

# Monitoring for Failure:



## Closing the Gap in Program Problem Identification and Solution

Problem

### Lengthy Problem-Solving Process:

- Significant gap between when a problem or failure occurs, when it is identified, and when the discussions take place and decisions are made to implement a solution
- Infrequent Data Collection: Field staff send progress reports quarterly
- Focus on Activities Over Outcomes: Outcome-level indicators are not identified until midterm or final evaluations

### Original Timeline



The entire process of analyzing and problem-solving activities, outputs, and outcomes has shifted from being an 18-month process including quarterly reports and midterm or final evaluations to being every quarter including Bi-Weekly Status Meetings and Quarterly Quality Meetings.

Solution

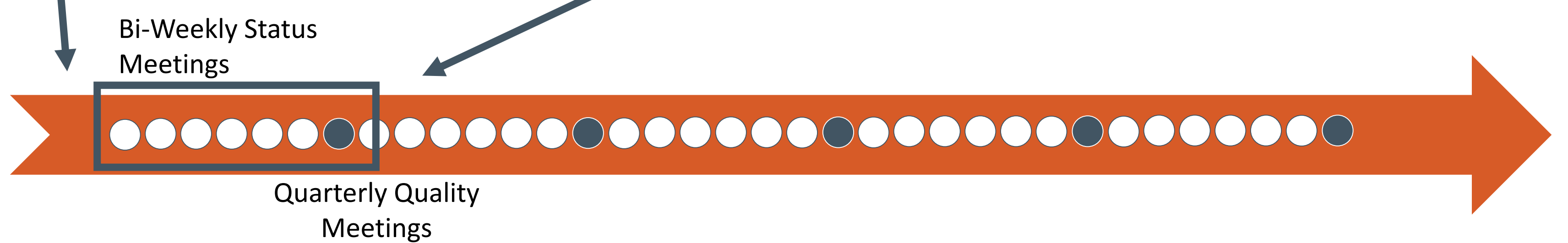
### 1) Bi-Weekly Status Meetings:

Review activities and output-level program indicators every two weeks with all decision-makers (HQ + Field) using a standard set of tables, charts, and discussion topics during each meeting.

### 2) Quarterly Quality Meetings:

Review outcome-level program indicators every quarter with all decision-makers (HQ + Field) using a standard set of tables, charts, and discussion topics during each meeting.

### New Timeline



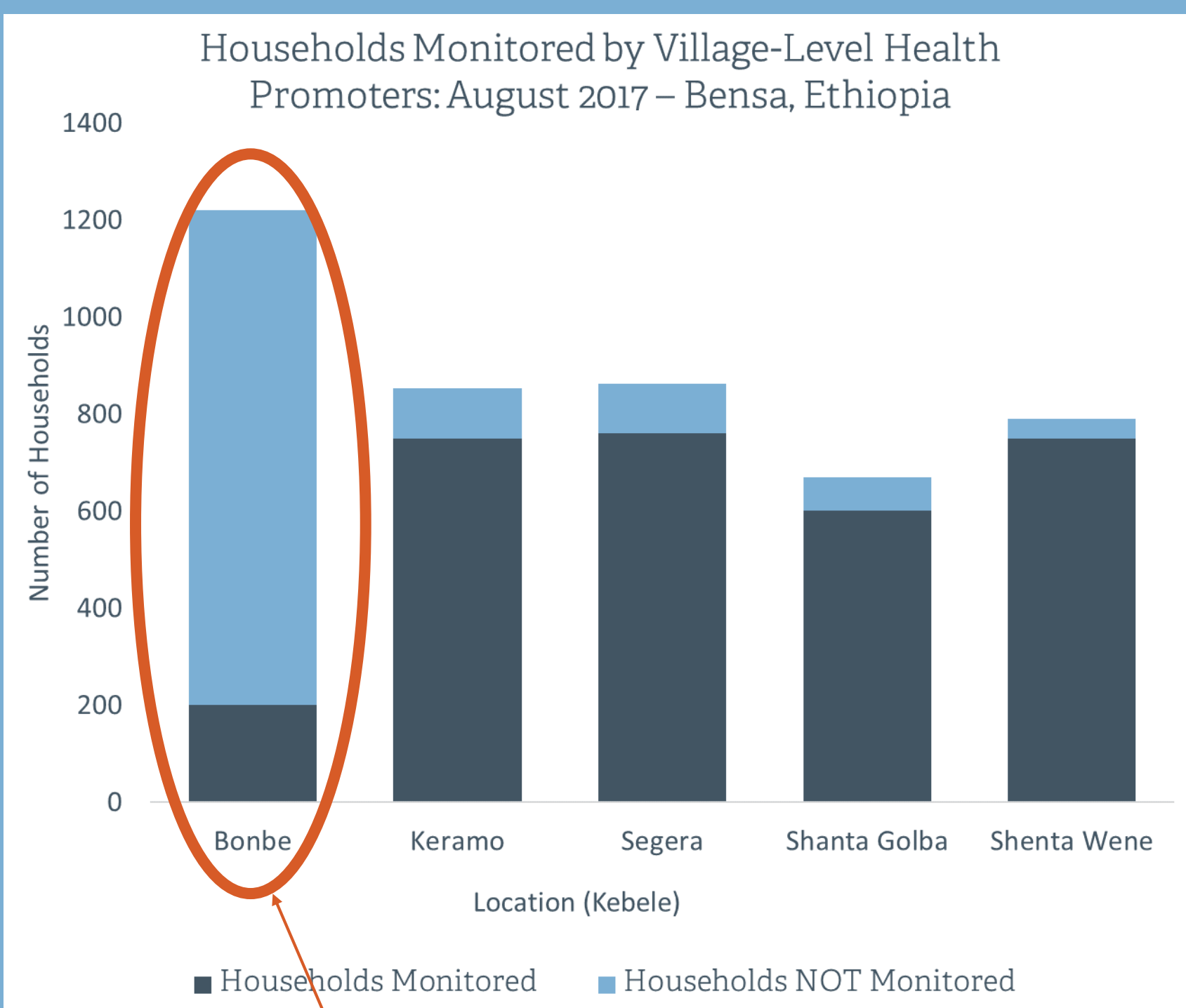
### Tips for Success:

- Get all the decision-makers "around the table" (or phone) for quick problem-solving
- Review the same set of charts and indicators at each Bi-Weekly Status Meeting and during each Quarterly Quality Meeting to reduce prep time and to establish patterns
- Implement a data system that allows data to transfer between field and HQ quickly and smoothly, and monitor the right things
- Build level of trust over time so issues are discussed openly with an attitude of problem-solving rather than blame

Examples from the Field



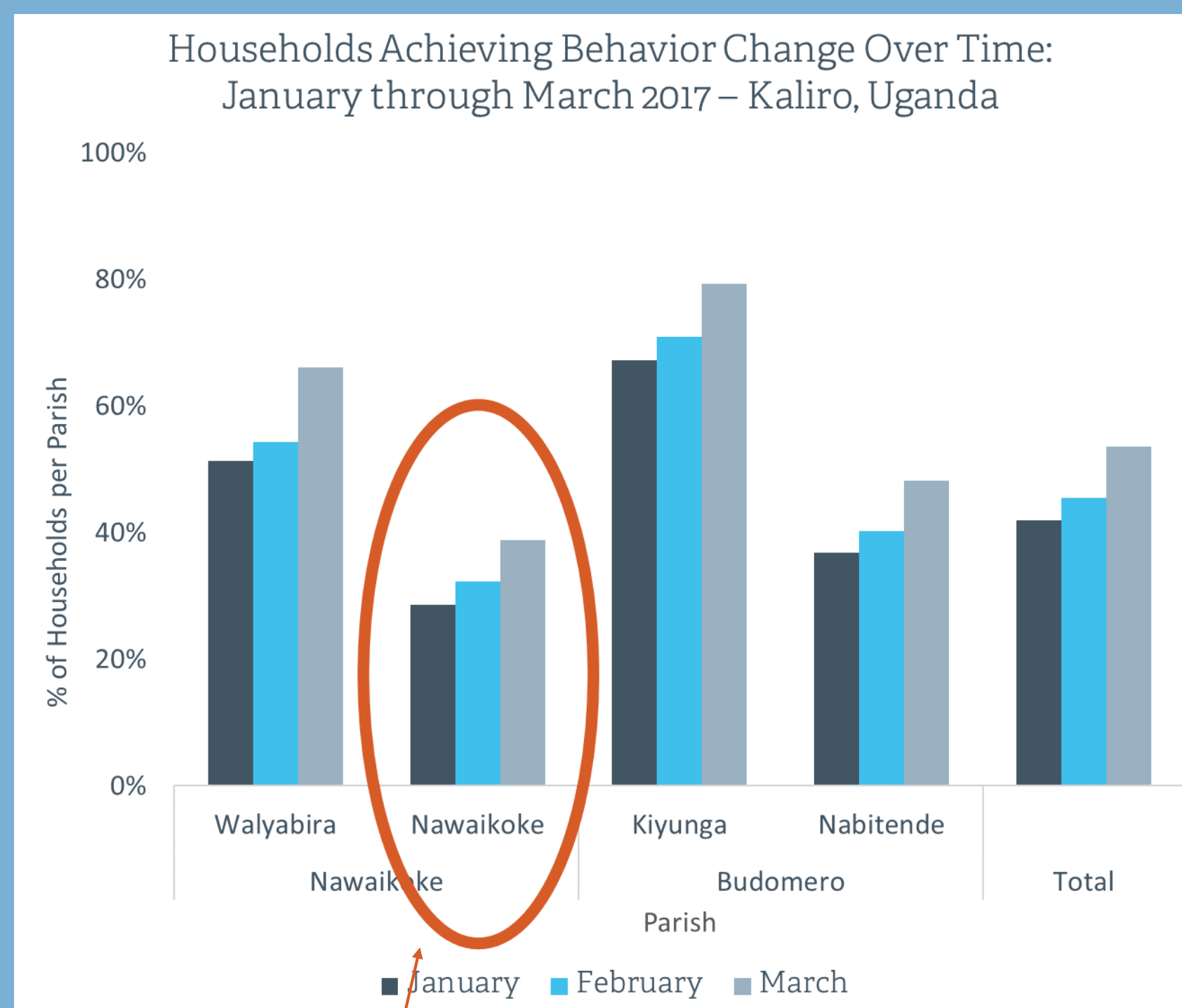
#### Bi-Weekly Program Status Meeting Example (Output/Activity-Level)



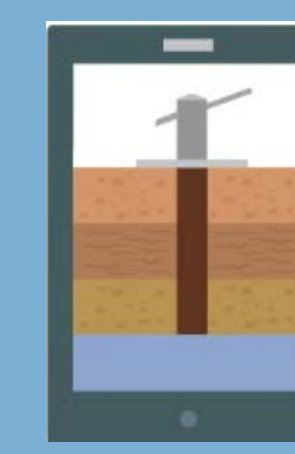
- Identified the failure point of insufficient monitoring by village-level health promoters
- Discussed at the Bi-Weekly Program Status Meeting
- Decision-makers agreed to retrain and replace underperforming health promoters
- Solution was implemented and then reviewed at the following Bi-Weekly Status Meeting



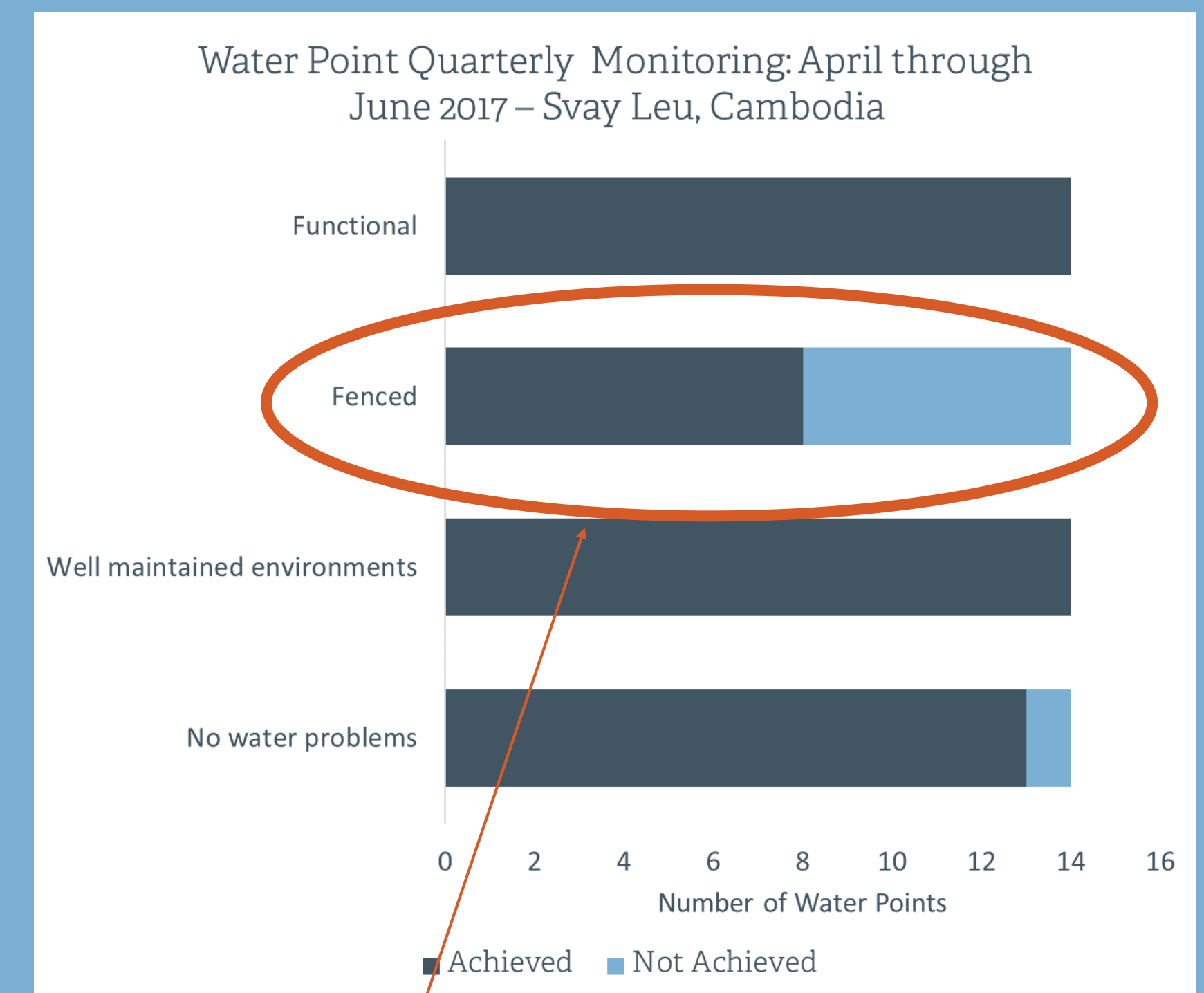
#### Quarterly Program Quality Meeting Example (Outcome-Level: Software)



- Identified the failure point of low levels of behavior change in one particular region
- Discussed at the Quarterly Quality Meeting
- Decision-makers agreed that staff were stretched thin in this region and additional staff were hired
- Solution was implemented and then reviewed in a future Bi-Weekly Meeting



#### Quarterly Program Quality Meeting Example (Outcome-Level: Hardware)



- Identified the failure point of few communities constructing fences around wells
- Discussed at the Quarterly Quality Review
- Decision-makers agreed to emphasize this element in trainings and monitoring visits
- Solution was implemented and then reviewed at a future Bi-Weekly Meeting