



HLSP – Experience in Monitoring and Evaluation

HLSP's M&E expertise encompasses monitoring and evaluation of policies, instruments, national programmes and global initiatives.

Recent years have seen an increasing pressure on the development community to demonstrate added value and a shift to results orientated aid management. Coupled with new aid instruments such as Sector Wide approaches (SWAs), Sector Support and Budget Support, and Global Public Policies and Programmes, this has led to a demand for new tools and solutions in M&E.

HLSP is proactively addressing these challenges. It is working with its diverse clientele on designing and implementing M&E systems, as well as carrying out evaluations, moving beyond an emphasis on inputs and outputs to a greater focus on outcomes and impact.

5-23 Old Street
London
EC1V 9HL
United Kingdom

T +44 (0)20 7253 5064

F +44 (0)20 7251 4404

E mande@hlsp.org

W www.hlsp.org

W www.hlspinstitute.org

HLSP Ltd

HLSP Ltd is an international professional services firm specialising in the health sector in both the UK and worldwide. Working with international agencies and national governments, HLSP strives to advance health systems, reduce poverty, improve health outcomes and combat HIV and AIDS through long-term sustainable solutions.

Internationally we work in partnership with governments, bi-lateral agencies such as the UK's Department for International Development (DFID), multi-lateral agencies such as the Development Banks, the European Union, and the World Bank, United Nations Agencies, Global Health Partnerships and private sector organisations.

The principal components of HLSP are:

- HLSP Limited providing client focussed technical services, consulting and project management, including programme design, monitoring and evaluation.
- The HLSP Institute which builds on HLSP experience and expertise in health and AIDS policy and practice, health systems and aid management to inform debate and policy on global health issues.

HLSP manages the contract for DFID's Health Resource Centre (HRC). The HRC provides access to technical assistance and information in support of pro-poor health policies as well as health systems, service delivery and public health topics and programmes.

Our early work in HIV and AIDS was built on our internationally recognised expertise in health systems and we remain committed to integrating responses to prevention, treatment and care into broader health system development. As the field of HIV and AIDS is always changing, our work experience has evolved and now focuses primarily on the following key areas:

Design and Development of Monitoring and Evaluation Systems

Consultancy to Design a Framework for Evaluation of the United Kingdom Government's Strategy for Tackling HIV and AIDS in the Developing World; DFID's Evaluation Department (EvD) commissioned a design team from HLSP to develop the framework for the 2006 Evaluation of the United Kingdom (UK) Government's policies and strategies for tackling HIV and AIDS in developing countries and their implementation.

Support to the Monitoring and Evaluation Finance Audit Committee of the Global Fund to fight AIDS, TB and Malaria (GFATM) on behalf of DFID. Participation in the working group that developed a framework for GFATM's approach to monitoring and evaluation.

Sustainability of GFATM - Contribution to the framework for measuring the Global Fund's progress towards achieving its purpose and adhering to its core principles. The team focused particularly on the issues of partnerships and sustainability to develop a comprehensive performance measurement framework including indicators.

Preparation of Proposals for a Joint Review of Progress to Deliver the Kenya AIDS Strategy; the objective of the mission was to work with the National AIDS Control Council (NACC) and key stakeholders to design and plan a Joint Review of the HIV/AIDS programme in Kenya, including financial and activity based monitoring and evaluation activities. On behalf of the NACC, HLSP consultants met with relevant stakeholders to discuss both the principles of such a review, the form it might take and the processes and preparation needed to ensure its success, culminating in the first Joint Annual Programme Review (JAPR) conference.

Completion of Joint Action Plan for HIV/AIDS (2002-2003/HSRC) for Myanmar; design mission for DFID support to the HIV/AIDS programme under the UN framework. Support was provided to the completion of the Programme Implementation Plan (PIP) for the joint action plan for HIV/AIDS (2003-2005), and to develop draft operational guidelines for the Fund for HIV/AIDS Myanmar (FHAM) as one of the modalities for joint funding. Consultants supported design of an integrated M&E system, results framework and log frame.

Project and Programme Monitoring and Evaluation

Assessment of the Child Development Project (CDP), Yemen: the Child Development Project is a tripartite partnership between the Government of Yemen, UNICEF and the World Bank with a total budget of US\$ 45,3 million. It is the largest collaboration between UNICEF and the World Bank to date. It is a five year project that will end in December 2005. It aimed at improving the basic social services for women and children in 30 districts in nine governorates selected on the basis of social deprivation. The assessment of this multi sector programme covered all CDP components: project management, community readiness, health, nutrition, education and early childhood development and included field visits to three governorates.

Mid-Term Program Assessment of the African Youth Alliance Programme (AYA) reviewed and assessed the performance of the AYA programme. The AYA programme involved a set of non-governmental organisations (NGOs) implementing agencies and the evaluation made recommendations for improving the way partners worked together and how this affected the programme's impact. The purpose of the programme is to reduce the incidence and spread of HIV/AIDS and other sexually transmitted infections and improve adolescent reproductive health overall. The review included visits to Botswana, Ghana, Tanzania and Uganda.

Midterm Review of the European Commission Regional Malaria Programme; a multi-country review conducted in Laos, Cambodia and Vietnam. A team of three undertook a mid term review of the EC's support to the regional malaria programme in these three countries. It made recommendations regarding the programme's future orientation and changes in budgetary allocations.

Review of Mildmay; Mildmay is a Ugandan NGO providing palliative care for people living with HIV/AIDS (PLWA); training in care for health workers, non-health workers, PLWA and their families, and education/advocacy for policy makers. The study involved an Output to Purpose Review (OPR) and analysis of the institutional linkages with government and NGO stakeholders, and a review of functions, practises and protocols of Mildmay, the progress achieved and recommendations for the future.

Output to Purpose Review (OPR) of the Zambia Health and Population Sector Aid Programme; the review involved: assessing the actual and potential impact of the project within national sectoral policy and strategies; recommending strategies and a timetable for future development of the programme; assessing whether resources were being used cost-effectively; assessing how effective project management arrangements had been and if there were areas for improvement; and assessing the need to revise the project documents including the log frame. Key participant interviews included Ministry of Health (MoH), the Central Board of Health, donor agencies, NGOs and project management groups among others.

Review of DFID support to the sexual and reproductive health programme, Malawi; participation in the review which entailed a scored mid-project review for each of the 3 programmes in reproductive health. This included an NGO programme (Banja La Mtsogolo), the largest reproductive health service provider in Malawi.

Sector and Sector Programme Evaluations

Study on the role of UNFPA in SWAp; this study examined the role of UNFPA at country level where there are SWAps. The purpose was to identify success factors and constraints UNFPA encountered in the development and implementation of the SWAp and issues/constraints to ensuring that reproductive health and gender issues considered in sector programmes. It also looked at the extent to which existing UNFPA policies and procedures facilitate or impede effective participation of Country Offices in the SWAp. The study also identified best practices, frequently asked questions and specific learning and training needs of Country Office and Country support team staff. HLSP has used lessons learned as case studies to develop a Distance Learning module on SWAps for UNFPA staff.

Analysis of SWAp processes within the framework of Human Rights Approach to Programming in UNICEF's Eastern and Southern Africa Region; HLSP was contracted to advise on orientation and capacity building of UNICEF country staff to enable fuller participation in SWAps, taking on board actual and potential involvement in the preparation of PRSPs, Medium Term Expenditure Frameworks (MTEFs) and other relevant instruments, as well as the development and role of UN Development Assistance Frameworks. Detailed case studies were developed to investigate and analyse UNICEF's participation in development, implementation and monitoring of SWAps.

Taking the health SWAp to the next level, Mozambique; Mozambique's health SWAp has been hailed as one of the most successful health sector partnerships in Africa. Yet, government and external

partners felt the need to review its functioning structures and mechanisms and prepare it for the challenges ahead. This HLSP consultancy aimed at facilitating this process and delivered a revised TOR for the health SWAp.

Triennial reviews of six DFID Knowledge Programmes in Health; reviews of six out of 14 health knowledge programmes. Principle contract holders included the London School of Hygiene and Tropical Medicine, Liverpool School of Tropical Medicine, and Institute of Child Health. All of whom had a range of UK-based and developing-country partners. Research/policy areas included tuberculosis, AIDS, health systems and perinatal care. The reviews concentrated on the probability that the programmes would achieve their outputs (generation of new knowledge, dissemination, and research capacity building) and their purpose-level objectives (broadly, policy having been influenced). The main recommendations encouraged partnership-building in order to increase the effectiveness of policy influence.

Midterm and Final Evaluations of the multi-donor health sector reform programme in Cambodia. Provision of technical support to the design of the M&E strategy for the new National Health Strategy in Cambodia; the study is the basis for a sector programme.

Joint Annual Review (JAR) of Health SWAp in Ghana; HLSP consultants participated in the JAR, looking specifically at the plans and progress on the development of a national health insurance scheme. The consultants identified issues that needed to be addressed and the steps required to take forward the insurance proposals.

Thematic Evaluations

Joint mid-term review of the Ethiopia national multi-sectoral response to HIV/AIDS; HLSP provided external leadership and coordination of a joint donor review of the National Strategic Plan for HIV/AIDS prevention and control. The review assessed institutional arrangements and enabling environment for the national response and considered the following key areas related to implementation: capacity building, Information – Education - Communication (IEC)/Behaviour Change Communication (BCC), community participation (civil society, community based organisations (CBOs) and associations), participation of different government sectors, donor involvement, coordination, monitoring and evaluation, gender analysis, and service delivery.

Support to the National AIDS Council, Malawi; undertook reviews of the various components of the draft NAC work plan and framework for HIV/AIDS in Malawi. This involved review and assessment (desk based) of the feasibility of the Malawi National AIDS Council plan and national strategic framework.

Aid Instrument Evaluations

Supplementary Note on Forms of Agreements between UNICEF and the World Bank; the note analyses different types of cooperation between WB and UNICEF i.e. agreements between the WB and UNICEF, between UNICEF and the government of a WB recipient country, or between the WB and a government, where UNICEF is a government partner through a tripartite agreement. The note analyses existing forms of cooperation between the two organisations, for example the Multi-Country Programme for Demobilization and Reintegration Program (MDRP), and includes a case assessment of the Child Development Project (CDP) in Yemen and the IDEAL Project in Bangladesh.

Evaluation of the Netherlands Co-Financing Programme; Health Programme of Interchurch Organisation for Development Co-operation (ICCO), Plan Netherlands and Cordaid, commissioned by the three Co-financing Agencies (CFAs). This was to gain better insight into the contribution of the CFAs and their partner organisations to improvements to sustainable use of, access to and control over health related services for the poorer sections of the population. It also includes lessons learnt from best practise and an impact assessment of demonstrable and attributable changes in people's health and poverty status. This evaluation contributes to a wider, ongoing Co-Financing Programme evaluation (2003 – 2006) with studies on six other themes.

Impact of Public-Private Partnerships Addressing Access to Pharmaceuticals in Selected Low and Middle Income Countries; IPPPH Study (Initiative on Public-Private Partnerships for Health) Assessment of the health and health systems impact of public-private partnerships (PPPs) for improving access to pharmaceuticals; this multi-country assessment was based on four case studies. Its purpose was to examine issues of ownership, integration, coordination, implementation and impact. Further questions included whether the availability of free or discounted drugs distorts decisions on priorities or prices, and the feasibility and sustainability of taking such initiatives to scale.

Potential of a Voucher System to Improve Health Services & Control Sexually Transmittable Diseases (STD's), Nicaragua; a three year project to improve access to health services for female sex workers. HLSP assessed the medium term impact of the scheme on the prevalence of STDs and the cost and quality of health services delivered by participating providers, and document conditions and prerequisites for a successful voucher scheme. The project achieved a 70% reduction in the incidence of gonorrhoea in 18 months.

Evaluation of Global Initiatives

Assessment of Principal Recipients' M&E activities under the GFATM Initiative, Mali; this assignment reviewed the M&E activities under GFATM funded projects – “Extension of the integrated Prevention and Care Networks for STI/HIV/AIDS in Bamako and in the eight regional capitals of Mali” and “Strengthening the Case Management of Tuberculosis according to the DOTS Strategy” in Mali.

Roll Back Malaria Programme (RBM) Review; a consultancy team was assembled to assess progress to date and review internal findings on the RBM. Missions took place to Geneva, New York and Washington to speak with UN and donor agencies as well as country visits to Cambodia, Cameroon and Tanzania. The review made a number of recommendations on the way forward for RBM, including institutional arrangements, resource mobilisation, country focused implementation and communications issues.

http://www.rbm.who.int/cmc_upload/0/000/015/905/ee_toc.htm

Evaluation of the Polio Eradication Initiative (PEI): DFID commissioned a review of the PEI to assess the internal evaluation produced by World Health Organisation (WHO) and review and make recommendations on DFID's contribution. This evaluation included country visits to Kenya and India, visits to regional WHO offices and consultation with many other stakeholders.

Mid term review of Microbicides Development Programme (MDP); MDP is a partnership to develop vaginal microbicides for the prevention of HIV transmission. The central goal of the Partnership is to complete a phase III trial of candidate microbicides in Africa. Addressing the ‘access pathway’ (regulatory and preparedness steps needed in order to bring an effective product to market) and social development issues are important elements of the programme's design. The review focused on the managerial and institutional aspects of the programme's complex multi-centre design, needed in order to deliver the necessarily demanding clinical research protocol targets and internationally recognised benchmarks, as set out in the logical framework.

Process and Performance Assessments

Independent External Evaluation of the Stop TB Partnership to assess the performance, capacity, structure and the degree to which the functions of the Partnership foster progress at the country level. The HLSP team developed proposals to improve performance of the Stop TB Partnership in delivering its agreed roles and functions.

Evaluation of GAVI Financial Sustainability Planning (FSP) Process; Study evaluating the effectiveness of the GAVI (Global Alliance for Vaccines and Immunization) FSP (Financial Sustainability Planning) approach and the tools used by the first tranche of GAVI recipient countries. The purpose of the evaluation was to assess the process of preparing an FSP, to gain insights into countries' experience and to provide recommendations on how to modify the FSP guidelines and to revise design and implementation of FSPs. It also provides recommendations to GAVI partners on communication, advocacy and analytical work.

Study of Linkages from the Millennium Development Goals (MDGs) to Country Implementation in Health, Cambodia and Ethiopia; part of a cross-country study to investigate how the international MDGs in health are reflected in countries' Poverty Reduction Strategies, in International Financial Institutions (IFI) support via Poverty Reduction Strategy Credits and Poverty Reduction and Growth Facility support, and in the planning and implementation of Government expenditure plans and budgets. The actual experience at country level was analysed, including the extent to which the MDG targets and indicators are reflected in the national planning tools and financing instruments. The results identify key issues and future options as to how participants can support accelerated progress towards the health MDGs.