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LEVERAGING COLLECTIVE LEARNING

A COLLABORATIVE ECOSYSTEM APPROACH TO EVALUATION OF A MULTI-PROJECT GRANT PROGRAM

19 SEPTEMBER 2025

In the spirit of reconciliation Movember acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Q.

Why are program evaluations typically expected to be independent of the funder and evaluator?

AGENDA

01 THE CASE STUDY

02 THE EVALUATION APPROACH

03 THE BENEFITS OF COLLECTIVE LEARNING

MOVEMBER®

CHANGING THE FACE OF MEN'S HEALTH

2003

IT STARTED OVER A BEER

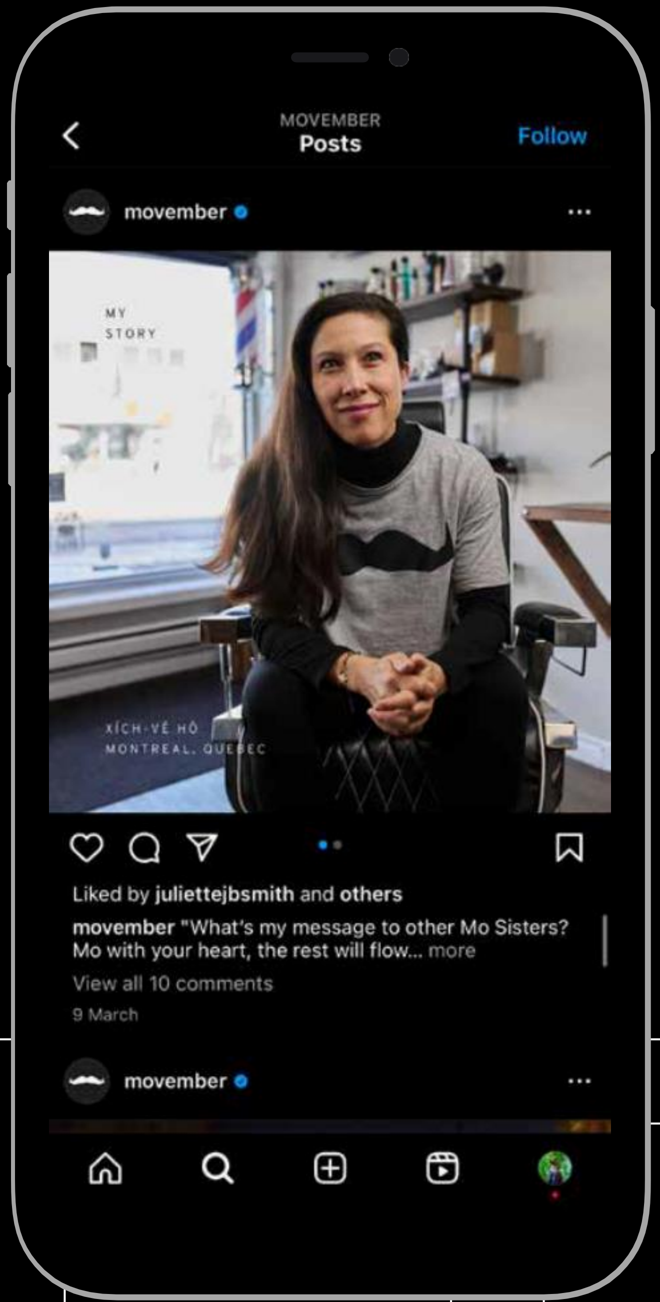
MATES HAVING A CHAT AND SEEING WHERE IT GOES. THAT'S A PROPER GOOD CHAT. AND THAT'S HOW MOVEMBER STARTED.

TWO FRIENDS CATCHING UP OVER DRINKS, THINKING, WHAT WOULD HAPPEN IF THE MOUSTACHE MADE A COMEBACK.

2023

TWO DECADES LATER:

IT'S CREATED A VITAL COMMUNITY WORLDWIDE THAT'S HELPED RAISE OVER AUD $1 BILLION FOR MEN'S HEALTH



1 BILLION

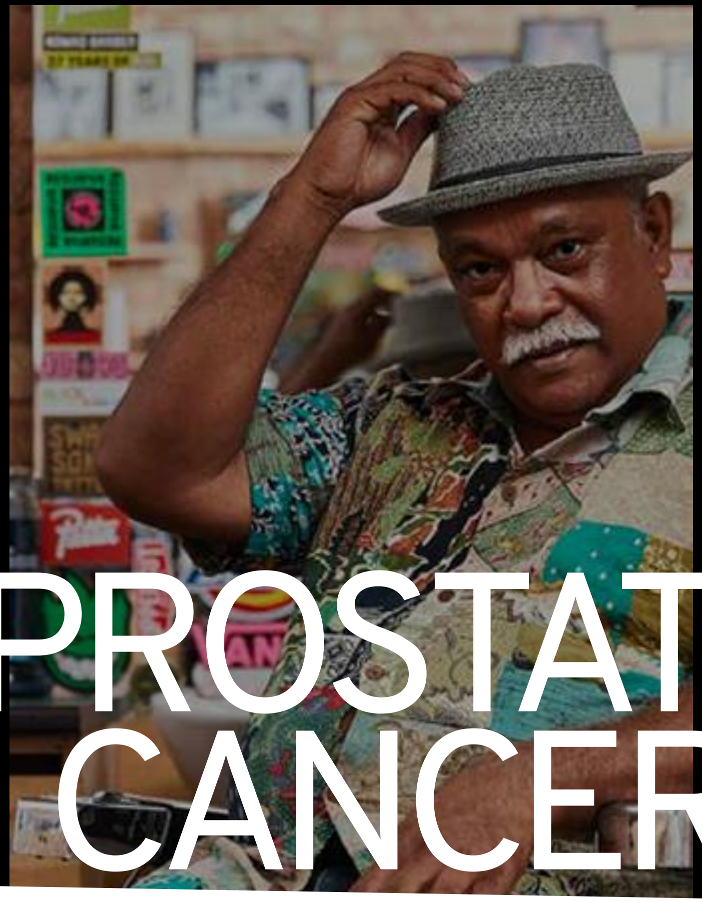
WHY WE DO IT

TESTICULAR CANCER

IT'S THE NUMBER 1 CANCER AMONG YOUNG GUYS

MENTAL HEALTH AND SUICIDE PREVENTION

EVERY MINUTE OF EVERY DAY ONE MAN DIES GLOBALLY BY SUICIDE



PROSTATE CANCER

1 IN 8 MEN WILL GET IT. WE'RE WORKING TOWARDS A WORLD WHERE NO MAN DIES FROM IT

VETERANS & FIRST RESPONDERS MENTAL HEALTH GRANT PROGRAM

THE INSIGHT

First responders and military veterans are at greater risk than the general population for both poor mental health and suicide.

Though there are many programs aiming to support these groups, a 2019 report commissioned by Movember found a lack of publicly available evidence showing the effectiveness of such programs.

-McCreary (2019) Veteran and First Responder Mental Ill Health and Suicide Prevention: A scoping review of prevention & early intervention programs used in Canada, Australia, New Zealand, Ireland and the United Kingdom.

VETERANS & FIRST RESPONDERS* MENTAL HEALTH GRANT PROGRAM

A Movember and The Distinguished Gentleman's Ride Collaboration

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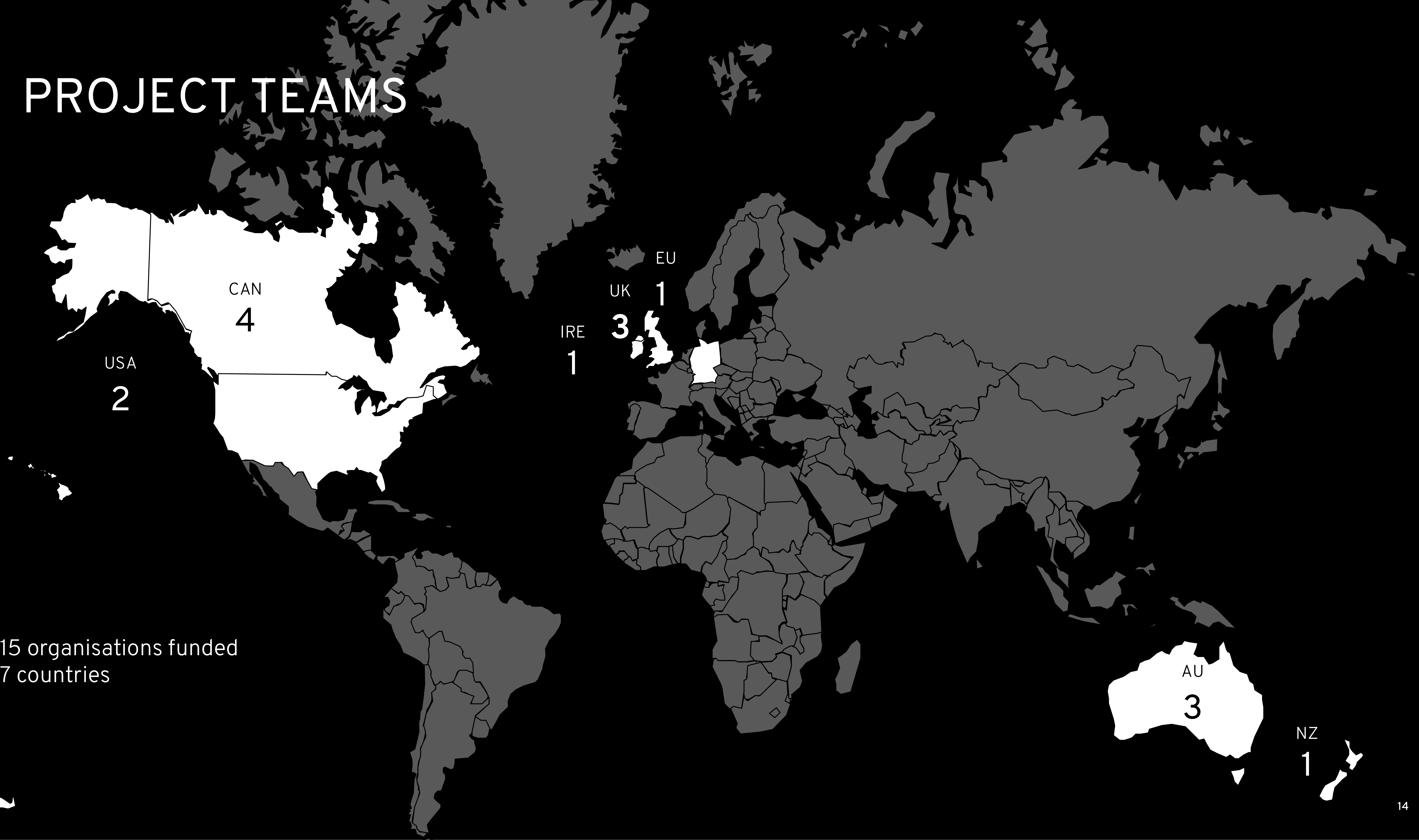
Additional funding proudly provided by

REQUEST FOR PROPOSALS

GOALS

- To support ongoing development, implementation and evaluation of prevention/early intervention programs to improve mental health of veterans and first responders, while using a gendered lens.
- To build evidence of what works
- To foster collaboration and knowledge sharing globally around evaluation and evidence for those programs.

PROJECT TEAMS



15 organisations funded
7 countries

FUNDED PROJECTS

Blueprint
First Responders Resiliency Program

Disaster Relief Australia
Supporting Veterans and First Responders to Grow Beyond Their Service

Flinders University
Protecting Emergency Responders with Evidence-Based Interventions (PEREI)

UK Police Force
Police Wellbeing and Resilience Program

University of Leicester
RESLEAPS

Canadian Mental Health Association
Resilient Minds

Everymind
Minds Together

First Responders Center for Excellence
Enhanced Stress First Aid

Royal College of Surgeons Ireland
HUGS@Home

University of Western Ontario
Meaning Centred Men's Group

Diskussionsforum Depression e.V.
RUPERT

Fire & Emergency New Zealand
The Whanaungatanga Program

McMaster University
PeerOnCall

Southcentral
Soldier's Heart

University of York
Behavioural Activation for Low mood and anxiety in Male National Health Service (NHS) frontline workers

BUILDING EVIDENCE THROUGH EVALUATION

Movember partnered with University of Canberra to undertake comprehensive evaluation of the funded projects and program as a whole

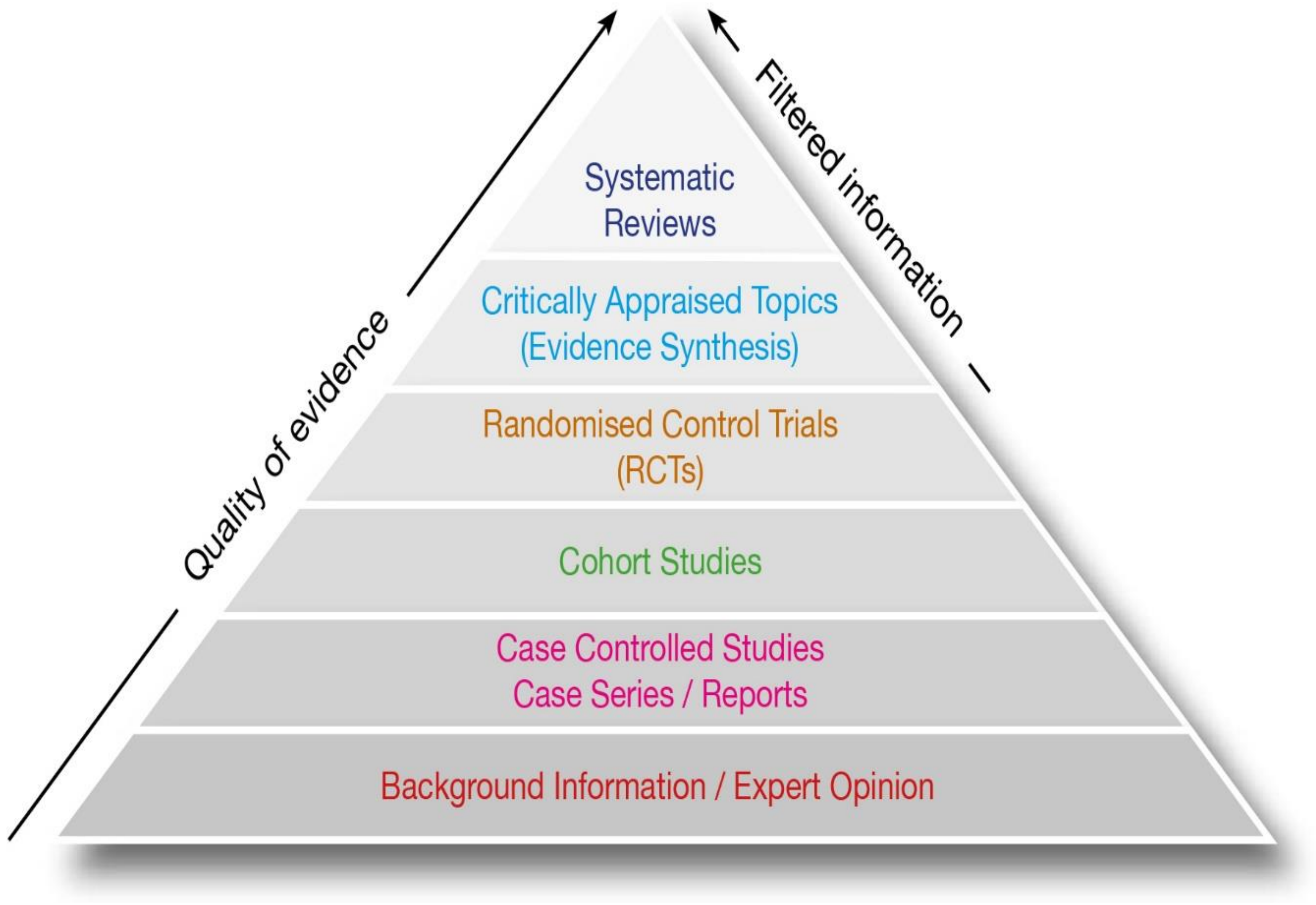
Evaluation examined:

- Context
- Implementation impact analysis
- Effectiveness (individual outcomes)
- Return on investment
- Efficiency

EVALUATION APPROACH

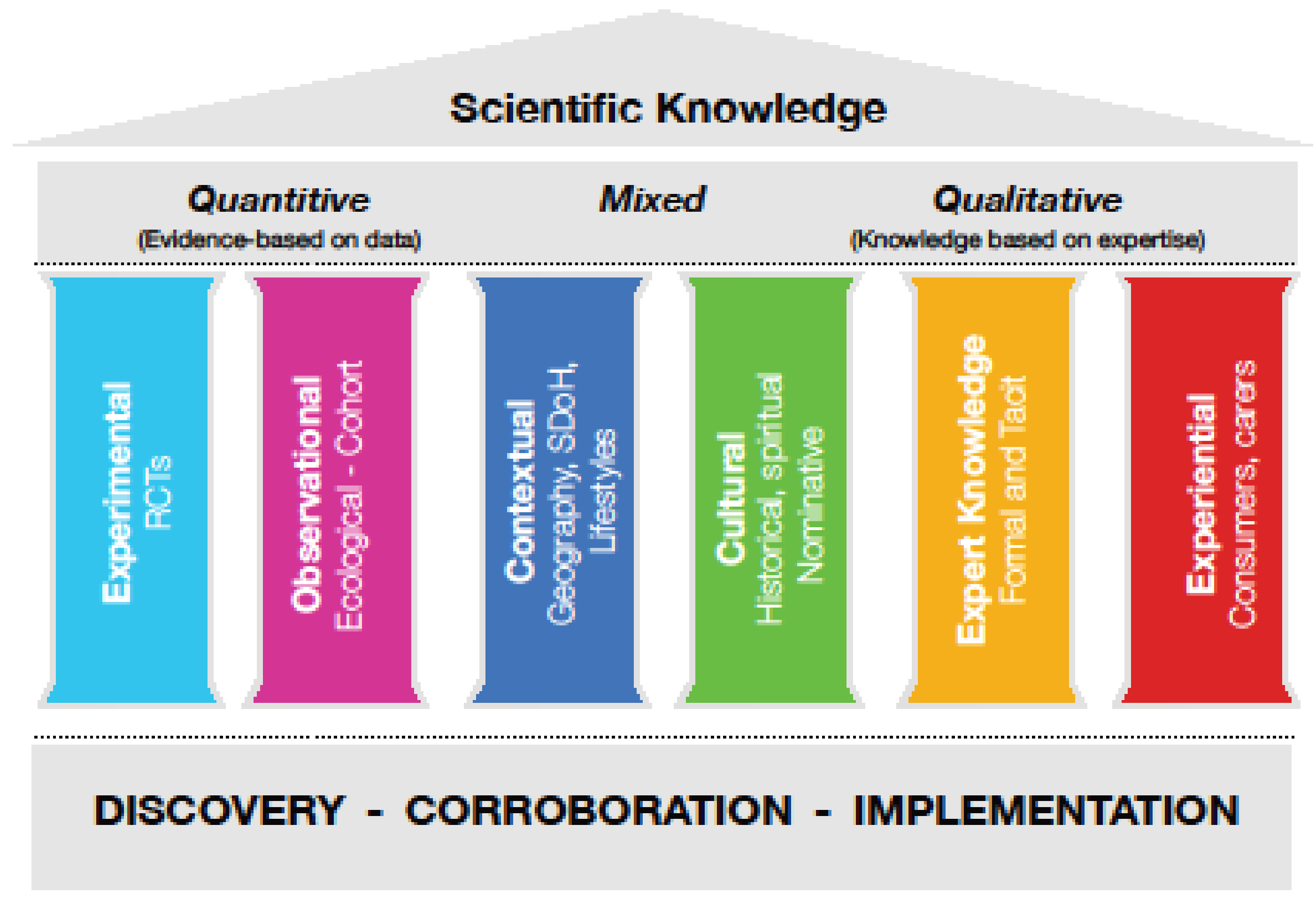
Ecosystem Approach for Evaluation – real world complexity and learnings

Hierarchy of knowledge - EBM Pyramid



Oxford University – (Pyramid)

Pillars of scientific knowledge used in ecosystem approaches



Fernandez, A., Sturmberg, J., Lukersmith, S., Madden, R., Torkfar, G., Colagiuri, R., & Salvador-Carulla, L. (2015). Evidence-based medicine: is it a bridge too far?. *Health Research Policy and Systems*, *13*, 1-9.

Salvador-Carulla, L., Lukersmith, S., & Sullivan, W. (2017). From the EBM pyramid to the Greek temple: a new conceptual approach to Guidelines as implementation tools in mental health. *Epidemiology and Psychiatric Sciences*, *26*(2), 105-114.

Furst, M., & Salvador-Carulla, L. (2024). Applying the health ecosystem approach in the analysis of health care and support for first nations in the pacific. *The Lancet Regional Health–Western Pacific*, *44*.

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Evaluation Overview

1. Projects analysis (individual Projects)

1a. Analysis of individual Project effectiveness

1b. Social return on investment on each Project

1c. Sustainability and scalability of each project

2a. Program Analysis Comparability analysis of Projects

Comparability analysis across all 23 Projects/sub-Projects to determine performance and impacts on specific domains using novel methods

2b. Overall Grant Program analysis

Analysis of the overall grant program on the completion of the Project e.g. return on investment across the 23 Projects/sub-projects

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MULTI-PROJECT PROGRAM EVALUATION

Size

- 15 Project teams: 7 countries
- 23 interventions (sub-projects)
- Baseline sample size n=13,348

Heterogeneity

- Target audience
- Indicators
- Outcome measurement
- Project context
- Organisation type

Project

- Intervention Genealogy
- Study design
- Intervention characteristics
- 120 Outcome measures
- Time zones
- Team differences

Preparatory steps

- Ethics and consent
- Data sharing agreement with each project organisation
- Terminology
- Logic of change, target audience (PoP), demographic info, genealogy,
- Participant OM and demographic information
- 3 x Expert panels (Identify evaluation indicators, Harmonisation of PROMs, scenarios)

EVALUATION COMPONENTS

Intervention characteristics

- e.g. mechanisms, exposure (dose), communication

Context characteristics

- Complexity (inherent in the Project)
- Barriers and Facilitators

Gendered lens strategies

- WHO-GAT adapted

(two SME - not from UC)

1. Implementation process (7/15 domains)

- Global Impact Analytics Framework (GIAF)

2. Intervention effectiveness

- Multi-layered statistical analysis

3. Project efficiency

- Efficient Decision Support Approach

4. Return on Investment

- Project level – social return on investment
- Funder return on investment

Overall Multi- Project Performance (5 domains)

- matrix case study approach

DATA COLLECTION

University of Canberra

- Continuous Monitoring & Evaluation
- Surveys (x2) e.g. intervention mechanisms,
- GIAF implementation processes – 7 domain e.g. Dissemination run sheet, Usability and Adoption questions
- Barriers and enablers Index
- Complexity Index
- Meeting notes

Projects

- Participant demographics
- Participant outcomes (e.g measure, attendance)
- Participant Outcome data and data dictionary
- Meeting notes

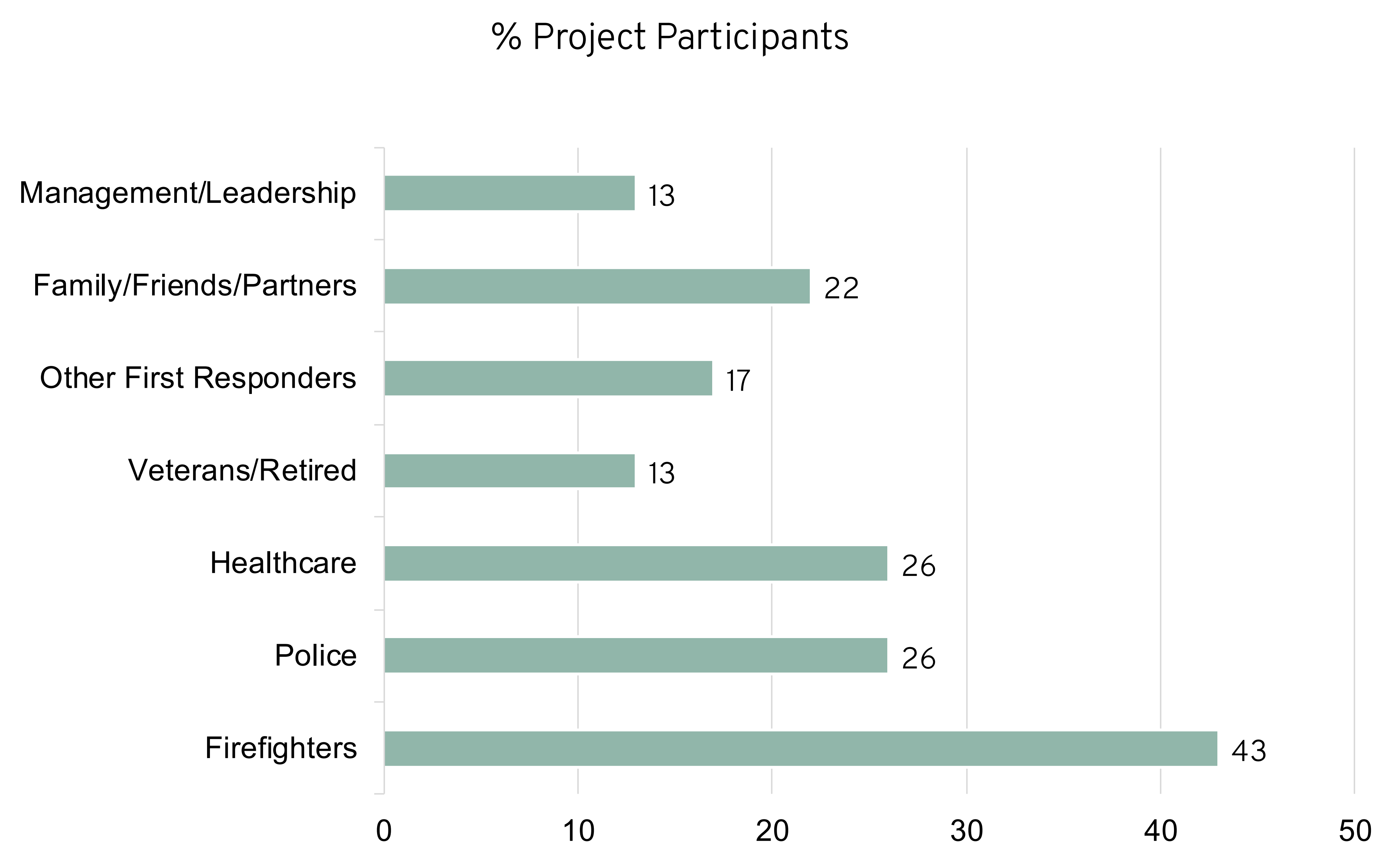
Movember

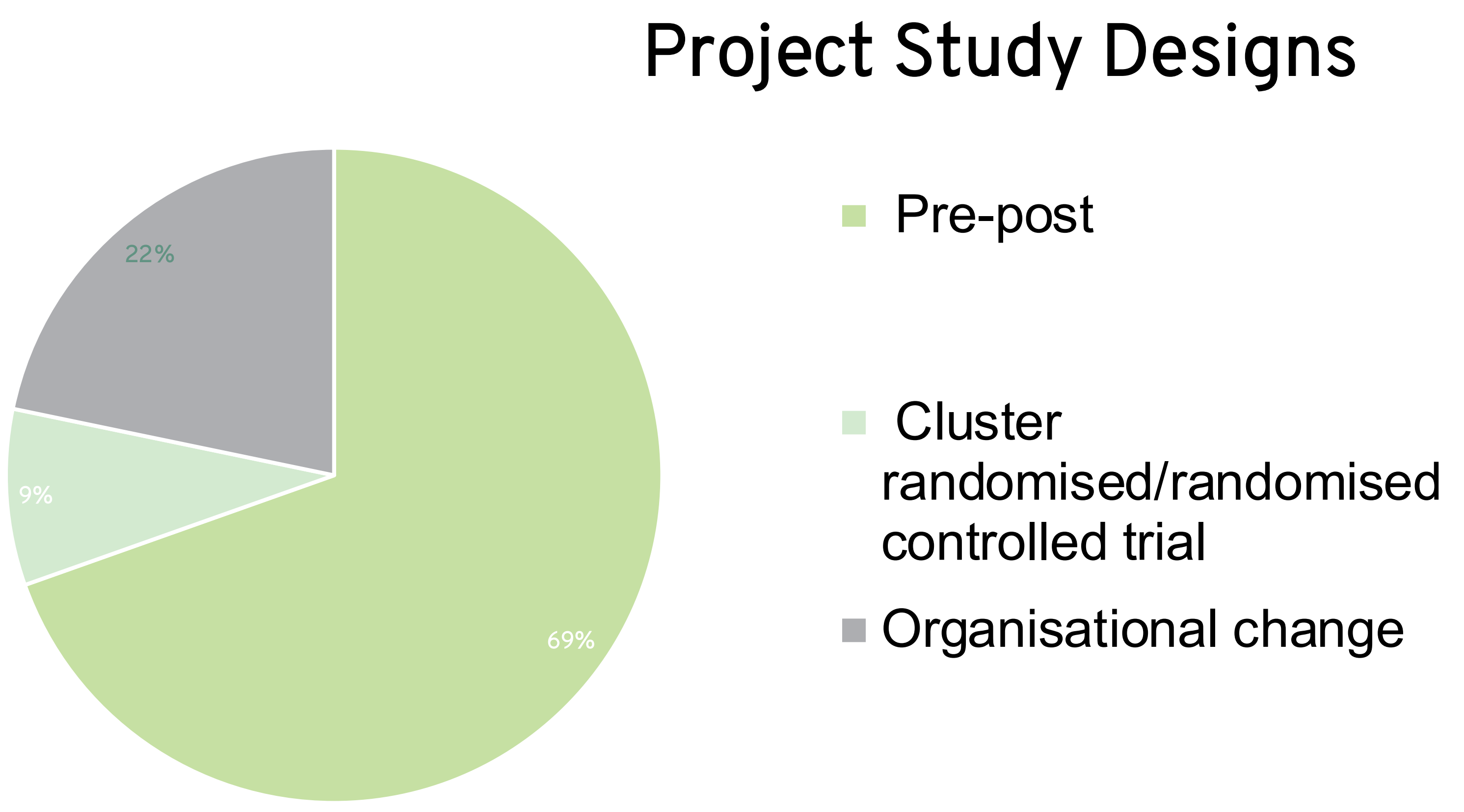
- Funding application and amount
- Project on a Page (PoP)
- Monitoring and evaluation plans (agreement)
- Gendered lens (2 self assessments) and modified WHO-GAT
- Continuous monitoring e.g. reporting

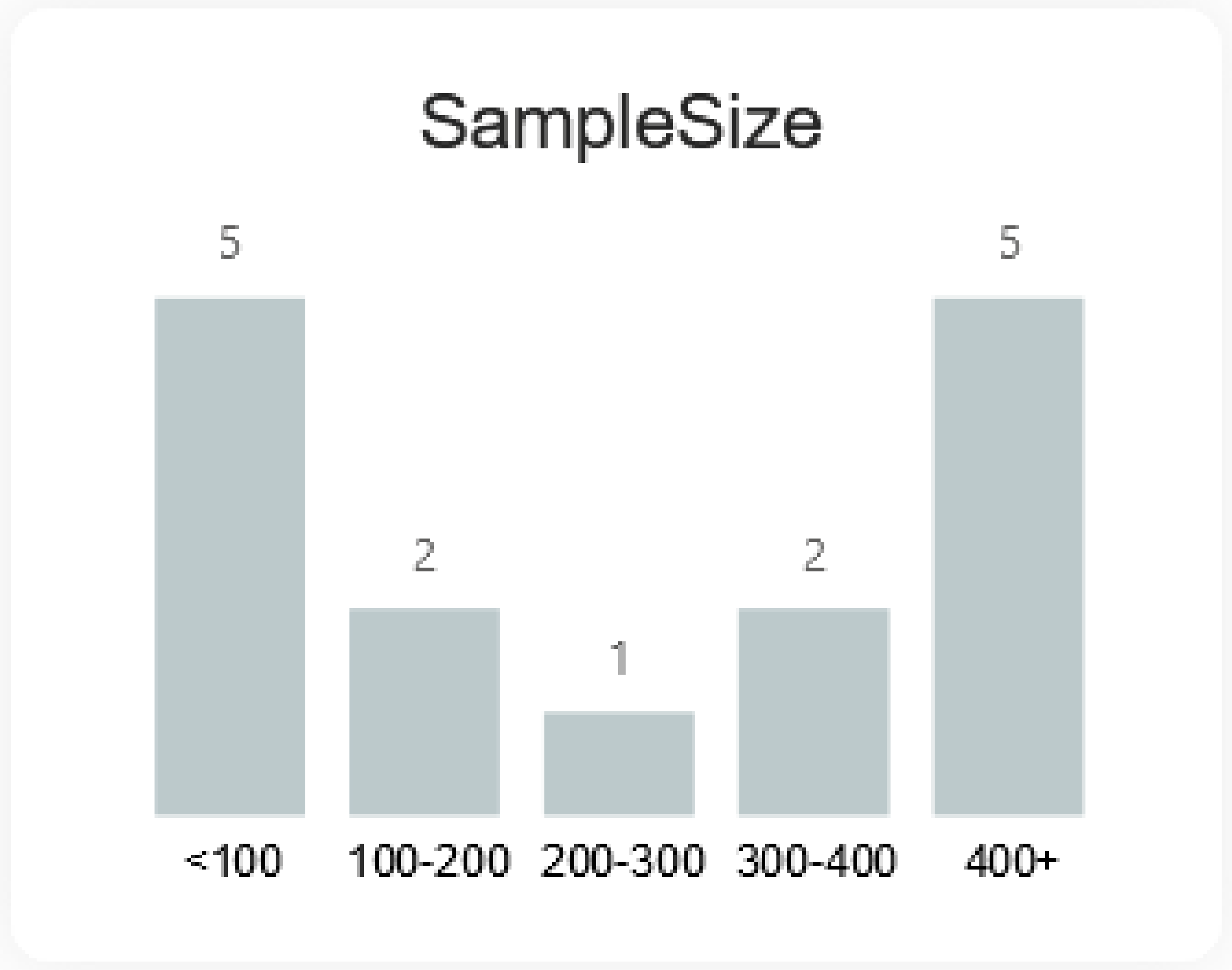
UC and Projects

- Data sharing agreements – de-identified participant information
- Completion of the PoPs
- GIAF Tools
  - ✓Dissemination run sheet
  - ✓Usability and Adoption questions
- Barriers and Enablers

RESULTS – PROJECT CHARACTERISTICS







Total number of participants at baseline across program **13,348**

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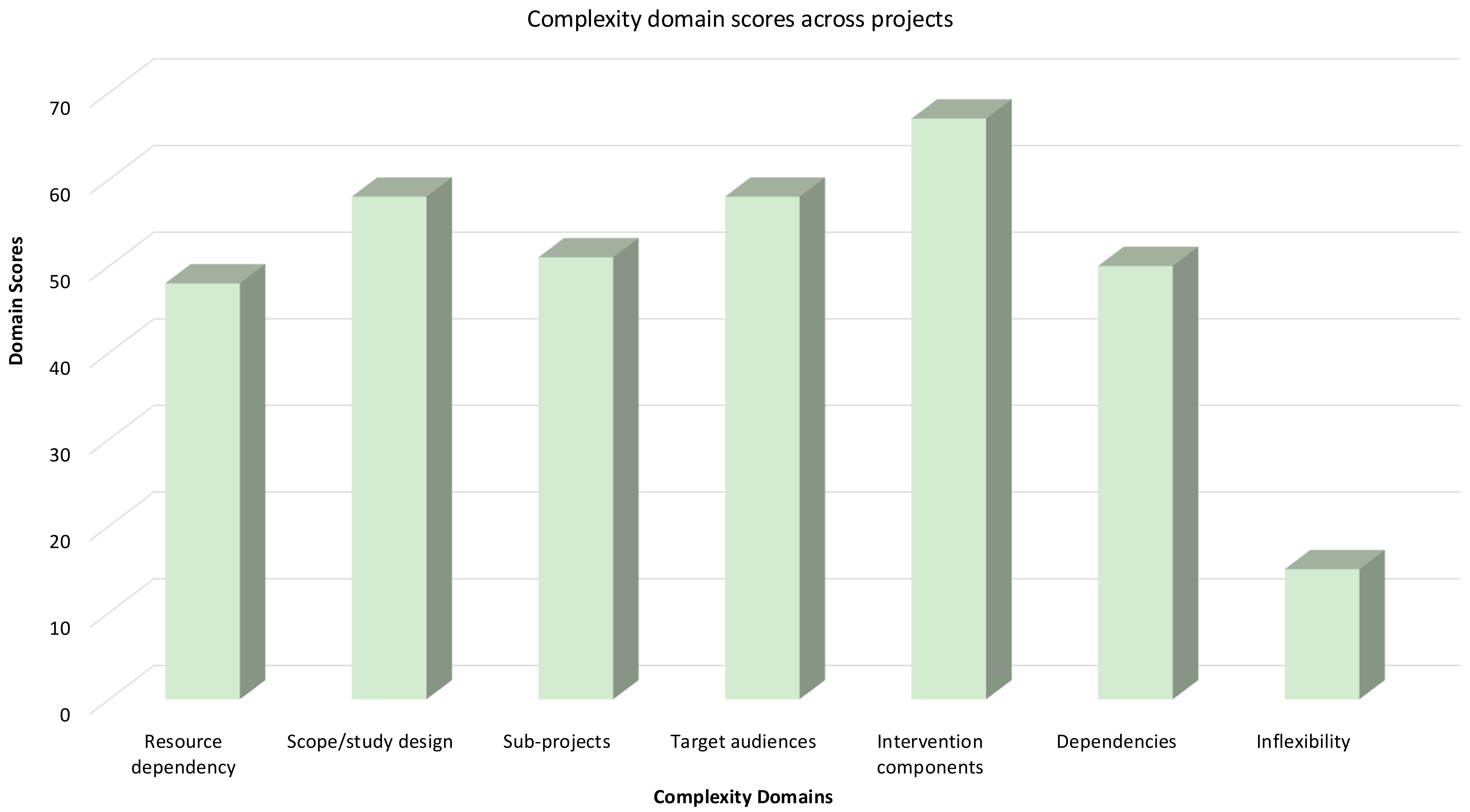
1.1 PROJECT CONTEXT - COMPLEXITY INDEX



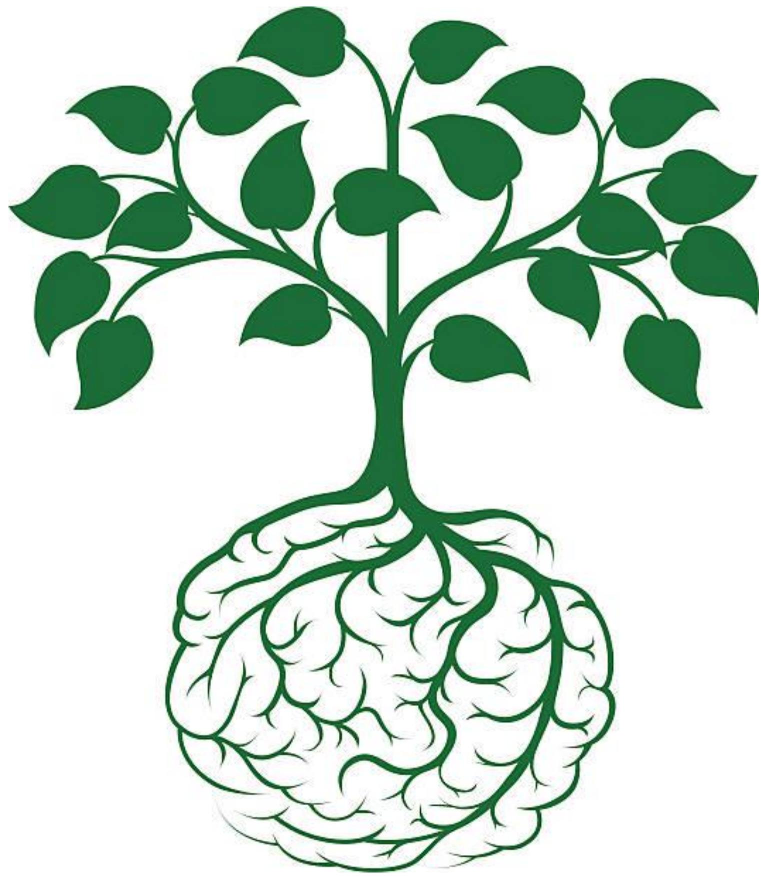
1.2 Project context – Barriers and Enablers (facilitators) Index

Barriers

- Inner
- Availability of resources
- Work infrastructure
- Relation connections

- Outer
- Local conditions
- Local attitudes
- Partnerships and connections

Enablers (facilitators)



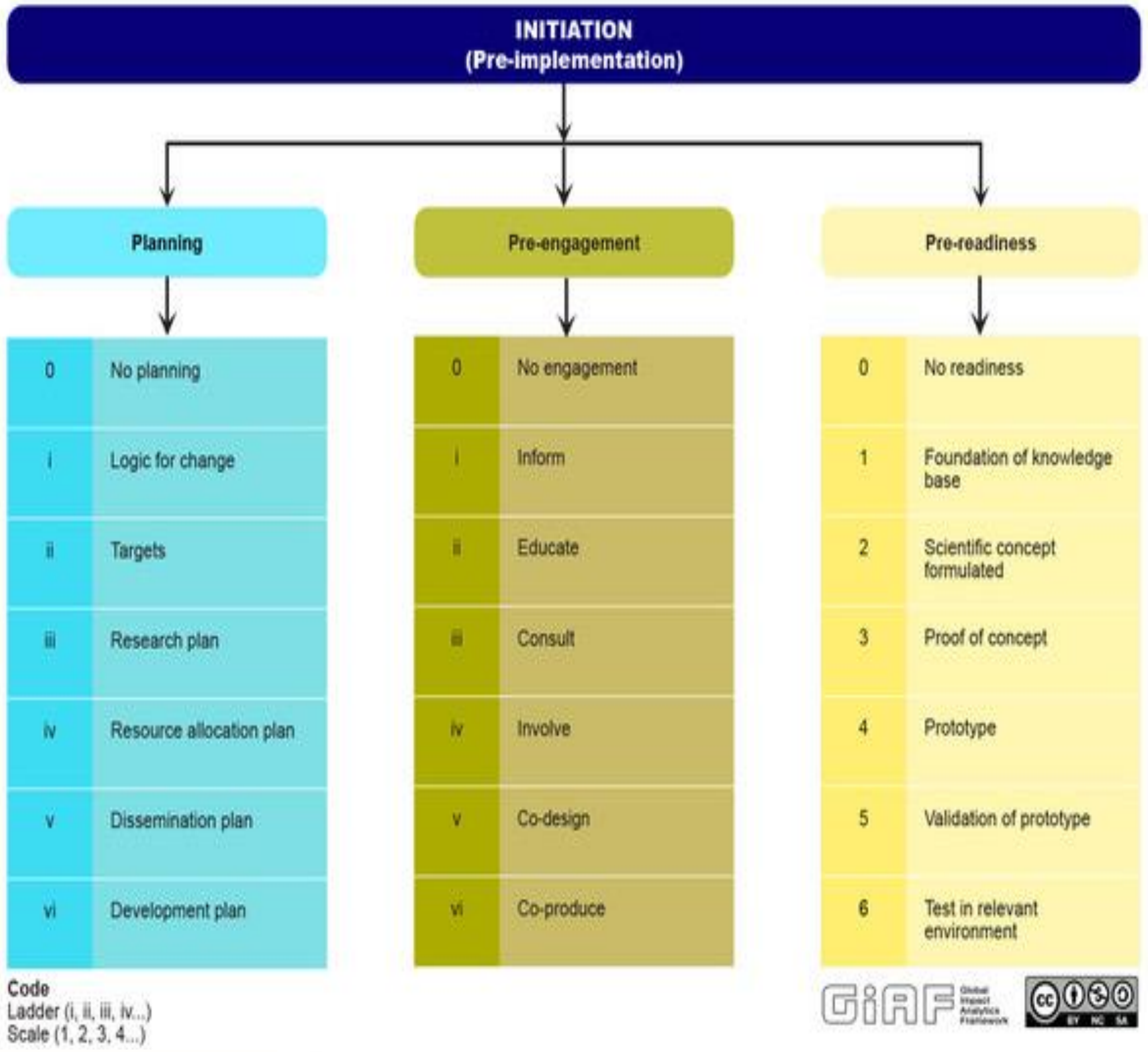
- Inner
- Team capability
- High level leaders
- Work infrastructure
- Implementation facilitators
- Relational connections

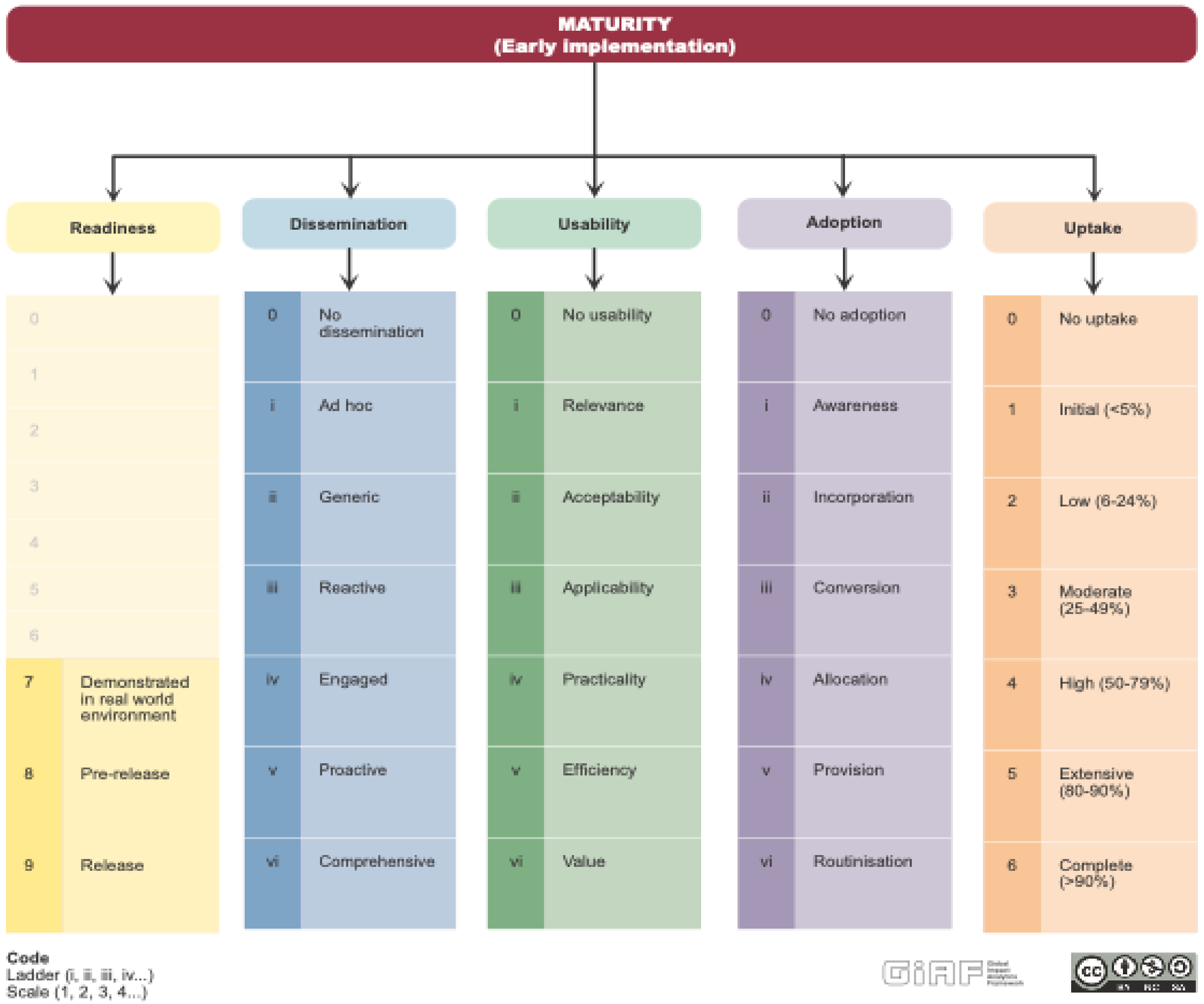
- Outer
- Partnerships and connections
- Other implementation support

2. Implementation Process Domain – Impact

Global Impact Analytics Framework (GIAF) and ladders

https://www.canberra.edu.au/research/centres/hri/research-projects/giaf





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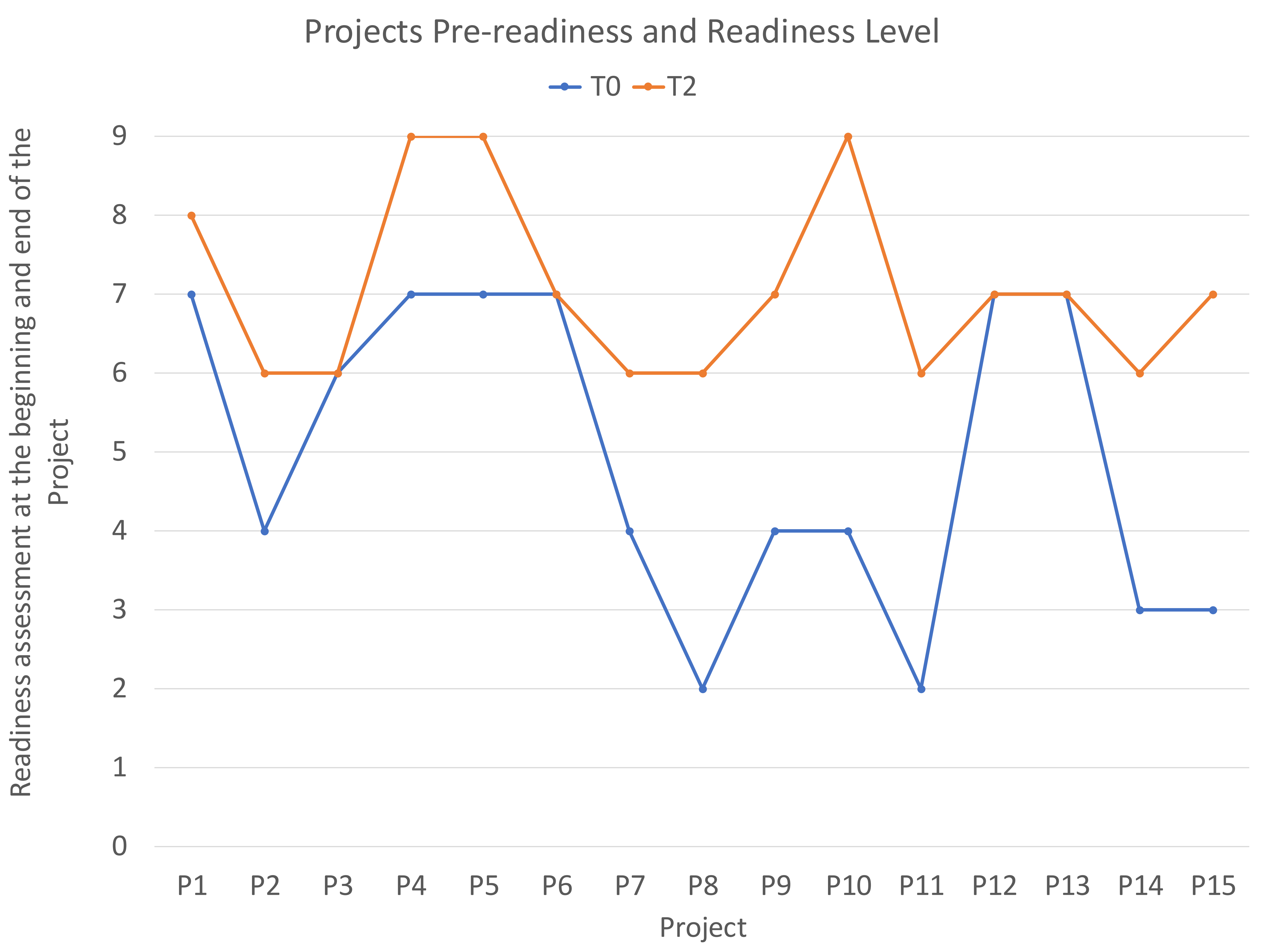
RESULTS

Technology readiness level – Implementation Science



Salvador-Carulla, L., Woods, C., de Miquel, C., & **Lukersmith, S.** (2024). Adaptation of the technology readiness levels for impact assessment in implementation sciences: The TRL-IS checklist. *Heliyon*, *10*(9). https://doi.org/10.1016/j.heliyon.2024.e29930

IMPACT ANALYSIS – PROJECT GIAF RATINGS

Initiation/Maturity Phase Projects	Pre-engagement	Dissemination	Usability	Adoption	Penetration	Overall Rating
Project 5	5 High	6 High	6 High	3 Mod	4-6 Mod-High	25 Mod
Project 6	6 High	6 High	6 High	6 High	6 High	30 High
Project 8	3 Mod	6 High	6 High	5 High	4-5 Mod-High	24 Mod
Project 11	6 High	6 High	6 High	6 High	6 High	30 High
Project 15	3 Mod	3 Mod	5 High	5 High	2 Low	18 Low
Project 14	6 High	4 Mod	6 High	NA	6 High	22 Mod

Maturity/Evolution Phase Projects	Pre-engagement	Diffusion	Sustainability	Adoption	Penetration	Overall Rating
Project 1	NA	5 High	6 High	5 High	6 High	22 High
Project 2	NA	6 High	6 High	6 High	4 Mod	22 High
Project 4	NA	5 High	6 High	4 Mod	4 Mod	19 Mod
Project 3	NA	3 Mod	6 High	NA	6 High	15* Mod
Project 7	NA	6 High	6 High	6 High	6 High	24 High
Project 9	NA	6 High	6 High	5 High	5 High	22 High
Project 12	NA	2 Low	6 High	NA	6 High	14* Mod
Project 10	NA	6 High	6 High	6 High	4 Mod	22 High
Project 13	NA	5 High	6 High	4 Mod	4 Mod	19 Mod

Note: *Scoring was adjusted for fewer indicators

3. Performance Domain - Effectiveness
(on mental health and wellbeing)

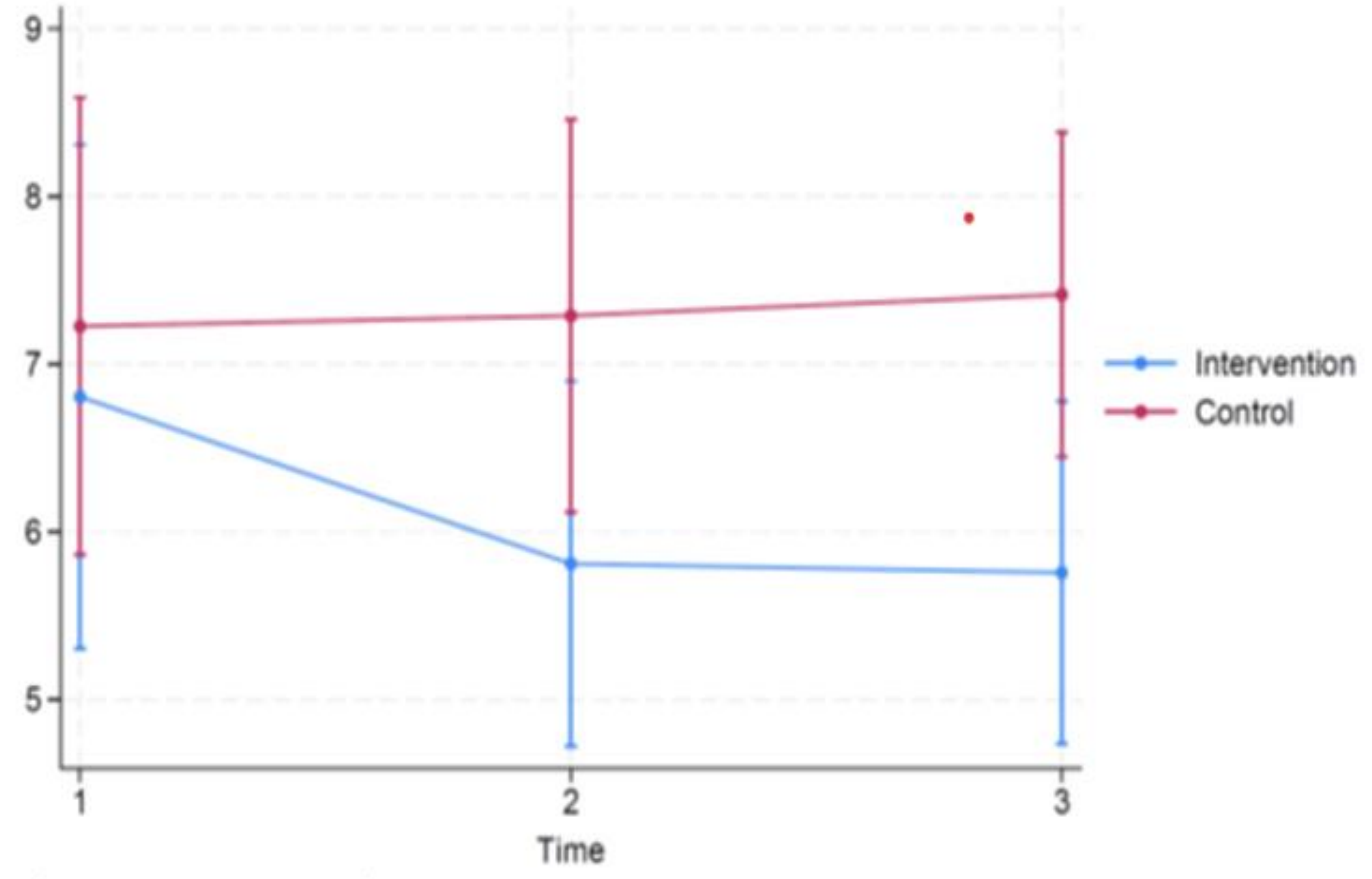


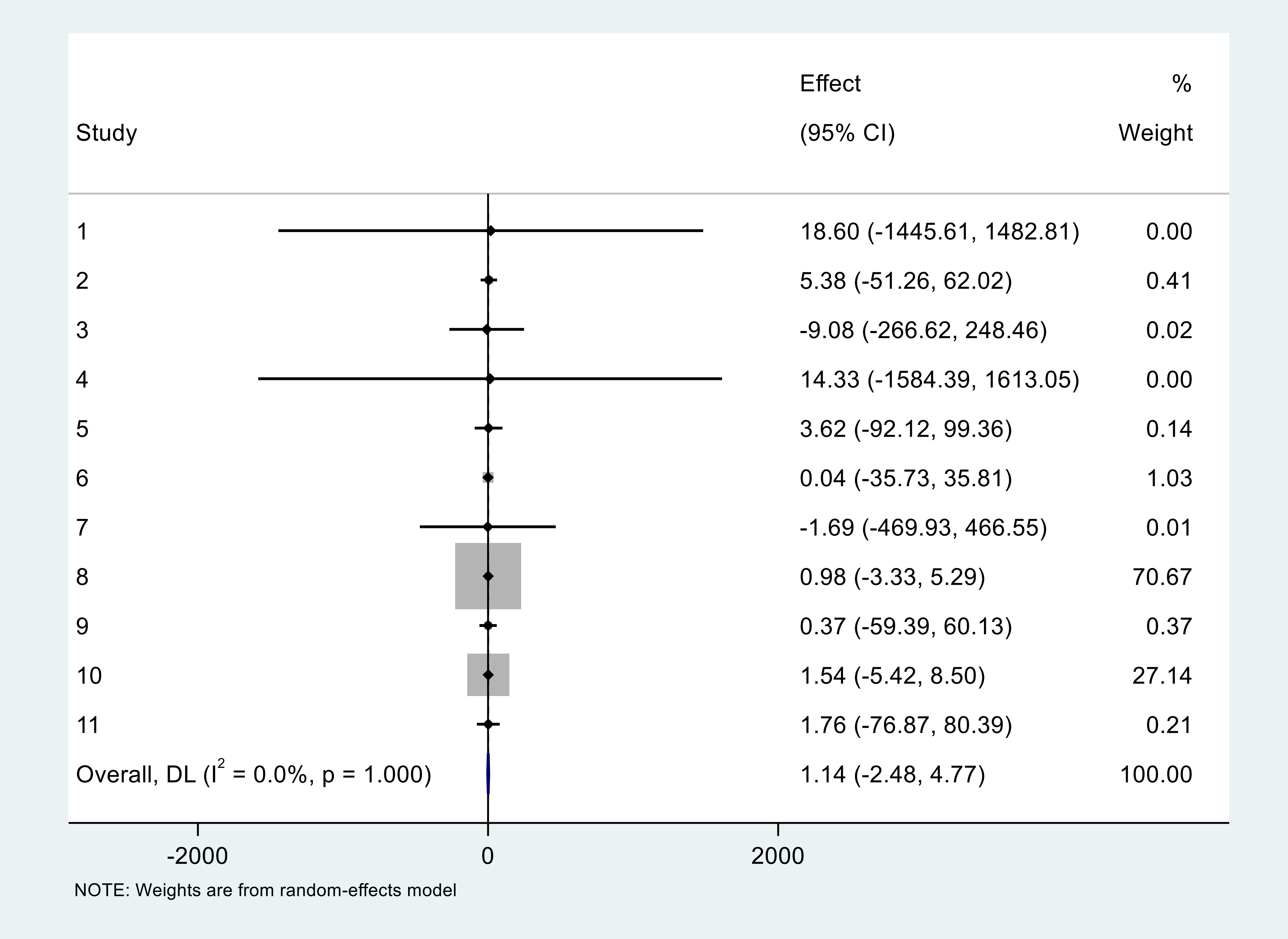
Figure 41: Group comparisons

Depression

- 6 indicators of mental health and wellbeing: (Depression, Anxiety, Trauma related stress, Resilience, Support (receiving) and Quality of Life)

- one scale as a common comparator
- other scales used as proxies of the same construct (compared, rescaled and/or converted to common comparator scale)
- Project ranking by percentile ranks (0-100)
- Program level data followed a ‘two- parallel groups’ repeated measures design for combined projects data

4. Return on Investment Domain



- **Measure of the social, environmental, and economic value created, considers broader impacts**
- **Use an estimated rather than actual costs**
- **Variations in how Projects calculated their in-kind or non-Movember funding (affects accuracy of ROI calculation)**
- **Return on investment for the FUNDER (FROI)**
- **Use the metric of QALY (mapping to EQ-5D)**
- **Meta-analysis using a random effects model of 11 individual projects (others no appropriate OM)**

5. Relative Efficiency Performance domain Program Level

Four Projects which show a very high efficiency

Features of these projects:

- Progress from GIAF Initiation to maturity phase
- Received higher levels of funding
- Lower intervention exposure and frequency

Matrixed Multiple Case Study Approach

Initiation Phase Projects	Delivery Channel: Face to Face (F2F) or interpersonal contact	Intervention Mechanism	GIAF Overall	Outcome Measures	SROI	Overall Rating
Project 1	No	Network & psychoeducation	Mod	Mod	High	Mod
Project 2	Interpersonal component	Network & organisational change	High	Low	Low	Low
Project 3	Interpersonal component	Psychoeducation & peer-to-peer	Mod	Mod	High	Mod
Project 4	F2F	Psychoeducation & peer-to-peer	High	Low	NA	*Mod
Project 5	F2F	Psychoeducation & peer-to-peer	Low	Low	NA	*Low
Project 6	Interpersonal component	Psychoeducation & peer-to-peer	Mod	Mod	Mod	Mod

Maturity Phase Projects	Delivery Channel: Face to Face (F2F) or interpersonal contact	Mode of Delivery	GIAF Overall	Outcome Measures	SROI	Overall Rating
Project 7	F2F	Network & peer-to-peer & psychoeducation	High	Mod	High	High
Project 8	F2F	Psychoeducation	High	Low	Low	Low
Project 9	Interpersonal component	Network & peer-to-peer & psychoeducation	Mod	Low	NA	*Mod
Project 10	F2F	Volunteerism, network & peer-to-peer	Mod	Low	High	Mod
Project 11	No	Psychoeducation	High	Low	Low	Low
Project 12	Interpersonal component	Psychoeducation & peer-to-peer	High	NA	NA	NA
Project 13	F2F	Network & peer-to-peer	Mod	Mod	Low	Mod
Project 14	F2F	Psychoeducation & peer-to-peer	High	Mod	Mod	Mod
Project 15	F2F	Psychoeducation & peer-to-peer	Mod	Low	Low	Low

Note: *SROI unable to be conducted. NA = Not applicable. F2F = face-to-face.

COLLECTIVE LEARNING APPROACH

CONTINUOUS KNOWLEDGE TRANSLATION ACTIVITIES

- Project collaboration and regular meetings and email
- Project leads training
- Support for specific issues
- Regional meetings on evaluation (n=6)
- Two surveys
- Knowledge sharing panels
- Project report results
- Program report results
- Comprehensive Psychiatry Special Issue

COLLABORATION AT THE FUNDED PROJECT LEVEL

Pre-funding: projects commit to external evaluation.

Designated project team member to work collaboratively with Movember's evaluation partner

1

START

Development period

2

Projects required to work with evaluator to develop & incorporate project level evaluation into workplan

Funding/implementation period

3

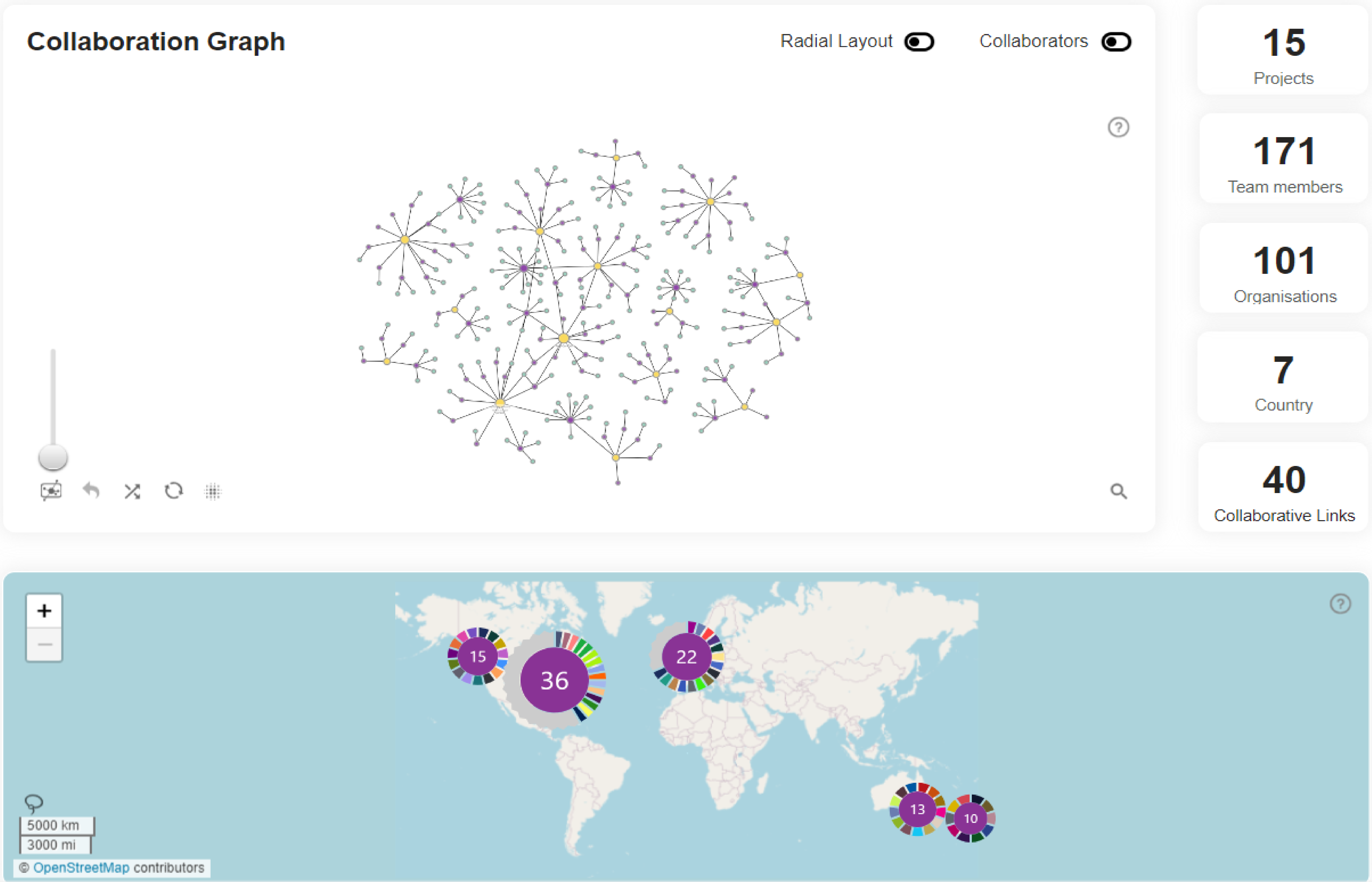
Regular meetings between

- Movember & project
- UC & project
- All three when required

Final project evaluation

4

Each project received a final evaluation report and had a meeting to discuss findings & recommendations


Collaboration Graph
Radial Layout
Collaborators
15
Projects
171
Team members
101
Organisations
7
Country
40
Collaborative Links
+
15
36
22
13
10
5000 km
3000 mi
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Project team representatives over 3 years

- Project meetings 279 +
- Frequency: range 12 to 33
- Average no = 18 per project team

Support provided

- Problem resolution
- Improvements to Project
- Study design
- Outcome measures
- Time Points data collection
- Statistical advice/analysis
- Manuscripts
- Other

Held project meetings as funder (independently of UC)

Joined some UC meetings

Support provided

- Organisational management delays impacting project
- Contract extensions, complications
- Request for additional funding e.g. publication
- Resources e.g. dissemination/recruitment boost using Movember social media
- Short films to promote the project

KNOWLEDGE SHARING WORKSHOPS

Panel of 3-4 Projects as contributors relevant to the topic

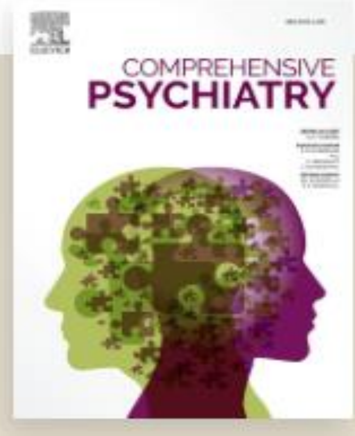
1. Peer support
2. Psychoeducation
3. Retreat or residential based Programs
4. Family, Friends and Significant others
5. Organisational Change

- Prompt questions posed by UC and facilitated by UC.
- Workshop attendees contributed to the discussion
- Link to recording made available to 15 Project teams and Movember

CONTRIBUTING TO A COMMUNITY OF PRACTICE SPECIAL ISSUE

ScienceDirect

Journals & Books | Help | Search



Comprehensive Psychiatry
Open access

7.4 CiteScore | 4.2 Impact Factor

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Special issue

Highlighting tailored mental ill- health prevention and support programs for people exposed to traumatic events in the course of their work including veterans and first responders

Last update 1 October 2024

The veterans and first responder's (VFR) workforce are at great risk for mental ill health and suicide. Exposure to trauma is a regular event for these workers. There is increasing recognition of the need for effective programs that move beyond the traumatic events. The special issue focuses on programs evaluated for effectiveness, that consider the context including workplace culture, gender, health related behaviours, peer and family supports. This special issue focuses on what works for whom, how and when.

Guest Editors:

Sue Lukersmith
Health Research Institute, Mental Health Policy Unit, University of Canberra, Canberra, Australia

Cara Büsst
Monitoring, Evaluation and Learning, Movember, Melbourne, Australia

Giulio Castelpietra, PhD, B.Med.Surg.,
Outpatient and Inpatient Care Service, Central Health Directorate, Italy

Shuichi Suetani
Institute for Urban Indigenous Health, QLD, Australia

14 articles already published

2 published papers FR in a humanitarian crisis

3 more under review

WHAT WE LEARNT

CHALLENGES

Projects

- Design change for external evaluation
- Recruiting people to research, even if invested
- Survey completion/data collection
- Staff turnover, limited succession planning
- Need for contemporary recruitment strategies e.g. social media
- Setting realistic timelines

UC Evaluation

- Heterogeneity of Projects
- Sustained level of Project collaboration (communication, different team members, time zones)
- Financial – our in-kind costs exceeded
- Implementation Science (IS): Innovative approach – forging a new path
- Building stakeholder literacy for IS ecosystem approaches

SUCCESSES

Projects

- Project outcomes – sustainable to go forward
- Knowledge sharing and learnings
- New knowledge on IS and evaluation approaches
- Professional international connections
- Ongoing collaboration with each other
- Future use of Global Impact Analytics Framework (GIAF)

UC Evaluation

- Demonstration of the GIAF
- Significant IS knowledge sharing and translation with projects
- Recommendations for Movember – future grant programs
- Collaboration and relationship with projects
- Evaluation value – analysis, depth, breadth
- Working with Movember teams
- Usefulness of Project reports (for projects) and Program report (for Movember)

KEY LEARNINGS
KNOWLEDGE SHARING WORKSHOPS

Three overarching premises for implementation of similar projects with these communities

Building relationships with all levels of personnel within VFR organisations is crucial to successful outcomes.

Include veteran and first responders with a lived experience of mental health concerns

Understanding the unique culture and work environment of first responders and veterans is essential.

Examples of Key Learning for Projects

Recruitment

- Having a clear definition of target audience (Project & Evaluation)
- Need for a strong dissemination plan
- Social media and marketing . There needs to social media and marketing skills within the Project team

Data collection

- Identify Strategies to promote participant completion of surveys e.g. incentives
- Sufficient resources to manage and deliver high quality data.

Sustainability

- Common facilitator implementation - relationships and connections.
- Succession planning

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Examples of key learnings for Funder

Application and assessment

- Specific requirements in the evaluation plan provided in the Grant application e.g. time points for data collection
- Description of target audience
- Consider GIAF Readiness scale in grant application assessment

Preparation for evaluation research

- Consider the potential for common indicators for comparability
- Data protocols (e.g. timelines for data collection and delivery, data cleaning processes, provision of essential information to evaluation team)
- Dissemination plan
- Involvement of potential end users in dissemination activities (e.g. influencer on social media)
- Support from Funder (where applicable) to support dissemination

How to support monitoring and evaluation

- Support Projects to determine realistic time frames

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VETERANS &
FIRST RESPONDERS*

COLLABORATIVE PUBLICATIONS

- Lukersmith, S., Salvador-Carulla, L., Woods, C., Niyonsenga, T., Gutierrez-Colosia, M. R., Mohanty, I., … & Aryani, A. (2025). An ecosystem approach to the evaluation and impact analysis of heterogeneous preventive and/or early interventions projects for veterans and first responders in seven countries. *Comprehensive Psychiatry*, *138*, 152578.

  Woods, C., Fitzpatrick, S., Lukersmith, S., Coulter, L., O'Neill, S., Savage, J. A., … & Darby, J. (2025). Sharing knowledge on implementing mental health and wellbeing projects for veterans and first responders. *Comprehensive Psychiatry*, *138*, 152579.

  Lukersmith, S., Woods, C., Salvador-Carulla, L., Niyonsenga, T., Mohanty, I., Gutierrez-Colosia, M. R., … & Büsst, C. J. (2025). A comparative evaluation of 23 projects on mental health and wellbeing for veterans and first responders. *Comprehensive Psychiatry*, 152599.

GLOBAL IMPACT ANALYTICS FRAMEWORK (GIAF)

https://www.canberra.edu.au/research/centres/hri/research-projects/giaf

ACKNOWLEDGEMENTS

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- Carlos García Alonso, University of Loyola
- Amir Aryani, Swinburne University
- Rachel Davey, University of Canberra
- José Alberto Salinas Perez, University of Loyola
- Administration staff

15 project teams

Subject Matter Experts on gender responsive programming

- Don McCreary
- Steve Robertson

Expert panel

Daniel Rock		
Don McCreary	Men's Health	Canada
Amir Aryani	Data Science	Australia
Jenny Anderson	Evaluation	Australia
Mike Millington	Psychology	Australia
Giulio Castelpietra	Psychiatry	Italy and Switzerland
Neeraj Gill	Psychiatry	Australia
Susan Ochoa Güerre	Psychiatry	Spain
Antoni Serrano Blanco	Psychiatry	Spain
Julia Reynolds	Psychology	Australia
Mary-Anne Furst	Mental Health Nursing	Australia
Jennifer Batchelor	Psychology	Australia
Juan Luis Gonzales-Caballero	Statistics	Spain
Grahame Simpson	Social work and Psychology	Australia
Elisabeth Zeilinger	Psychology	Austria
Paul Galdas	Men's health, Nursing	United Kingdom
Sally Fitzpatrick	Psychology	Australia
Larissa Coulter	Psychology	Ireland
Cara Büsst	Evaluation	Australia

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GIAF Global Impact Analytics Framework

Short Course on the Global Impact Analytics (GIAF)
February 11 and 12 2026

(2 days) in Canberra
Register your interest