



## **360 degree Monitoring & Evaluation of ICT Initiatives**

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## Evaluating Blended Learning Initiatives

### The Art of Crafting a Business Plan for Social Return on Investment

**Audience:** Health organizations

**Purpose:** Capacity-building in developing business plans for social return

**Delivery:** Cd-rom  
6 modules  
face-to-face program launch  
face-to-face team work  
coaching from facilitators

### The Virtual Leadership Development Program

**Audience:** Health managers

**Purpose:** Improve leadership skills to produce organizational results

**Delivery:** Web-based  
6 modules  
face-to-face team work and coaching from facilitators

## Phases of our evaluation process

- Pre-assessment
- During program delivery
- At program conclusion
- Post-program follow-up



## Pre-assessment

<b>Purpose:</b>	Plan, develop, and adapt the program for the client organization
<b>Methodology:</b>	Surveys Interviews with key stakeholders Focus groups
<b>Observations:</b>	Lays the ground work for the program Establishes expectations Can be costly

# Pre-assessment survey

## **General / mission**

What is the mission of the Organization?

## **Existing Services / products**

What are the main services and products offered by this organization?

## **Planning for new products / services**

How does your organization decide whether or not it is beneficial to introduce a new product or service?

## **Financial planning and reporting**

How does your organization project its financial needs?

## **Participating in program**

How will your organization benefit from having the capability to develop business plans?

## **Learning**

Thinking about its experiences of learning in this last year, which of them was the most positive experience? And which was the most negative experience?

## **Work motivation**

What do you feel motivates you to do your work well?

## **IT and Systems Support Review**

Do all facilitators have access to e-mail and the Internet?

## During Program Delivery

<b>Purpose:</b>	Make improvements in “real-time”
<b>Methodology:</b>	Questionnaires Oral feedback (in face-to-face orientation) Module evaluations Telephone interviews (mid-program evaluation) Collect FAQs Facilitator/technical e-journal
<b>Observations:</b>	Rich source of quantitative & qualitative data Requires flexibility & open mind-set

# Back-end Administration Tool

- Daily & weekly web site activity
- Individual participants' activity
- # of page hits
- # of postings to the discussion board

**PROGRAMA DE LIDERAZGO VIRTUAL**

Portada | Café | Facultad | Participantes | Ayuda

Welcome Fiona

- 1 Iniciando el curso
- 2 Liderazgo en Instituciones de Salud
- 3 Enfrentando retos
- 4 Competencias de liderazgo
- 5 Comunicación para gerentes
- 6 Manejo del cambio
- 7 Finalizando el Curso

Fortaleciendo Líderes para Enfrentar Retos

[Add Member](#) | [Display Members](#) | [Add Team](#) | [Display Teams](#) | [Foro](#) | [Email Announcements](#) | [Site Activity](#) | [Facilitator e-Journal](#) | [Weekly Traffic](#) [1](#) [2](#) [3](#) [4](#) [5](#) [6](#) | [Evaluation Results](#) [2](#) [3](#) [4](#) | [Individual](#) | [Exercise Results](#)

Participants who posted to cafe: 108

Team	Page visits for Week 1
PROSALUD	657
CIES	417
MSH Bolivia	374
MSH do Brasil	202
PMSS II	1022
DGSRSS	456
SS de Veracruz	565
Nicasalud	717
MSH Nicaragua	752
MAXSALUD	1002
ASHONPLAFA	777
PAHO	372
<b>Total:</b>	<b>7817</b>

# Giving Feedback on Participation

Feedback to all teams

Feedback to individual teams

Estadística de entradas a páginas del sitio

**Módulo 4**

Organización	Entradas a página 1a. semana	Entradas a página 2a. semana	No. de personas	Entrada p/persona Módulo 2	Entrada p/persona Módulo 3	Entrada p/persona Módulo 4
CIES	268	178	4	133	218	188 3er. ★
MSH Bolivia	106	187	6	75	98	48
PROSALUD	142	225	7	161	121	67
MSH de Brasil	82	275	4	158	94	84
PMSS II	300	248	10	108	23	55
ASHONPLAFA	1033	245	6	132	147	213 1er. ★★
DGRSS	67	60	8	20	23	16
SS de Veracruz	95	408	4	273	167	125 2o. ★
MSH Nicaragua	285	78	13	83	57	33
Nicasalud	328	262	8	103	44	74 ★
MAXSALUD	142	104	10	68	33	25
PAHO	197	3	3	124	118	77
<b>Total:</b>	<b>3182</b>	<b>2696</b>	<b>81</b>	<b>109</b>	<b>77</b>	<b>73</b>

CIES, ASHONPLAFA, PMSS II Y NICASALUD: ★ POR INCREMENTAR SU PARTICIPACIÓN CON RELACION AL MÓDULO ANTERIOR

Mensajes colocados en el Café módulo 2.....62  
 Mensajes colocados en el Café módulo 3.....40  
 Mensajes colocados en el Café módulo 4.....26

**ASHONPLAFA**

**PROSALUD**

Estimados: Jesús, Ruby, Martha, Julio y Gonzalo

La idea de este mensaje es darles retroalimentación sobre su participación en el módulo 3 y sobre su tarea.

Como lo muestra el cuadro la participación de ustedes en la resolución del ejercicio fue del 100% ¡FELICIDADES! O sea que los cinco entraron a la página e hicieron el ejercicio.

**Tabla de participación en el ejercicio del módulo 3**

Organización	Total de participantes	Ejercicio	% de participación por grupo en el sitio	
			Módulo 2	Módulo 3
Pros salud	5	5	57	100
CIES	4	3	100	75
MSH Bolivia	6	3	50	50
MSH Brasil	4	3	75	75
PMSS II	10	3	65	30
DGRSS*	8	1	0	12.5
SS Veracruz	4	4	75	100
Nicasalud	8	7	87.5	87.5
MSH Nicaragua	11	6	63	54.5
Maxsalud	10	3	65	30
Ashonplafa	6	6	100	100
PAHO	3	3	100	100
<b>Total</b>	<b>79</b>	<b>47</b>	<b>62</b>	<b>59</b>

# Module Evaluations

## Participant evaluation form

**4 MÓDULO**

Portada | Café | Facultad | Participantes | Ayuda

Bienvenido (4) James

1 Iniciando el curso  
2 Liderazgo en Instituciones de Salud  
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Fortaleciendo Líderes para Enfrentar Retos

**Evaluación**

Estimados colegas: Su opinión es muy importante para nosotros para que podamos mejorar nuestro programa virtual de liderazgo. Le pedimos por favor tome unos momentos para contestar las siguientes preguntas sobre este módulo que acaba de terminar. Muchas gracias.

1. ¿Como le pareció este módulo? Favor de indicar su opinión abajo

Aspectos del Módulo	Excelente	Buena	Regular	Mala
Contenido del módulo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitación	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trabajo presencial con su equipo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discusión en el sitio "el foro"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ejercicios /auto-evaluaciones en el módulo (Su respuesta debe de estar en un formato numérico.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. ¿Que le pareció más útil en este módulo y porqué?

## Facilitator reviews results

**PORTADA**

Portada | Café | Facultad | Participantes | Ayuda

Welcome James

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[Evaluation Results](#) [2](#) [3](#) [4](#) | [Individual](#) | [Exercise Results](#)

**PROSALUD**

Malo = 1    Regular = 2    Bueno = 3    Excelente = 4

3.00	Contenido del modulo
3.25	Facilitación
3.75	Trabajo presencial con su equipo
3.00	Discusión en el sitio "el foro"
3.50	Ejercicios /auto-evaluaciones en el módulo
2.60 horas	Trabajo individual y en el Internet
2.00 horas	Trabajo en grupo en su organización
0.44 horas	Participación en el café y en el foro

# Facilitator E-Journal

## CRAFTING A BUSINESS PLAN FOR SOCIAL RETURN ON INVESTMENT

[Home Page](#) | [New Entry](#) | [View All](#) [Go to Techie e-Journal](#)

### Facilitator e-Journal: **Read Entry**

<b>Facilitator:</b>	Judy
<b>Module:</b>	I
<b>Date Started:</b>	July 26
<b>Team:</b>	APROSAR
<b>Type of interaction:</b>	E-mail
<b>Length of communication:</b>	about It took me about 1 hour to review the docs and another hour to prepare and provide feedback to APROSAR.
<b>Questions and comments about submission:</b>	None in particular. APROSAR was submitting their Tareas and their Deliverable for Module I. I had some questions about some indicators they used to describe their market scope. I also requested more details about their organizational structure and the Director's characteristics. I also mentioned that they should present things in narrative form, rather than in bullets, which they tended to do in certain areas.
<b>Highlights:</b>	This team's submission represents a real gold standard. Their Deliverable is well-written and very concise. With a little tweaking, I think this could serve as an example in future offerings of the Program. I especially liked the sections on the Brief History of the Organization and Unique

## Program Conclusion

<b>Purpose:</b>	Document experience & make recommendations for future programs
<b>Methodology:</b>	Focus groups Questionnaires Telephone interviews Development & delivery team de-briefing
<b>Observations:</b>	Measure immediate impact Rich qualitative feedback Foundation of future programs Resource intensive

## Focus groups



Guided 1 ½ hour conversation with participating teams

Questionnaire (12 questions):

General perceptions

Specific perceptions

Final comments

Participant writes summary statement

Video tape conversation

## Development & Delivery Team De-briefing

- Analyze the program results
- Review participant evaluations
- Agree upon changes



## Post-program follow-up

<b>Purpose:</b>	Measure impact over time
<b>Methodology:</b>	Interviews Surveys
<b>Observations:</b>	Requires planning & organizational commitment

## Lessons Learned

- Always ask yourself “What am I going to do with this information”
- Develop a plan and allocate sufficient human resources
- Be flexible
- Design and test evaluation instruments
- Be clear about how many changes you will be able to make after evaluating the program

*Closing the gap between*



*what is known about public health problems*

*and what is done*

*to solve them*

