**% of lifetime target of the Act. 3.1.1.a achieved or "yes/no"**
Upgrading the existing platform	End of 1st year (2021)	NA				
Integration of all information systems that are currently used for submission of applications for social benefits and all types of social care services by public and private service providers	End of 2nd year (2022)					
Creation of a fully operative Single Digital Access Portal to Social Protection	End of 3rd year (2023)					

in co-operation with the European Commission's Directorate-General for Structural Reform Support

Learning from M&E: Reporting and communicating M&E Results

Module 5

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Plan for Dissemination and M&E Reporting

how and to whom data will be disseminated

- data for data's sake should not be the ultimate goal of M&E efforts
- data should always be collected for particular purposes.
  - *how will M&E data be used to inform staff and stakeholders about the success and progress of the program?*
  - *how will it be used to help staff make modifications and course corrections, as necessary?*
  - *how will the data be used to move the field forward and make program practices more effective?*
- The M&E plan should include plans for internal dissemination among the program team, as well as wider dissemination among stakeholders and funding sources.

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Learning from M&E

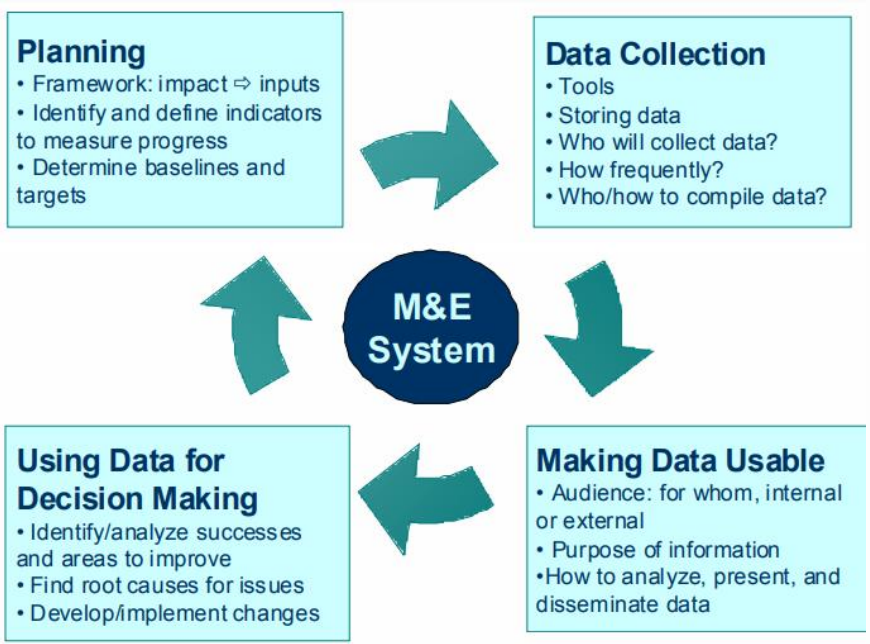
- is the process by which knowledge and experience directly influence changes in behaviour.
- If the information provided by monitoring and evaluation is not used, then the exercise is essentially a waste of time and effort.
- One of the most important tasks of any project manager or evaluator is to ensure that the information is presented in a way that makes it accessible to those who need it to make decisions.
- Both monitoring and evaluation will be ineffective if they do not lead to learning at the project level.
- Evaluation findings, recommendations and learning should also contribute to improved programmes, policies and practices, evidence-based advocacy and effective resource mobilization.

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Learning from M&E DI Action Plan Results

M&E → Implementation → data collection	M&E RESULTS
Reporting of results and communication to responsible Authorities (e.g. Ministries) for Action Plan Activities	M&E OUTPUTS
Use of M&E outputs for counterbalancing of implementation or further PLANNING in the context of the DI Action Plan implementation	M&E INTERMEDIATE OUTCOMES
Use of monitoring information & evaluation findings for accountability, budget & resources allocations and further decision making	FINAL OUTCOMES
Successful DI Action Plan implementation and improvement of services provision	IMPACT

four stages of an M&E



Monitoring and Evaluation Training Curriculum (https://www.usaid.gov/sites/default/files/documents/1864/Monitoring%20and%20Evaluation%20Training%20Curriculum.pdf)

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Analysis Plan and Reporting Templates

- Once all of the data have been collected, someone will need to compile and analyze it to fill in a results table for internal review and external reporting. This is likely to be an in-house M&E manager or research assistant for the program.
- The M&E plan should include a section with details about what data will be analyzed and how the results will be presented. Important considerations:
  - Do staff need to perform any statistical tests to get the needed answers?
  - If so, what tests are they and what data will be used in them?
  - What software program will be used to analyze data and make reporting tables? Excel? SPSS?
- Another good thing to include in the plan is a blank table for indicator reporting. These tables should outline the indicators, data, and time period of reporting. They can also include things like the indicator target, and how far the program has progressed towards that target.

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

challenges

- The main practical challenges to monitoring and evaluation can be summarized as follows:
  - Lack of commitment/political will
  - Budgetary constraints
  - Lack of skilled personnel/expertise
  - Limited data availability and/or poor quality of data
  - Limited involvement of stakeholders

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Reporting

A core part of the monitoring and evaluation process involves reporting to a variety of stakeholders. This session considers some of the common reports which must be produced together with best practice with reference to report writing.

Effective decision making

Throughout the monitoring and evaluation process, decisions need to be made as to how to proceed and how to respond to information that is being gathered. This session explores techniques that can be used to ensure that the decisions reached are in the best interest of the project and are supported by stakeholders.

Learning from monitoring and evaluation projects

Learning and feedback are vital to the monitoring and evaluation process. The importance and use of Lessons Learned is considered together with how these can be used within the project and once it is completed. A structure for capturing these lessons is also presented.

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Case studies – Group discussion

Module 6

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Exercise: Assessing Objectives

For each of the following statements:

a) Decide whether the statement is a goal, an activity or an outcome.

b) If the statement is not an objective or is an incomplete objective, revise it into a SMART objective.

1. To train all district information officers to use the M&E data collection forms by the end of Year 2 of the project
2. To make HIV prevention services more “youth friendly” at project sites by the end of 2008
3. To reduce the incidence of violence against women in country X
4. To reduce condom stock-out rates at MOH health facilities in project states from current levels of 25 percent to less than five percent by 2012
5. To increase the use of modern family planning methods by 50 percent and the quality of care by service providers by the end of this two-year project
6. Decrease the percentage of HIV transmission in the country by five percent by the end of the project
7. Increase uptake of VCT counseling by five percent

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission’s Directorate-General for Structural Reform Support

Stakeholder Analysis

stakeholders	purpose	Information needed	How would you present information?	How often?

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Exercise: Indicators and Data Collection

- This exercise is to use the objectives and activities in the logic framework to identify appropriate indicators to measure progress.

3.3.4 Strategic Objective: Support municipalities to put in place family and community-based care services							
Activities to achieve this objective: Identification of existing Municipal community-based services, obstacles/best practices (2025-2026; MoLSA; Local Authorities; State budget).							
Indicator (input; process; output; outcome; impact)	Definition	Target	Data collection tool	Frequency of data collection & reporting	Who will be responsible for the data (collection, signing off on data etc)	How will data reach central office (e.g. will it be summarized at any stage? What forms?)	comments
Report with recommendations							

Provisioned/ Target (quantitative) *Realized (quantitative)* *Rate targeted/realized* *Assessment (qualitative, TBD per case)*

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Exercise: Indicators and Data Collection

- This exercise is to use the objectives and activities in the logic framework to identify appropriate indicators to measure progress.

3.5.2 Strategic Objective: Ensuring person-centred plans for each child leaving care are developed. These plans should include provisions for ongoing support throughout education at both secondary and tertiary level and for the development of life skills.

Activities to achieve this objective: Train social care workers to include provisions for ongoing support into the development of the individualised support plan (ASOA) of the care leavers (2023-2026; MoLSA; ESF+).

Indicator (input; process; output; outcome; impact)	Definition	Target	Data collection tool	Frequency of data collection & reporting	Who will be responsible for the data (collection, signing off on data etc)	How will data reach central office (e.g. will it be summarized at any stage? What forms?)	comments
Relevant training for social care workers developed and delivered							

Provisioned/ Target (quantitative) *Realized (quantitative)* *Rate targeted/realized* *Assessment (qualitative, TBD per case)*

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Exercise: Indicators and Data Collection

- This exercise is to use the objectives and activities in the logic framework to identify appropriate indicators to measure progress.

4.3.3 Strategic Objective: Improving access to information via reinforcing the role and responsibilities of Community Centres.							
Activities to achieve this objective: Development of staff training programs and interconnection protocol between community services and resources (no timeframe; no responsible authority; no information about resources).							
Indicator (input; process; output; outcome; impact)	Definition	Target	Data collection tool	Frequency of data collection & reporting	Who will be responsible for the data (collection, signing off on data etc)	How will data reach central office (e.g. will it be summarized at any stage? What forms?)	comments
Report on training programs for staff and on interconnection with community services and resources							

Provisioned/ Target (quantitative) *Realized (quantitative)* *Rate targeted/realized* *Assessment (qualitative, TBD per case)*

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Bibliography

- https://www.pcmi.co.uk/monitoringevaluation
- https://www.charityjob.co.uk/courses/training-on-results-based-monitoring-and-evaluation/23011
- https://evalpartners.org/training/training-course-on-me-for-development-results-1
- http://evaluationtoolbox.net.au/index.php?option=com_content&view=article&id=23:create-m-and-e-plan&catid=8:planning-your-evaluation&Itemid=44
- https://www.thecompassforsbc.org/sites/default/files/strengthening_tools/data%20table%20example_0.pdf
- https://www.thecompassforsbc.org/how-to-guides/how-develop-monitoring-and-evaluation-plan
- https://www.imainternational.com/training/monitoring-and-evaluation-for-results-10-days
- https://www.usaid.gov/sites/default/files/documents/1864/Monitoring%20and%20Evaluation%20Training%20Curriculum.pdf (here exercises)
- https://rm.coe.int/urso-methodology-for-monitoring-and-evaluation-of-training-programmes-/16808ace96
- http://web.undp.org/evaluation/documents/MandE-Tranining-package-English.pdf (here exercises)
- attachment_09_-_me_strategy_actionplan_pre-print.pdf
- https://extranet.who.int/countryplanningcycles/sites/default/files/planning_cycle_repository/bangladesh/attachment_09_-_me_strategy_actionplan_pre-print.pdf
- 2754804%20vocabulary.pdf
- https://www.endvawnow.org/en/articles/336-indicators.html
- https://www.evalpartners.org/community-toolkits
- https://risalatconsultants.com/strategic-performance-monitoring-evaluation-spain/
- https://www.humanitarianlibrary.org/collection/free-online-courses-and-training-about-monitoring-evaluation-humanitarian-settings

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support

Thank you very much!!!

George Nikolaidis
Institute of Child Health,
Department of Mental Health and Social Welfare
7 Fokidos Str., 11526 Athens, Greece
Email: **gnikolaidis@ich-mhsw.gr**
ich-mhsw@otenet.gr
ULR: www.ich-mhsw.gr

This activity is funded by the European Union via the Structural Reform Support Programme and implemented in co-operation with the European Commission's Directorate-General for Structural Reform Support