

# FROM IMPACT EVALUATION TO EVALUATING WITH IMPACT:

Trialling a new approach to increase  
uptake of evaluation results

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# WHAT WE WOULD LIKE TO SHARE...



1. Presenting evaluation findings is as important as the design and implementation
2. Proactively identify evaluation use - frameworks available
3. Identify intermediaries who can apply evaluation learnings across the organisation



## The evaluation

# OUR INITIAL THINKING

- Discussion on ‘an impact evaluation’
- But even if we could ‘demonstrate impact’, so what?
  - External communications versus internal learning
  - Relevance for other contexts?
  - Unpacking the program model – Comprehensive Eye Care



# THE EVALUATION

1

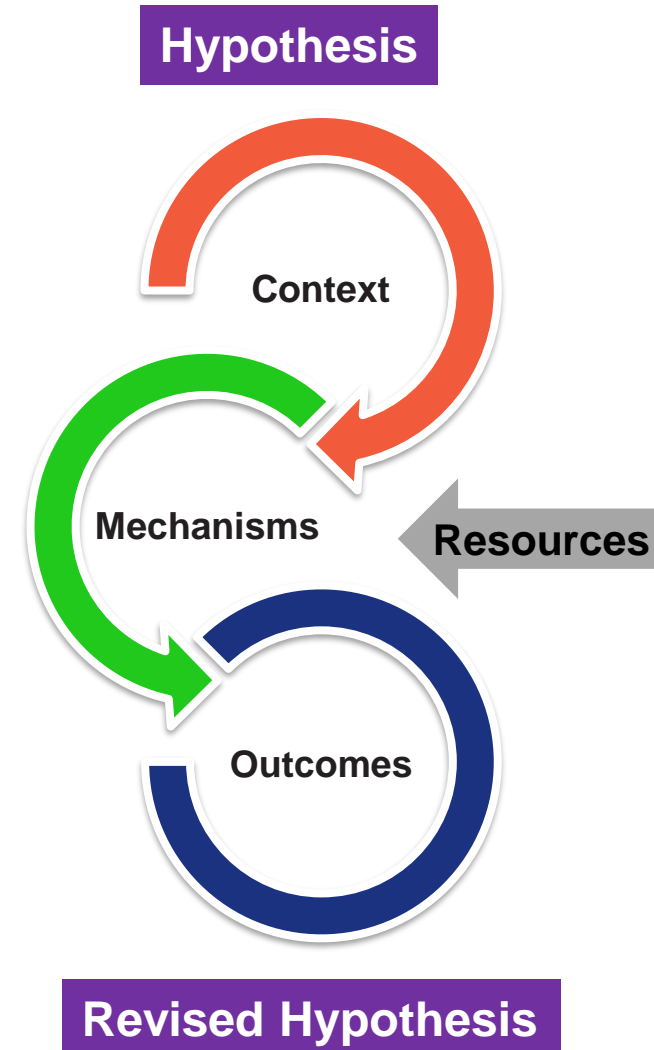
## Realist evaluation

:To identify *what works* in the CEC model *for whom*, in *which contexts* and *how*.

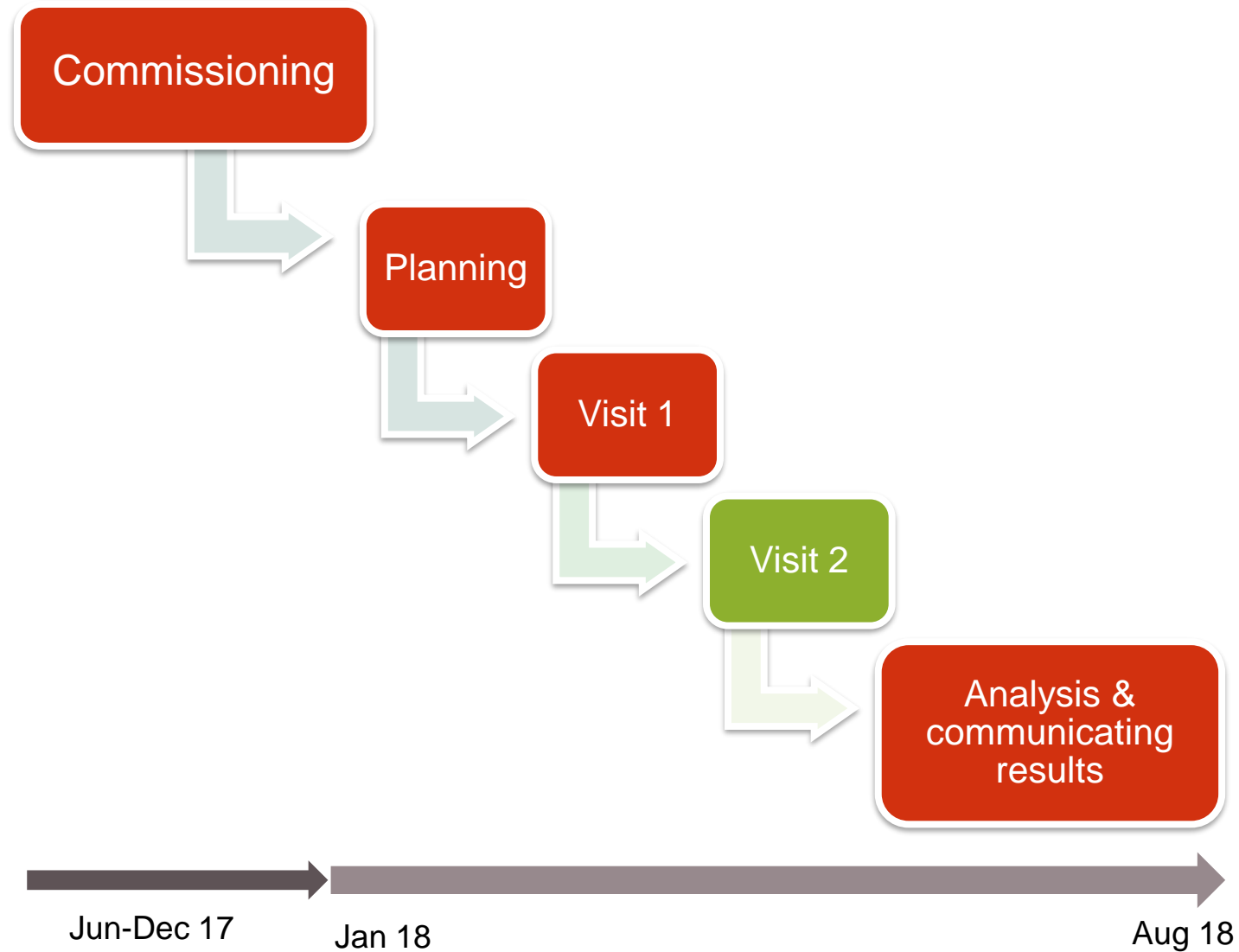
2

**Outcomes evaluation** :Availability, accessibility, quality and uptake of eye health services

: The Foundation's degree of contribution to these outcomes.



# THE EVALUATION: WHAT DID WE DO?



## Planning for use of evaluation results



# PLANNING FOR USE



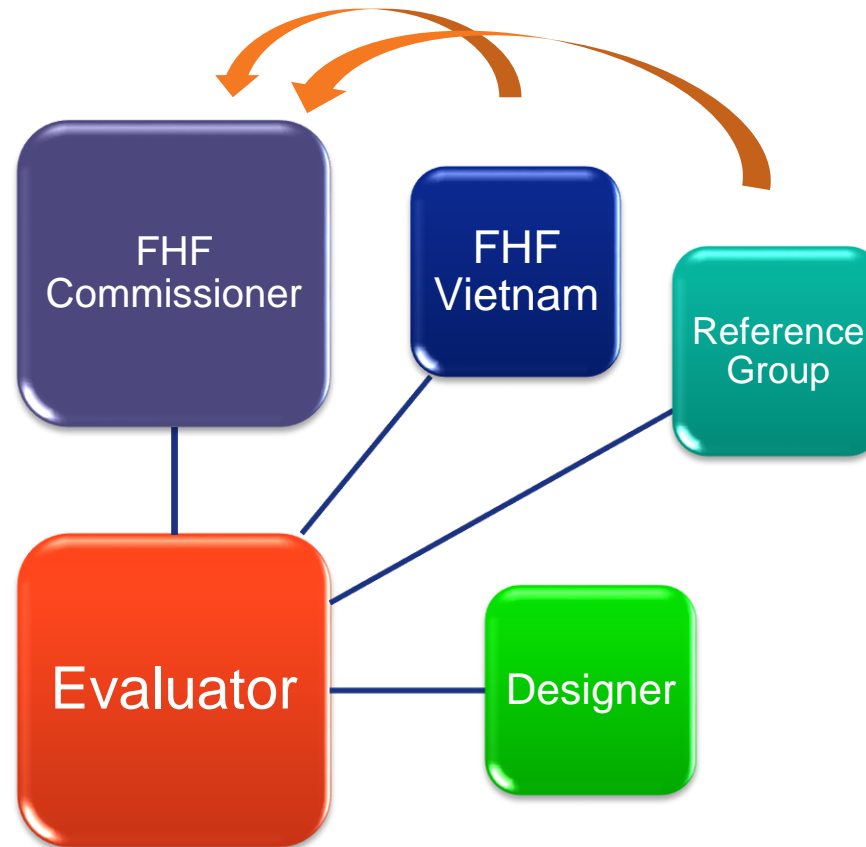
**TOR Development**

**Evaluator Selection**

**Inception**

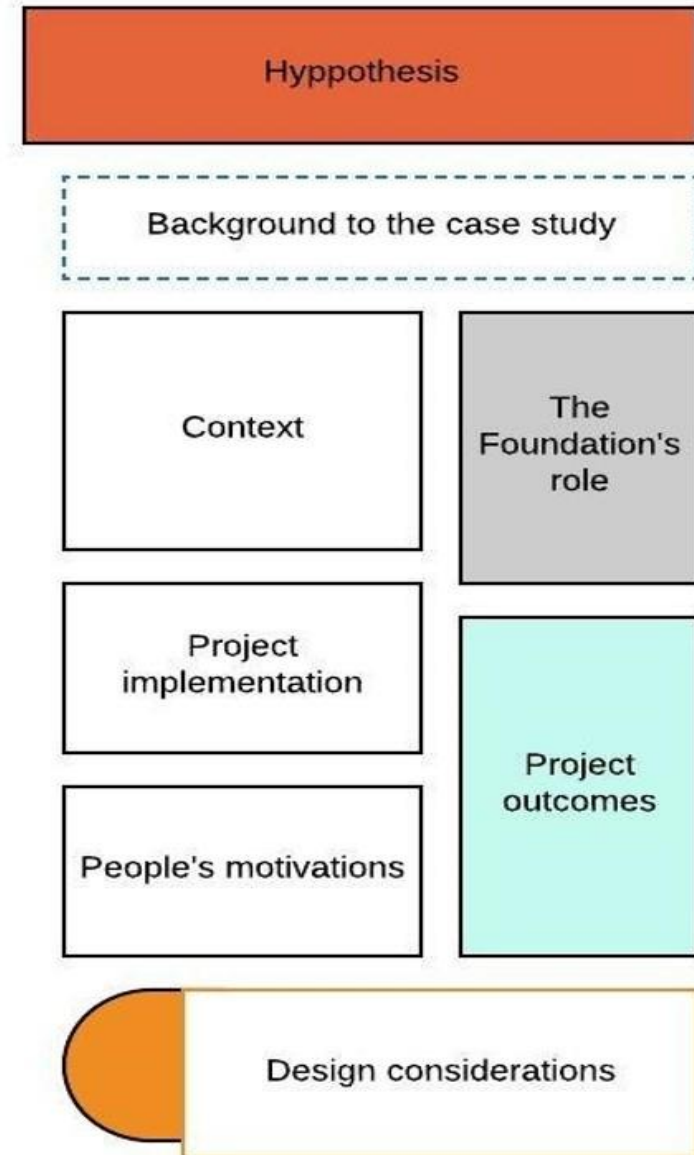
# VISIT 1 & COMMUNICATING RESULTS

- Openness to discuss possible formats
- Iterative, co-design process – end users input into saying what they needed
- 2-day in-country co-design & planning meeting with FHF Team
- In-house graphic design team



# CASE STUDIES

- Topics
  - program strengths
  - rich learnings relevant to program design
- Stand-alone
- Middle-range theories informed 'design considerations'



# TAILORED RESULTS SUMMARIES

## THE FRED HOLLOWS FOUNDATION

### The Comprehensive Eye Care Model in Vietnam (2003-2016)

September 2018



### THE COMPREHENSIVE EYE CARE MODEL

The Fred Hollows Foundation implemented the Comprehensive Eye Care (CEC) Model in Vietnam in collaboration with the Provincial Department of Health in 19 provinces, from 2003 to 2016. The CEC model is a comprehensive set of interventions designed to support all levels of the provincial eye health system. The five components of the model are:

1. Human resource development – clinical and primary eye care training for eye care workers
2. Enabling infrastructure – support for infrastructure, such as buildings and equipment
3. Disease control – support for eye health screening and treatment, such as cataract surgery

4. Partnership and coordination – strengthening project management skills and coordination for eye health service providers and other stakeholders

5. Eye health promotion - education and information activities, including distribution of education campaign materials.

### THE EVALUATION

The Foundation collaborated with the Australian consulting firm ZEST Health Strategies to evaluate the CEC Model from January to August 2018. The purpose of the evaluation was to identify key lessons from the CEC Model as well as its medium-term outcomes.

Data was collected from a sample of four provinces: Hoa Binh, Vinh Long, Phu Yen and Quang Ngai.

The evaluation identified lessons learnt from implementing the CEC Model in Vietnam in:

- Partnerships
- Training
- Community education campaigns
- The transition to social health insurance
- Factors that reinforced sustainability of Foundation-supported activities.

### Key issues

The evaluation identified some of the key factors that influenced the success of the CEC Model:

- The working relationships between the relevant Provincial Government authorities and The Foundation
- Long-term eye health planning and annual reviews by Provincial Governments

- Provincial Government co-funding of CEC Model activities
- A strong and well-coordinated primary eye care network
- The quality of formal clinical training and availability of follow-up mentoring and supervision
- Good community awareness of eye health that results in patients presenting earlier to be screened and a gradual reduction in severe cases in communities
- The need for improvements in the quality of eye health service delivery e.g. cataract surgery and national monitoring and reporting on quality.

### Program outcomes

The Program resulted in improved outcomes in availability, accessibility, quality and uptake of eye health services. See Figure 1 below for key results.

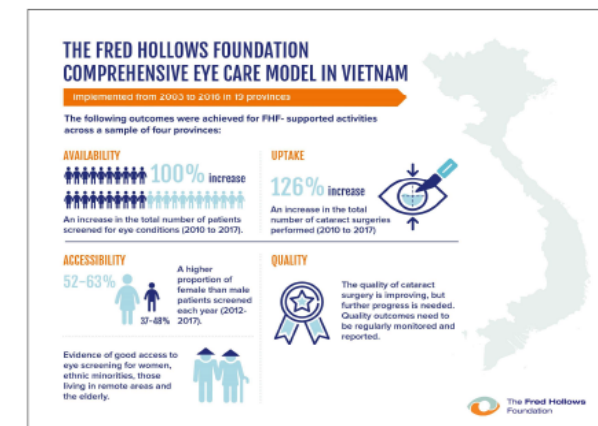


Figure 1: Program outcomes

The four provinces: Hoa Binh, Vinh Long, Phu Yen and Quang Ngai

The Fred Hollows Foundation receives support from the Australian Government through the Australian NGO Cooperation Program (ANCP)



**A framework for evaluation use**

# FRAMEWORK FOR EVALUATION USE

## Instrumental

*Direct use of findings  
to modify evaluand*

## Conceptual

*Understand program  
in a new way*

## Enlightenment

*Add knowledge to the  
field*

## Process

*Changed knowledge/  
behavior from involvement  
in the evaluation*

## Persuasive/ Symbolic

*Eg Persuade stakeholders,  
demonstrate commitment to  
accountability*

## Dissemination and use of evaluation results



# DISSEMINATION

## COMMUNICATION AND ENGAGEMENT PLAN

*Vietnam CEC Model 2003-2016 Strategic Evaluation*

Date of plan	December 2018
Research project contact/ Evaluation manager	Peta Leemen
Project start and end date	Evaluation conducted Jan – October 2018
Country	Vietnam

### Plain language statement: About the research/project/evaluation

In 2018 The Fred Hollows Foundation commissioned an evaluation of the Comprehensive Eye Care model used in Vietnam between 2003 and 2016. The evaluation was intended to generate learnings about the model – in particular, what worked and why in the particular context – that can be shared internally to inform future program design for programs engaging in comprehensive eye care.

The following evaluation questions were used to define the overall scope of the evaluation.

1. How effectively has the CEC model supported the ongoing availability of quality eye care services in different provinces as well as the uptake of these services?
2. How did components of the CEC model combine together to result in effective outcomes in eye health service delivery?
3. How did The Foundation transition out of provinces to ensure that eye care services continued to function and develop?
4. What program factors enabled Provincial Governments to develop strong management capacity, commitment and ownership of eye health services?
5. Was the progress achieved through the CEC Model sustained after the exit of The Foundation and what factors supported this sustained change?

The evaluation had two main components: a realist evaluation, asking what of the CEC model works, for whom, why and in what contexts; and an outcomes evaluation analysing the medium term outcomes of the projects, and assessing the degree of the projects' contribution to those outcomes. The realist evaluation component tested 5 main hypotheses, which were each developed into case studies that form a key part of the evaluation report..

### Communication and engagement plan

This communication and engagement plan is intended to support the research/project/evaluation to identify the key audience/s, and to map out the activities needed to effectively communicate and engage these audiences before, during and after the research/project/evaluation

*Different strategies for...*

Program partners

Vietnam government

Targeted internal audience

Broader internal audience

# UPTAKE OF EVALUATION RESULTS

## Instrumental

- Project length and sustainability

## Conceptual

- Clarification of “CEC” model

## Process

- Use of project advisory groups
- Internal evaluation

## Symbolic

- Relationships and reputation

## Key learnings

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# 1. Rethink the proportion of time for design/implementation vs dissemination/uptake



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#### The Fred Hollows Foundation

The Foundation is an international development organisation working towards eliminating avoidable blindness. It has worked in Vietnam since 1992, alongside the Viet Nam Ministry of Health, the Viet Nam National Institute of Ophthalmology and provincial partners.

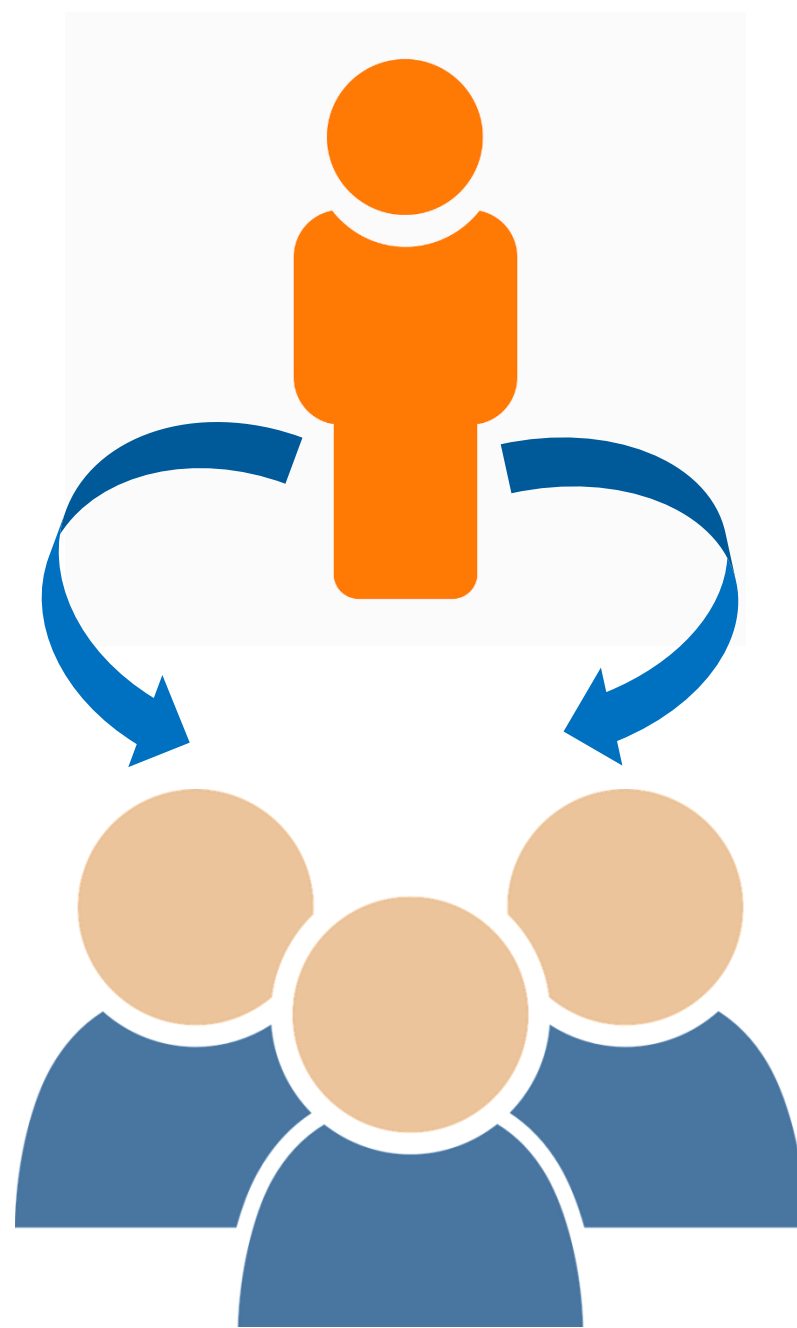
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The Fred Hollows  
Foundation

## 2. Proactively identify & plan for evaluation use

### 3. Identify intermediaries to apply evaluation learnings across the organisation





A brief on the evaluation can be found at:

<https://www.hollows.org/au/research>

The Fred Hollows Foundation acknowledges the support of the Australian Government through the [Australian NGO Cooperation Program \(ANCP\)](#).



**The Fred Hollows  
Foundation**

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