



A Perspective on Monitoring & Evaluation – Focusing on Use

CANADA'S INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

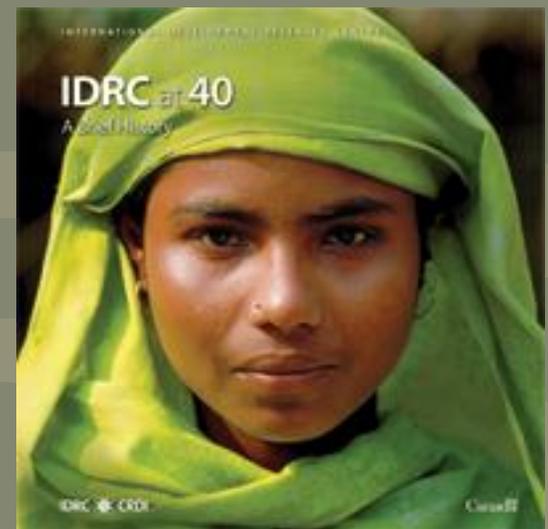
Chaitali Sinha

Outline

- ▶ What is IDRC?
- ▶ Health Systems Research
- ▶ Monitoring and Evaluation at IDRC
- ▶ Utilization-Focused Evaluation (UFE)
 - ▶ Developmental Evaluation (DE)
- ▶ Key Evaluation Questions
- ▶ Applied examples of UFE

What is IDRC

- ▶ Canada's International Development Research Centre
- ▶ Created in 1970
- ▶ Research grants to developing country institutions to investigate locally relevant research issues
- ▶ Build new knowledge, research capacity, and influence policy and practice





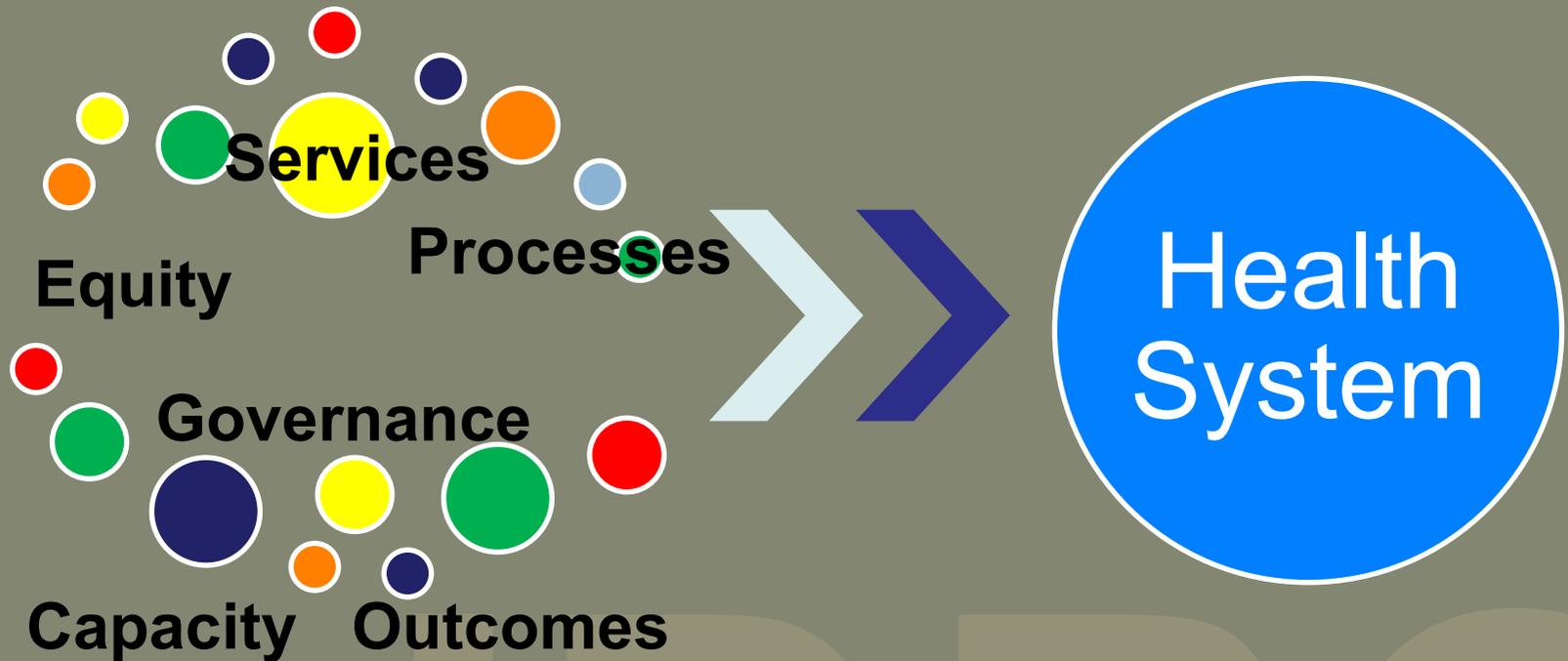


Research on Health Systems Strengthening

Systems Thinking: crucial - but not novel

- A “system” can be understood as an arrangement of parts and their interconnections that come together for a purpose (von Bertalanffy 1968).
- The World Health Organization (2000) redefined the main purpose in its definition of a health system as “**all activities whose primary purpose is to promote, restore, and maintain health.**” In recent years, the definition of “purpose” has been further extended to include the prevention of household poverty due to illness.

Different Considerations



... Why does this matter for health systems research?

Health Systems are Complex

- ▶ Dependent on policies, activities and institutions
- ▶ Rooted in people
- ▶ Requires coordination
- ▶ Adaptation and learning are critical
- ▶ Understanding trade-offs and complementarity

Research Networks

- ▶ A type of complex system
- ▶ Research Networks (Real & Wilson-Grau, 2008)
 - ▶ Adaptive Capacity
 - ▶ Communication
 - ▶ Expertise
 - ▶ Financial Management
 - ▶ Knowledge Management & Learning
 - ▶ Leadership
 - ▶ Legitimacy
 - ▶ Network Management/Governance
 - ▶ Participation
 - ▶ Resource Mobilization

IDRC-Supported eHealth Networks

- ▶ Latin America and the Caribbean: eSAC (Public eHealth Innovation and Equity in LAC)
- ▶ Africa (OASIS – Open Architectures, Standards and Information Systems)
- ▶ Asia (PANACeA – PAN Asian Collaboration for evidence-based eHealth Adoption and Application)

eSAC: LAC region

- ▶ Examining health inequities
- ▶ Sensitizing multiple stakeholders on ICTs applied to public health
 - ▶ E.g. Young Professionals (call for applications open)
- ▶ Supportive environment and system of incentives to promote innovation
- ▶ Managed by PAHO and the Centre for Global eHealth (University of Toronto)

<http://esacproject.net/>

eSAC: LAC region

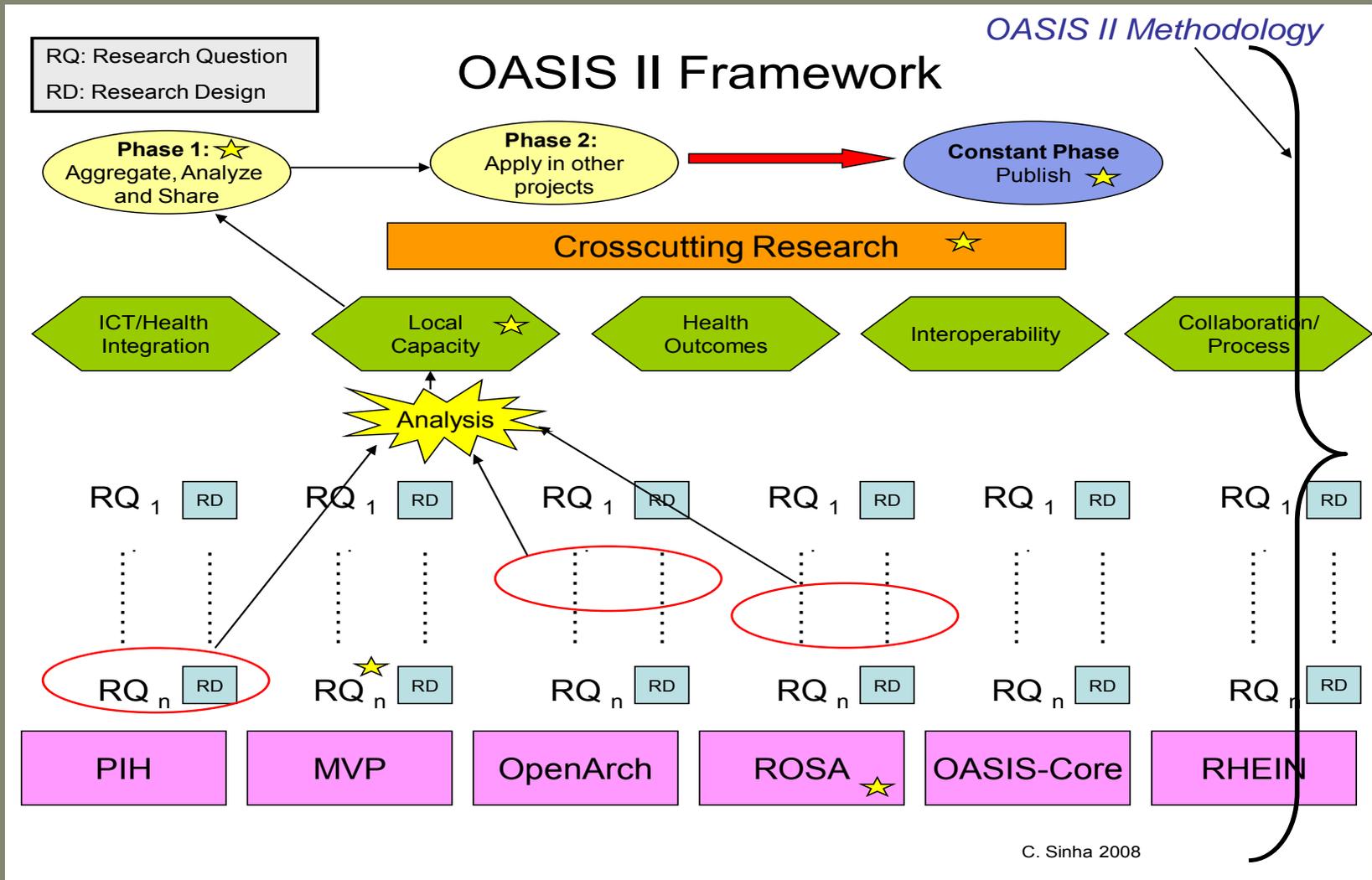
Diagram showing relationship of knowledge, social value, and other aspects has been removed due to copyright restrictions.

▶ ***Utilization-Focused Evaluation - DE***

OASIS II: Africa region

- ▶ Network of networks – Second phase
- ▶ Building useful evidence base
- ▶ Five cross-cutting areas of research
- ▶ „Open“ approach
- ▶ Partners:
 - ▶ Jembi (Network Leader)
 - ▶ PIH: Rwanda
 - ▶ Millennium Villages Project (MVP)
 - ▶ ROSA
- ▶ Catalyzed and/or nurtured other networks and initiatives

OASIS II: Africa region



PANACeA: Asia region

- ▶ 12 countries in Asia
- ▶ Multi-country research studies
- ▶ Mentoring scheme
- ▶ Cross-cutting thematic areas
 - ▶ Social and gender analysis
 - ▶ Outcomes
 - ▶ FOSS
 - ▶ Systematic reviews
 - ▶ Policy
 - ▶ Communications
 - ▶ ...

PANACeA: Asia region (1 of 2)

Diagram showing projects and project partners removed due to copyright restrictions.

IDRC

Pause ...

... we will come back to health systems shortly



IDRC-Monitoring & Evaluation

Purposes of Evaluation

- Accountability
- Learning

International Standards of Evaluation Quality

- ▶ Utility
- ▶ Feasibility
- ▶ Accuracy
- ▶ Propriety

Monitoring

- ▶ Ongoing throughout project/program lifecycle
- ▶ Internal activity
- ▶ Continuous feedback to improve project & report on performance

Evaluation

- ▶ Episodic and time bound
- ▶ Can be internal, often external
- ▶ Periodic feedback – summative, formative or developmental

Key Evaluation Challenges

- Clarifying values
- Encouraging iterative learning
- Establishing cause & effect (or correlations) in an open system
- Measuring development results of research
- Timing



Utilization-Focused Evaluation

Utilization Focused Evaluation

Goal:

Intended Use(s)

by

Intended User(s)

Focus of UFE

- ▶ evaluative purpose (formative, summative, developmental)
- ▶ type of data (quantitative, qualitative, mixed)
- ▶ design (naturalistic, experimental), and focus of the evaluation (processes, outcomes, impacts, cost-benefit, etc.)

Image of book, *Utilization-Focused Evaluation* by Michael Quinn Patton, removed due to copyright restrictions.

Choosing Methods and Approaches

IDRC

UFE Traps & Temptations (1 or 2)

- ▶ Evaluators make themselves the primary intended users
- ▶ Identify vague, passive audiences as users
- ▶ Targeting organizations as users
- ▶ Assuming the evaluation's funder is the primary stakeholder

UFE Traps & Temptations (2 of 2)

- ▶ **Waiting until the findings** are in to identify intended users and intended uses
- ▶ Taking a stance of **standing above the messiness** of people and politics
- ▶ **Being co-opted** by powerful stakeholders
- ▶ Identifying primary intended users but **not involving them** meaningfully

(Patton, 2008, adapted from p. 90 - Ch.3)

Examples of UFE Methodologies

- ▶ Outcome Mapping
- ▶ Most Significant Change
- ▶ Gender Evaluation Methodology

Image of book *Outcome Mapping* by Sarah Earl, Fred Carden, and Terry Smutylo, and image of gender evaluation methodology from APC.org, have been removed due to copyright restrictions.



Key Evaluation Questions

Some different types of KEQs

- ▶ **Impact**
- ▶ **Outcomes**
- ▶ **Approach/ model**
- ▶ **Process**
- ▶ **Quality**
- ▶ **Cost effectiveness**

* Slides on KEQ"s draw heavily on work of J. Dart

Some different types of KEQs

Impact

To what extent is it likely that the desired practice change will lead to improvement in the STATE (e.g. less poverty, reduced mortality, improved water quality).

Some different types of KEQs

Outcomes

To what extent did participating farmers change their PRACTICES around fertiliser management?

Some different types of KEQs

Approach/ model

How does our model of engagement and strengthening capacities compare with others? (comparative study)

Some different types of KEQs

Process

To what extent were partners adequately engaged during the project development process?

Some different types of KEQs

Quality

To what extent did the quality of the research/research outputs adhere to acceptable standards for policy papers?

Some different types of KEQs

Cost effectiveness

To what extent were the predicted costs balanced with the effectiveness of the intervention?

What makes good KEQs?

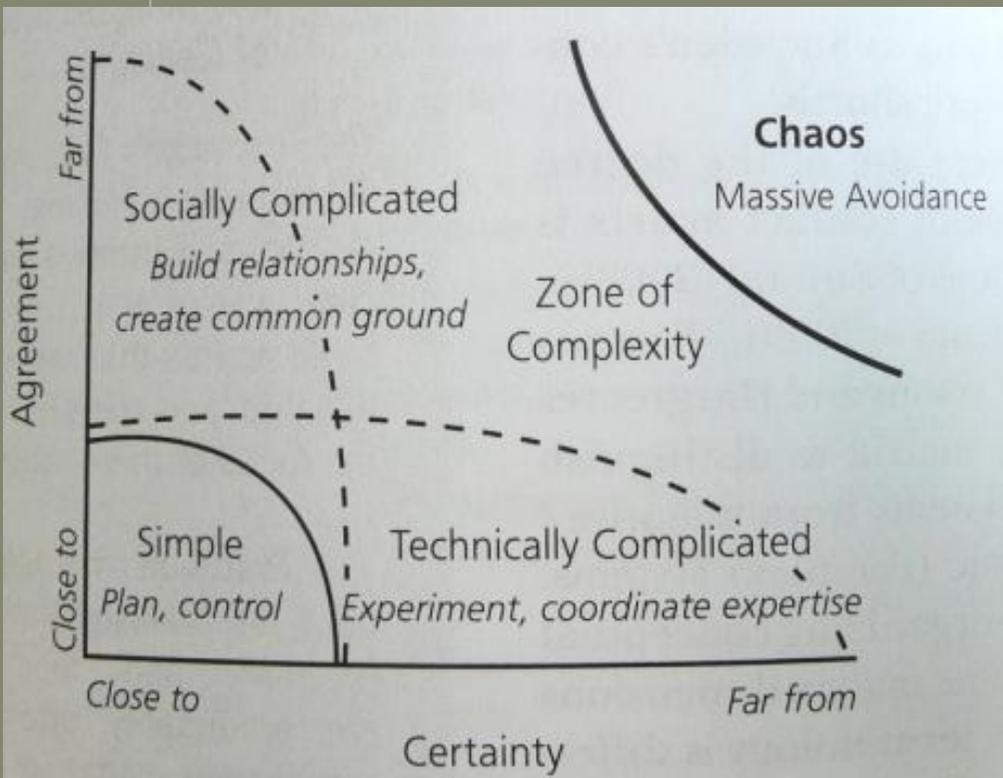
- ▶ Specific enough to be useful in guiding you through the evaluation
- ▶ Broad enough to be broken down - are not the same as a question in a survey
- ▶ Data (qual/quant) can be brought to bear on KEQs
- ▶ KEQs are open questions (can't answer yes or no!)
- ▶ Lead to useful and credible findings
- ▶ There aren't too many of them! Eg 2-4 is good!



Developmental Evaluation

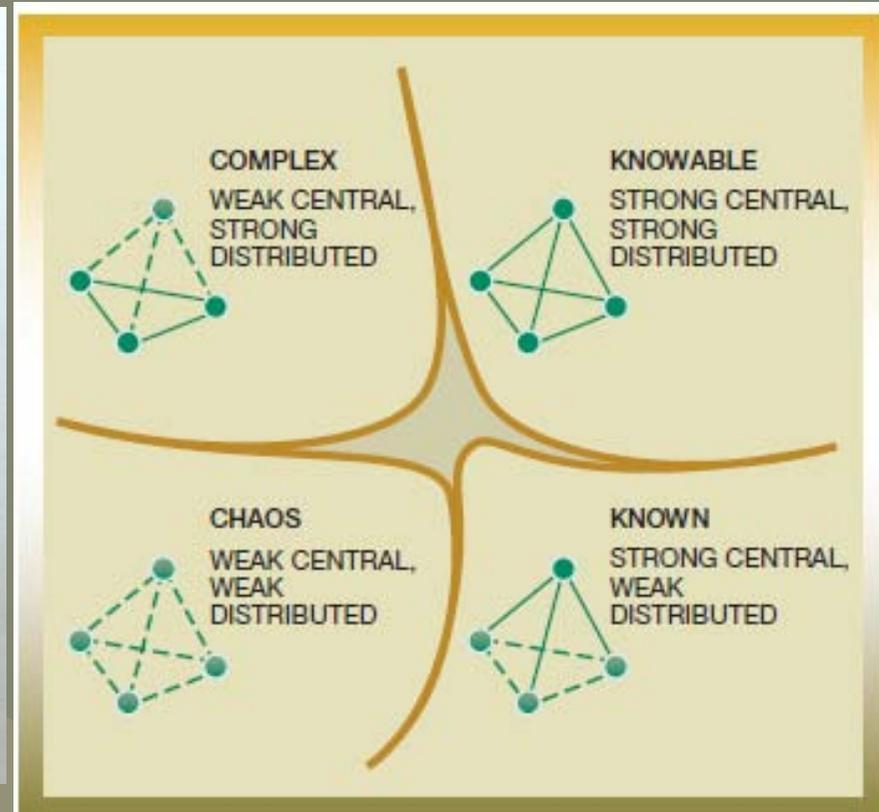
IDRC

M&E in the Real World



© Michael Quinn Patton. All rights reserved. This content is excluded from our Creative Commons license. For more information, see <http://ocw.mit.edu/fairuse>.

Patton 2011 – Building on Ralph Stacey's Agreement & Certainty Matrix



© Cynthia Kurtz and Dave Snowden. All rights reserved. This content is excluded from our Creative Commons license. For more information, see <http://ocw.mit.edu/fairuse>.

Cynefin Framework (Kurtz & Snowden, 2003)

Developmental Evaluation

- Supports the process of innovation
- State of continuous development and adaptation
- Unfolding in a changing and unpredictable environment.
- Much is in flux: the framing of the issue can change, how the problem is conceptualized evolves
- Adaptations are largely driven by new learning and by changes in participants, partners and context.

When is it Appropriate to use DE?

- ▶ **Early Design:** when an intervention design or model is being developed from scratch through prototyping and experimentation.
- ▶ **Radical Program Redesign:** when an existing program is being significantly redesigned to reflect large scale and/or rapid changes in context
- ▶ **Program Replication:** when a program that has proved to work in context is being replicated in another context where the design must be substantially restructured to reflect the realities of that new context.
- ▶ **Complex Issues:** where the dynamics of the problem are poorly understood, possible solutions are unclear, and intervention stakeholders are not aligned (e.g. a plan to end homelessness)..
- ▶ **Crisis:** where evaluative thinking is required to inform fast paced and decisive decisions (e.g. relief efforts after an earth quake).

Developmental Evaluation

Michael Quinn Patton

Screenshots of books removed due to copyright restrictions.

The DE Primer.

Jamie Gamble.

<http://www.imprintinc.ca/>

Getting to Maybe.

Frances Westley

Brenda Zimmerman

Michael Quinn Patton

Play ...

... we now come back to health systems

... some examples



UFE: OASIS II and PANACeA

UFE: OASIS II

- ▶ Intended Users: four project leaders in the network
- ▶ Intended Uses: being discussed
- ▶ Proposed areas: Capacity Building and Interoperability (TBC)

UFE: PANACeA

Diagram showing structure of PANACeA formative network evaluation has been removed due to copyright restrictions.

IDRC



Developmental Evaluation example: eSAC

Developmental Evaluation: eSAC

- ▶ Intended Users: being discussed (likely project leaders)
- ▶ Intended Uses: being discussed
- ▶ A DE facilitator is working alongside the eSAC team from the beginning of the project

Why would poor people need ICTs?



Photo: IDRC

Development is not a zero-sum game



Photo: IDRC

Requires an understanding of systems

Photo of women and children removed due to copyright restrictions.

IDRC

Thank you

Chaitali Sinha

Program Officer

Governance, Equity and Health (GEH)

International Development Research Centre

IDRC

MIT OpenCourseWare
<http://ocw.mit.edu>

HST.S14 Health Information Systems to Improve Quality of Care in Resource-Poor Settings
Spring 2012

For information about citing these materials or our Terms of Use, visit: <http://ocw.mit.edu/terms>.