



CARICAM
Centre of Excellence



OPERATIONAL EXCELLENCE

Monitoring, Measurement & Evaluation

What is a M,M&E?

Monitoring, Measurement and Evaluation (MME or M.M&E) are three activities that often go together to help leadership to determine performance.

Systems thinking helps us to look at the inter-related parts of the whole organisation with a view to increasing operational excellence; the theory of change or logic model helps to shows how short-term changes can lead to long-term impacts; and M,M&E report on what has happened.

In this document we explore monitoring, measurement and evaluation. We will continue a practical example to help you understand how to create your own MME Plan, considering relevance to the Disaster Risk Reduction.

MONITORING

Collecting data.

MEASUREMENT

Analysis of data by comparison of one thing to a standard.

EVALUATION

Determination of the extent to which the changes measured are attributable to the intervention.

We used a logic model to show our theory that (high heeled) shoes were a point of leverage for making a large impact on getting employees to safety during a disaster warning.

How would we know whether our theory worked?

We monitor the evacuation process as it was and after the changes have been put in place and we simply collect data.

What would demonstrate that our theory worked?

After a number of disaster warnings and evacuations of staff over time, we can measure and compare the indicators of success to the actual process.

How do we know that it was our intervention?

We take a systems approach and evaluate all factors and influences to determine the level to which our change caused the desired (or other) outcomes.

**A critical element is the indicator/s of success.
We monitor the process indicators.
We monitor the outcome indicators.
Monitoring can be very detailed and extensive.**

1. State Goals and Objectives.

2. Define Indicators of Success.

3. Identify Data Collection Methods.

4. Specify Roles and Responsibilities.

5. Create an Analysis & Reporting Plan.

6. Plan for Information Dissemination.

1.State Goals and Objectives.

What is the problem to be solved?

What is the intervention?

How will we know there is success?

Problem

Injuries during disaster evacuations.

Solution

Staff wearing flat shoes in office.

Success

Fewer, to no injuries during evacuation.

2. Define Indicators of Success.

Progress Indicators:

Are activities being implemented as planned?

- **Number of staff aware of the new policy**
- **Number of staff keeping a pair of flat shoes at work in provided shoe container.**
- **Number of staff changing to flat shoes on arrival at work.**

Outcome Indicators:

Has the intervention made a difference?

- 1. Number and percent of staff wearing flat shoes during an evacuation.**
- 2. Number and percent of injuries during an evacuation.**
- 3. Number and percent of women with injuries during an evacuation.**
- 4. Number and percent of successful evacuations.**

3. Define Data Collection Methods.

Information Needed	Data Source
Staff policy awareness Staff flat shoes access Staff shoe change Evacuation injuries Male/Female injuries	HR staff training log (weekly) Flat shoe inventory sheet (daily) Shoe observation log (daily) Evacuation incidents log (event) Evacuation incidents log (event)

4. Specify Roles and Responsibilities.

Information Needed	Data Manager
Staff policy awareness Staff flat shoes access Staff shoe change Evacuation injuries Male/Female injuries	HR Manager Office Manager Office Manager Health and Safety Officer Health and Safety Officer

6. Plan for Information Dissemination.

How will you inform staff and stakeholders?

Will modifications or corrections be needed?

An update page in the weekly bulletin posted.

An agenda item on staff meetings.