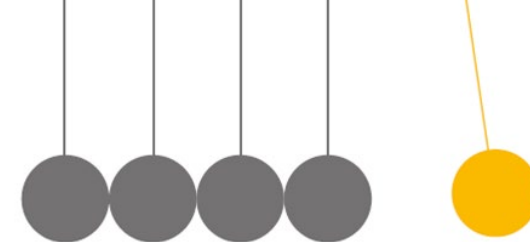


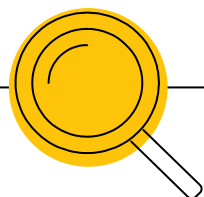


right to health & development



IMPACT EVALUATION OF THE THIRD FRAMEWORK AGREEMENT (FA3-III) BETWEEN DGD AND ITM

Webinar 30 October 2020



21/10/2020

www.hera.eu



Overview of the presentation of findings

- Introduction
- Switching the poles
- Country programmes / IC projects
- Global programme / Networks
- Gender
- Recommendations



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Introduction

- FA3-III (2014-2016)
- Programme vs. project evaluation
- Three case studies (Benin, India, Peru)
- Need to interpret findings in longer timeframe
- Covid-19 delayed and limited evaluation approach



Switching the poles

- Achieving **equal level playing field** with south institutions was successful & appreciated
- Switching the poles was **less successful with the networks** (except EV4GH)



Country programmes / institutional collaboration (1)

- **Long-term engagement** with ITM was important for capacity strengthening & distinguishes ITM
- Respectful and exceptional **partner**
- **Service capacity strengthening**
 - Mostly implemented as planned
 - Core lab services => diagnostics & care & control & guidelines & research



Country programmes / institutional collaboration (2)

- **Research capacity** => 450 peer-reviewed publications
 - PhDs => strengthening national health systems & PH teaching
 - Joint research proposals & access to other international research funds
 - Increased & recognised institutional status
 - Research ethics
 - Added value for national disease programmes?
 - Policy influence? (next slide)
- **Institutional training capacity** = important pillar for StP
 - Requires long-term support
 - E-learning



Country programmes / institutional collaboration (3)

- **“Policy influence”**

- Many examples provided by interviewees but poorly documented and reported (LF & indicators)
- Research and project proposals silent on how evidence would be translated into policy or practice
- Dissemination more targeted at scientists / technical specialists
- However: personal initiatives to work with decision makers & close relationships between SP and national disease programmes
- Missed opportunity?



Country programmes / institutional collaboration (4)

- **Institutional strengthening (IS) & institutional collaboration (IC)**
 - Several SP institutions do not require institutional strengthening
 - Win-win relationship
 - Learning in both directions
 - IS is more complex and requires different thinking
 - Structure collaboration around institutions
 - Strengthen management is not ITM's core business (in/outsource?)
 - Need for developing clear strategies and approaches for IS & IC



Country programmes / institutional collaboration (5)

- **South-south or rather triangular cooperation**
 - Mainly via networks (see further)
 - Also via some IC projects, personal initiatives, under umbrella of a regional or global multilateral partner
 - Two IC projects with triangular set-up => unsuccessful
 - Some south-south technical support replaced north-south support
 - Learn from positive and negative experiences?



Country programmes / institutional collaboration (6)

- Fully **aligned** with institutional priorities of south partner
- South partners **fully involved** in formulation and implementation
- **Monitoring & reporting:**
 - Still more owned by ITM
 - More output than outcome based
 - Indicators (not SMART) measuring activities / outputs
 - Not capturing progress in capacity strengthening / improvement in practices, programs, policies (translation of evidence into policy and practice)
 - Logframes mostly gender blind
 - Quantitative output tables = biased toward scientific interests & gender blind
 - But improved under FA4



Country programmes / institutional collaboration (7)

- Long track record of **efficiently managing collaboration** projects : closely with SP; understanding local context; problem-solving; creative & supportive
- **Sustainability:**
 - Quality of partnership contributes to changing or reinforcing institutional values, which helped assuring project results
 - Sustainability planning lacking
 - Insecurity of future funding challenges sustainability planning



Recommendations IC (1)

- **ITM & South partners**

- Consider reviewing the approach and modality for project monitoring and learning
- Consider giving more space to translation of evidence in policy and practice (outcome indicator & mandatory requirement)
- Consider supporting south partners in the coordination of funding partners and the development of institutional procedures to be agreed to by all funding partners



Recommendations IC (2)

- **ITM:**
 - Consider promoting collaboration between a south partner and several ITM departments
 - Continue promoting south-south collaboration & analyse lessons learnt
 - Consider promoting e-learning with south partner training institutions and within ITM
 - Consider developing a guideline for IC & IS
 - Negotiate with DGD appropriate timeframes for continuing institutional strengthening with selected south partners



Recommendations IC (3)

- **DGD:**
 - Consider accepting **longer-term timeframes for funding institutional strengthening projects** on the basis of evidence-informed plans for reaching common goals prepared by ITM and its partner institution.
 - Consider accepting a **budget line for institutional management capacity strengthening** in selected projects where this would apply (and allow for sub-contracting)



Global programme: **Added value**

To other networks

- Existing relationship with ITM encouraged engagement
- Flexibility to adapt and contribute to direction of network
- Strong focus on sharing of experiences and knowledge

To institutional collaboration

- Collaboration with and learning from others
- Focus on specific topic
- Create visibility and academic recognition
- Connect and discuss with wider group (IHPF network)
- Link operational issues at national level with international research agenda (HS network)



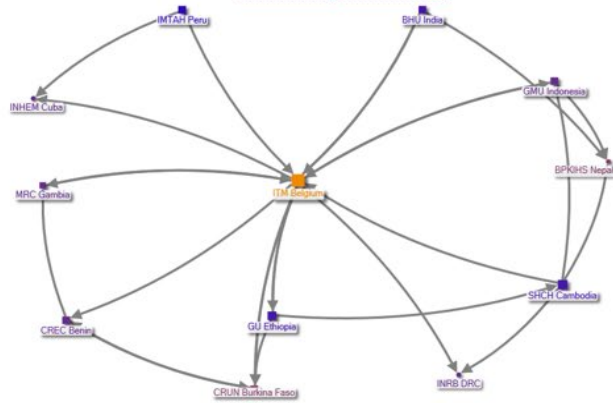
Global programme: **Achievements**

- **Capacity strengthening** was main outcome:
 - Individual research and service delivery : training courses, master degrees and PHDs
 - Other skills such as digital technologies and facilitation
 - Institutional capacity through cascading of courses and being recognised for research skills at national level
- **Dissemination of results**
 - National and international events
 - Websites and online platforms (IHP newsletter, CoP, ADMIT)
 - 61 peer reviewed articles
- Some examples of **impact on policies** but not directly related to dissemination activities

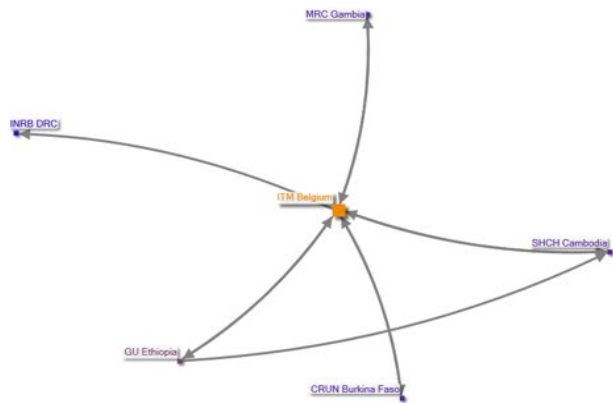
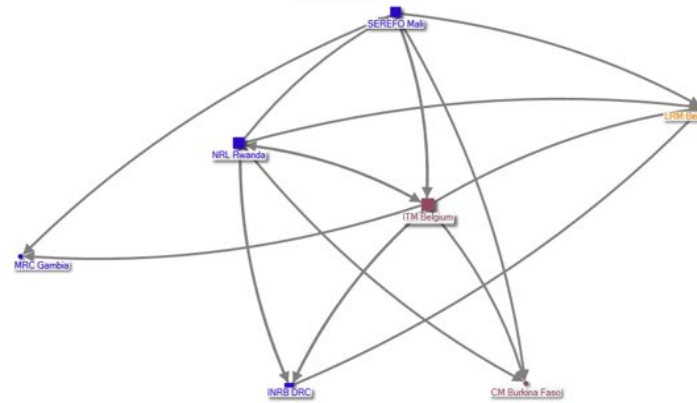


Social Network Analysis (1)

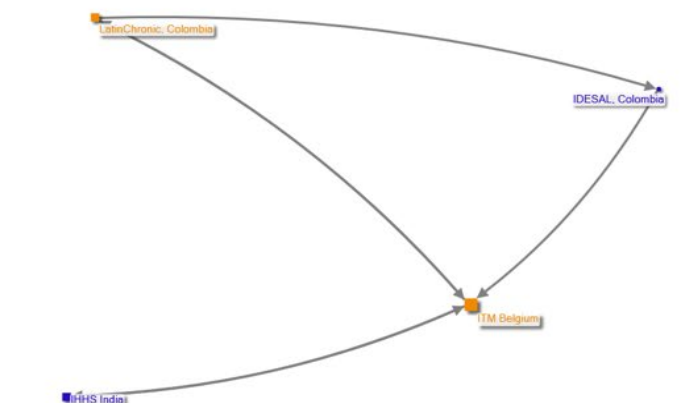
Clinical Research



TB&Buruli



Laboratory Quality Management



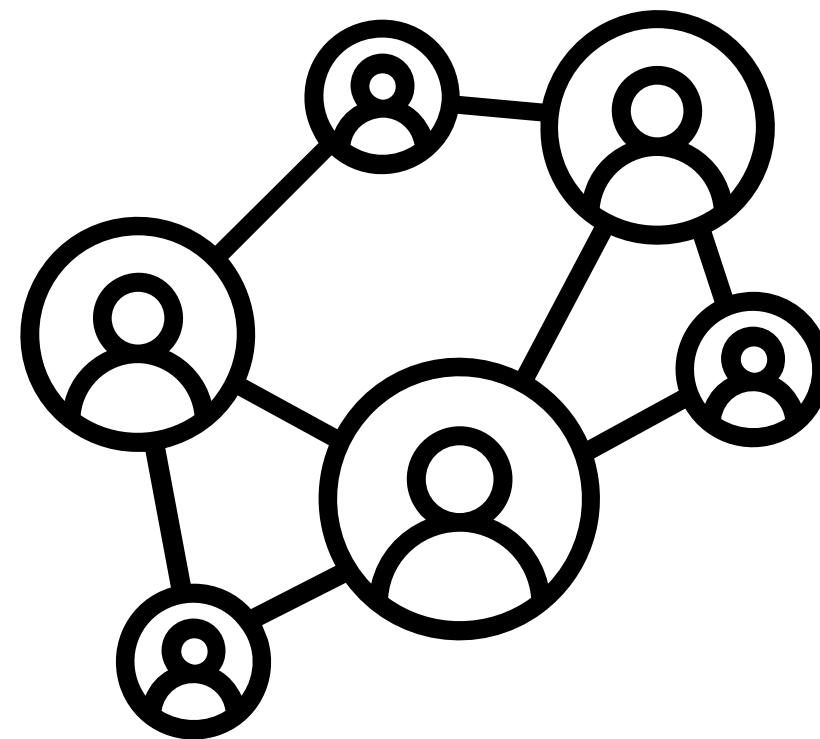
Health Systems



Social Network Analysis (2)

South-south collaboration more active when:

- Collaboration was an explicit outcome of network (reported in logframe)
- Governance structure including south participants
- Presential annual meetings to learn from each other
- Virtual platforms and communication in between meetings
- Motivation of network members
- Availability of sufficient funding for network activiteis





Global programme: **efficiency and sustainability**

Efficiency

- Resources spent in a timely manner
- Resources used for consumables and travel
- 50+% of budget allocated to ITM
- Limited resources for southern participants
- DGD funding considered 'seed funding' to attract additional funding

Continuation:

- 1 network and several network components
- Informal communication

Factors influencing continuation

- Relevance for ITM and south partners
- Use of digital tools
- Availability of funding
- Synergies with other networks



Global programme: **impact**

Visible results

- Increased individual and institutional capacity
- Participation in other initiatives or funding from other organisations
- Continued collaboration among some former network members
- Changes in behaviour and norms but not in values

Switching the poles

- Some recommendations of 2010 MTR implemented
- EV4GH good example
- Valid attempts to switch the poles but not achieved across the board
- Requires south co-promotor with time and resources



Global programme: Recommendations

ITM & South partners

- Identify topics which could benefit from networking, with institutions able to contribute time and resources
- Identify southern co-promotor
- Ensure south-south collaboration is aim of network and progress is monitored
- Mainstream gender in functioning, operations and deliverables
- Consider including networking activities in IC

DGD

- Consider accepting networking activities as part of IC projects
- Consider accepting south-south networks as separate budget line



Gender mainstreaming in institutional collaboration

Gender has not been addressed in ITM's institutional policy plans (2011 – 2015; 2016 – 2020; 2020 – 2024)

Capacity of partners for GM has not been analysed and GM not a requirement (proposals)

Few capacity strengthening initiatives on gender

Gender equal representation in capacity building was not pursued by all partners

Gender blind output reporting

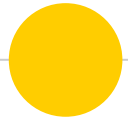
Deloitte Assessment

Opportunities

Drafting of gender and diversity policy plan (ongoing)

Strong institutional focus on equity

Signature of the gender charter (2018)



Gender mainstreaming in programs

- 1 GM during design, implementation and reporting was inconsistent and patchy
- 2 Some partners described gender responsive approaches in their programmes
- 3 Some networks were successful in boosting equal representation without – however – reaching equal participation
- 4 Gender blind output and outcome reporting make it impossible to monitor GM at programme level



**No guidelines
on ITM's
expectations
on GM**

● Recommendations



Future programming

- Further develop the institutional level actions in the **draft gender and diversity policy plan**
- Add requirements/ guidance for **GM at programme level** to the draft gender and diversity policy plan
- Learn from and dialogue with partners on GEWE and develop a **systematic approach to GM in research**