Evaluation of the H4+ Joint Programme
Canada and Sweden

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The Partnership for Maternal, Newborn & Child Health
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- The H4+ JPCS Programme
- Objectives of the evaluation
- Evaluation approach
- Key results
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H4+ Joint Programme
Canada and Sweden (Sida)
2011-2016
Purpose and Objectives of the H4+ JPCS

Purpose

Accelerate progress toward meeting Millennium Development Goals 4 (a two thirds reduction in under-five mortality) and 5 (a three quarters reduction in maternal mortality and universal access to reproductive health)

Objectives

- Support national efforts to implement and scale up integrated, equity based RMNCAH efforts in programme countries
- Support national health systems strengthening of RMNCAH interventions in partnership with other stakeholders and guided by national health plans
- Identify, support and document innovative approaches for roll out nationally and in other high-burden countries
- Support the strengthening of health information systems and national capacity to use resulting data for planning and monitoring
Canada Grant Countries

Sweden (Sida) Grant Countries
Programme Expenditures 2011-2015

**Country vs. Global**
- $62,376,587; 85%
- $10,944,060; 15%

**H4+ Partners**
- UNFPA: 41.55%
- UNICEF: 26.34%
- WHO: 3.37%
- UNAIDS: 1.97%
- UN Women: 26.77%
Support to 8 HSS Building Blocks

Country level expenditures by output area

1. Leadership and Governance: 9%
2. Health Financing: 3%
3. Health Technology and Commodities: 15%
4. Human Resources for Health: 29%
5. Information Systems, M&E: 16%
6. Service Delivery: 15%
7. Demand, Community Ownership and Participation: 10%
8. Communications and Advocacy: 3%
Objectives of the Evaluation
Purpose and Objectives of the Evaluation

Purpose of the Evaluation

Learning among key stakeholders from H4+JPCS to inform similar initiatives for delivery of comprehensive services in RMNCAH and to support the review of the partnership mandate (post-2015)

Objectives

- Assess the relevance of the objectives and approach of the H4+JPCS at global, regional, national and subnational levels
- Assess the effectiveness and efficiency of the H4+JPCS in strengthening national health systems and improving the delivery of a comprehensive package of RMNCAH services
- Assess the sustainability of results achieved
- Added value of the H4+JPCS approach
- The extent issues of gender equality, social inclusion and equity have been taken into consideration
- Identify lessons learned and good practices and opportunities for improved cooperation between the six partners
Evaluation Approach: Theory Based using a Contribution Analysis
A Contribution Analysis

1. Reconstruct Theory of Change
2. Identify Causal Assumptions
3. Develop Evaluation Questions
4. Prepare Evaluation Matrix
5. Collect Evaluation Evidence

6. Address Evaluation Questions
The image depicts a diagram outlining the Theory of Change for H4+ JPCS at the country level, which applies to all ten programme countries. The diagram explains how changes in well-being for women, children, adolescents, and youth can be achieved through coordinated RMNCAH planning and support. Key components include:

- **Well-Being**
- **Benefit to Users**
- **Behaviour Change**
- **Sustained Capacity Change**
- **Health Systems Building Block Approach**
- **Areas of Engagement**

**Direct Benefit**
- Adolescents, Youth and Adults, including Pregnant and Lactating Women and PLWHIV Access and Use Improved Care in RMNCAH Including YFHS

**Capability – Motivation – Opportunity**
- Service providers improve Quality of RMNCAH Care including YFHS due to improved attitudes and positive behaviour
- Users: Adolescents, Youth and Adults Demand Care

**Sustained Capacity Change**
- Increased effective capacity to demand quality care
- Capacity to deliver quality, inclusive RMNCAH care to all including youth and adolescents
- Users: Adolescents, Youth and Adults Demand Care

**Areas of Engagement**
- National Leadership and Management
- District Level Health Service Supply

**First Level Result**
- Coordinated Program of Support to RMNCAH by H4+ Partners including Joint Annual Work Plans and supportive visits for H4+ JPCS initiatives

**External Factors**
- National Health Systems Strengthening Programmes
- Quality of Care Initiatives
- Human Resources for Health
- Trends in External/Domestic Financing for RMNCAH
- National Health Emergencies
- National RMNCAH Policies and Programmes
# Evaluation Questions

<table>
<thead>
<tr>
<th>Evaluation question</th>
<th>Evaluation criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Contribution to <strong>strengthening health systems</strong> for RMNCAH</td>
<td>Relevance, Effectiveness, Sustainability</td>
</tr>
<tr>
<td>2. Contribution to <strong>expanding access</strong> across the <strong>continuum of care</strong> (including for <strong>marginalized groups</strong> and <strong>gender equality</strong></td>
<td>Relevance, Effectiveness, Sustainability</td>
</tr>
<tr>
<td>3. <strong>Responsiveness to changing needs</strong> at national and sub-national levels</td>
<td>Relevance</td>
</tr>
<tr>
<td>4. Contribution to <strong>identification, testing and scale up of innovations</strong></td>
<td>Relevance, Effectiveness</td>
</tr>
<tr>
<td>5. Extent H4+JPCS enabled partners to arrive at an <strong>optimal division of labour</strong></td>
<td>Relevance, Efficiency</td>
</tr>
<tr>
<td>6. Extent programme <strong>added value</strong> and contributed to <strong>operationalizing the Global Strategy</strong> for Women’s and Children’s Health</td>
<td>Effectiveness, Efficiency</td>
</tr>
</tbody>
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Main Components of the Evaluation

National level
- 4 Field country case studies
- 6 Desk country case studies
- Survey in H4+ team countries
- Survey in countries without H4+ country teams

Regional level
- Document review
- Programme profile
- Regional interviews

Global level
- Global interviews
- Global knowledge products review
Type of Stakeholders

Global and Regional Level Interviews (n=33)

- 73%
- 24%
- 3%

Country Level Interviews (n=771)

- 39%
- 45%
- 9%
- 4%
- 2%
- 1%

Legend:
- H4+ Members
- Other International Partners
- National and Sub-national health authorities and service providers (not volunteers)
- Community members and service users (incl. community volunteers)
- Other Governmental Institutions
- INGOs/NGOs/ CSOs
Evaluation Process

Preparatory stage
January 2016

Inception
February – April 2016

Data collection
May – September 2016

Analysis and reporting
October 2016 – April 2017

Dissemination
May – December 2017
Key Results
(1) Strengthening Health Systems (1/3)

Contributed to strengthening health systems for RMNCAH at both national and, particularly, sub-national levels especially through improvements in EmONC and MDSR, leading to improved service quality and access.

- Support based on jointly identified needs at national and sub-national levels and aligned with national plans and priorities.
- Interventions complementing existing and planned programmes of support to the health sector that were sometimes catalytic: enhancing effectiveness of other programmes or securing new resources for RMNCAH.
- Strong focus on improved pre-service and in-service training as well as supportive supervision of service providers in RMNCAH.
- Effectiveness of demand generation and community participation interventions constrained by narrow geographic reach and a late start.
- Timeliness and sequencing of delivery of commodities, equipment and training aides constrained by slow procurement and weak IPs coordination.
(1) Strengthening Health Systems (2/3)

Improvements in the availability and quality of RMNCAH services are at risk due to weak or under-developed exit plans and strategies for the H4+ JPCS.

- At national level: positive results (improved policies, guidelines, curriculum, system-wide improvements in MDSR) are likely to be sustained.

- At local level: gains in availability and quality of services are most at risk in under-served districts or isolated health zones targeted by H4+ JPCS:
  
  o Existing and new (non-H4+JPCS) programmes supporting health sector are often insufficiently flexible in responding to specific needs of under-served districts.

  o Implementing partners active at local levels are often not able to find sources of support to maintain their presence and consolidate results.
H4+ JPCS partners missed an important opportunity to engage collectively with national governments to address broader impediments in the strengthening of health systems for RMNCAH.

- H4+JPCS partners engaged effectively in focused advocacy for appropriate policies and programmes in RMNCAH.

- Yet efforts to strengthen RMNCAH are constrained by wider problems in the policy and resource environment: human resources for health, health financing, transport infrastructure, 24-hour supply of electricity, reliable supply of clean water.

- Partners were not effective in working together in a unified and pro-active manner to engage the governments on those wider, cross-sectoral constraints to health systems strengthening.
(2) Expanding Access to Quality Integrated Services across the Continuum of Care (1/2)

H4+JPCS contributed to expanding access to services in RMNCAH by targeting under-served geographic areas and populations most in need, including adolescents and youth, the poorest women and people living with HIV/AIDS.

- Interventions addressed the capability, opportunity and motivation of health service staff to provide quality services in RMNCAH and supported restricted efforts for demand generation.

- H4+ JPCS contributed to increased levels of trust between community members and health care providers by expanding access to quality services and engaging with communities.

- Efforts resulted in increased usage of higher quality and more integrated services in RMNCAH (notably for HIV/AIDS response, less so for family planning services).

- Weaknesses: delivery of essential inputs; exit strategies.
H4+JPCS missed an important opportunity to develop, test and promote new, comprehensive approaches to addressing the needs of youth and adolescents.

- H4+ supported specific interventions aimed at meeting needs of youth and adolescents – e.g.: youth friendly services, youth corners in and near health facilities, support to comprehensive sexuality education.

- Efforts were often fragmented, narrow in scope and of limited effectiveness in encouraging use of services by youth and adolescents (especially girls and young women).

- Partners generally did not collaborate effectively in supporting comprehensive approaches to meeting needs of youth and adolescents.

- Efforts to address gender inequalities were not mainstreamed throughout the programme, but limited to demand creation and community ownership and participation. Often under-resourced, they were also implemented at a late stage.
Responsiveness to national and sub-national needs and priorities is dependent on:

- The level of leadership assumed by national health authorities
- A chain of coordination extending from national to districts and health facilities
- Inclusiveness of health authorities, H4+ partners and programme implementing partners

Joint planning, implementation and review at country level led to strengthened and deeper coordination and collaboration, resulting in more coherent policy engagement and responses better suited to needs and priorities

Responsiveness to changes as shown by effective support to the Ebola Virus Disease emergency in Liberia and Sierra Leone
(4) Contributing to Identification, Testing and Scale Up of Innovative Approaches

H4+JPCS encouraged and supported innovations to catalyse and accelerate action in support of improved RMNCAH outcomes

- A practical definition of innovation: ranging from application of new technologies and programme approaches to revitalization of practices that had fallen out of use, or adoption of tested global practices in a country

- Useful innovations which met with a positive interest from national authorities – e.g., Family Health Kits (DRC), Non-Pneumatic Anti-Shock Garment (Liberia), Clinical Mentorship (Zimbabwe)

- Identification and support to innovations often not accompanied by the evidence-based documentation necessary to support policy making and scale up

- H4+ JPCS’ underdeveloped knowledge management system weakened its ability to serve as a knowledge broker within and among participating countries
(5) Attaining an Effective Division of Labour

Drawing on respective mandates and comparative programming strengths, H4+JPCS partners attained an effective division of labour in programme countries.

- Allocation of roles and responsibilities based on joint programme planning, implementation, supervision and review mechanisms avoiding duplication/overlap and strengthening collaboration at country level.

- Relative absence from the World Bank in programme planning and coordination mechanisms at country level contributed to H4+ JPCS’ missed opportunity to address broader, cross-sectoral obstacles to HSS.

- The role of UNAIDS and UN Women in supporting community engagements which challenge harmful socio-cultural norms, including gender norms was particularly notable.

- At global level, H4+JPCS partners developed a deeper level of collaboration yet largely limited to technical and administrative matters.
(6) Providing Added Value and Supporting the Global Strategy

Add value stems mainly from H4+ JPCS contribution to availability and quality of services in RMNCAH at country level and broader participation of H4+ partners in development of the Global Strategy (2016-20130)

- At country level:
  - Flexibility of H4+ partners in jointly programming technical and financial support to RMNCAH
  - H4+ JPCS ability to complement other programmes and sources of support to RMNCAH
  - H4+JPCS enabled partners to increase the volume, intensity and coherence of advocacy and policy engagement

- At global level: development of a significant body of useful and technically sound knowledge products in spite of underdevelopment of knowledge management system
Recommendations
Sustainability

Country teams undertake actions to make results sustainable by building options for transition to new funding sources and retrofitting exit strategies.

- Engage in advocacy with national authorities to ensure that flexible, geographically focused elements of H4+JPCS are reflected in on-going and new programmes.

- Explore other sources of funding to sustain programme gains.

- Earmark resources to maintain and support coordination platforms, including at sub-national level.
A Balance between Supply of Services and Demand Creation

Efforts to strengthen health systems for RMNCAH should achieve a better balance between improving the supply of services and strengthening demand by engaging with communities to address barriers to access.

- H6 country teams to advocate for demand-side interventions addressing sociocultural barriers over a sufficient time frame.

- Specific focus should be on barriers to women’s access to services, including: discrimination-free services, gender norms, awareness of rights (incl. for adolescents and youth).

- Global and regional teams to provide technical support to H6 country teams in demand generation and community engagement.

- Country teams to engage with and support stakeholders active in community engagement, including civil society organizations.
Building on the H4+JPCS, H6 partners should engage with national governments and collectively ("one voice") influence broader impediments to health system strengthening.

- All H6 country team partners to engage in joint advocacy and policy-making addressing wider, cross-sectoral constraints – e.g., human resources for health, health financing, transportation, energy, water and sanitation, etc.

- H6 partners to collaborate at strategic and technical level with ad hoc funding to facilitate coordination (meetings, transport, field supervision visits, etc.)
Addressing Sexual and Reproductive Health and Rights

Ensure that support addresses key aspects of sexual and reproductive health and rights (including family planning) for those most left behind, especially young women and girls.

- H6 partners to invest in the promotion of evidence-based and comprehensive approaches to meeting the needs of adolescents.

- Support to RMNCAH should address the full spectrum of sexual and reproductive health, including family planning services.

- Regional and country teams should have the required technical skills to design and implement programmes across the full spectrum of the RMNCAH agenda.

- H6 country teams to engage with partners outside of Ministries of Health and the public sector.

- Joint advocacy and investment for addressing sociocultural barriers for young people to access SRHR services.
Strengthening National Capacity for Programme Coordination

Support to strengthen capacity of national authorities to lead programme coordination mechanisms, extending to sub-national level and including all implementing partners

- H6 country teams to advocate for and actively participate in planning and coordinating mechanisms inclusive of all key stakeholders
- H6 partners to participate in and support country-led, multi-stakeholder platforms for coordinating actions in RMNCAH
- H6 partners to provide support for strengthening national authorities capacities to develop and lead coordinating mechanisms in RMNCAH
Strengthening Learning and Knowledge Management

Strengthen the **learning and knowledge management strategy** of the **H6 partnership**, including generation and dissemination of **evidence-based documentation**

- H6 to support the development of, engage with or joint existing **learning networks**

- **Linking evidence to policy and practice** requires: (a) connecting experience at country level to the development of global knowledge products; (b) disseminating those products in inter-country exchanges / south-south cooperation

- Strengthen **technical support and guidance** for country teams on evidence-based approaches to documentation with reinforced role of regional teams in support of innovation process

- Prioritise the **development of global knowledge products** based on gaps in technical knowledge and guidance in RMNCAH identified through practical field experience in countries and the identification of “**what works vs. what does not work**”
Effectively Engaging all H6 partners

Ensure the division of labour allows for full engagement by all partners to support the community engagement action area of the Global Strategy for Every Women’s, Every Child’s and Every Adolescent’s Health (2016-2030)

- H6 global and country teams to undertake collaborative efforts to attract necessary resources for joint programming by all partners
- H6 country teams to mobilize resources for action in support of RMNCAH as a collective group and to secure fund for operational costs of joint planning, advocacy and supervision
- H6 global team to coordinate activities at global level with other stakeholders, including the Partnership for Maternal Newborn and Child Health
- Continued joint H6 partner support to countries in their partnership with the Global Financing Facility
Defining Roles and Responsibilities for Regional Teams

- Develop a clear definition of the work to be done at the regional level, including corresponding roles and responsibilities of regional offices in support of H6 country teams.

- H6 global and regional management teams to jointly agree on detailed roles and responsibilities of global, regional and country teams and communicate these to all partners.

- H6 global partners and regional teams to identify and secure resources to fund regional team activities in support of H6 teams at country level.
Evaluation Reports

- Evaluation Report
- Field Country Reports
  - Democratic Republic of the Congo
  - Liberia
  - Zambia
  - Zimbabwe
- Evaluation Brief
Dissemination Events

- Reference Group – February 2017
- PMNCH Board Meeting – May 2017
- High Level Political Forum Meeting – July 2017
- UNFPA / UNICEF Executive Boards – August 2017
- Universal Health Coverage Meeting – December 2017 (tbc)
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Visit UNFPA Evaluation Office webpage at http://www.unfpa.org/evaluation