



SEU ANNUAL REPORT 2023 LEARNING & ACCOUNTABILITY

April 11, 2024



SEU ANNUAL REPORTS

Why? For whom? What?

- > Are we being the operational support OCB Ops needs?
- > Are we aligned with OCB objectives; is there a link to OCB's Strategic Orientations and Operational Priorities?
- > Are there common themes, patterns and reoccurring issues that come up transversally in evaluations irreverent of context and topic OCB could address?

OVERVIEW

of what was done and where

- > managed: 9 evals, 1 review, 1 ops support
- > thematic areas: structural setup, reorganization, incentive scheme, (monitoring)
- > topics: HIV, TB, SGBV, SRH, outbreak, emergency, primary health, mental health
- > contexts: Afghanistan, CAR, Nigeria, Morocco, Venezuela, DRC, Belgium, Southern/Central Africa, India

OVERVIEW

of how much was invested

- > ...financially: average 36,000EUR; total budget €336 000
- > ...time-wise: duration around 9 months
- > ...human resources: 2 evaluation referents (one technical, one medical), 1 evaluation manager and 2 evaluation officers (since Sept 2023), 1 process and communication officer, 1 head of unit (financed by MSF SE)

TRANSVERSAL ANALYSIS

Overview

- > Identification of reoccurring themes across 2023 Evaluations
- > Analysis vis-à-vis:
 - (1) the Operational Prospects, and
 - (2) the Medical Strategy

REOCCURRING THEMES

| KEY WORDS | THEMES | HEADINGS |
|--|----------------------|--|
| Responding to needs, Adaptation | Relevance | Effective and impactful intervention |
| Satisfaction, Effectiveness | Quality of Care | |
| External, Internal | Enhance coordination | Improve coordination and collaboration |
| Strategy, Communication channels | Communication | |
| Coherence, Harmonization | Promote coherence | |
| Mitigation, Risk analysis, Security measures | Risk management | Enhance project management |
| Sustainable transition | Continuity | |

REOCCURRING THEMES

| KEY WORDS | THEMES | HEADINGS |
|---|--------------------------------|--|
| Handover, Rotation, Roles & Responsibilities | HR management | Optimize HR practices |
| Induction, Onboarding, Capacity building | Training and capacity-building | |
| Co-Design, Ownership | Stakeholder engagement | Boost stakeholder engagement and foster sustainable partnerships |
| Strategy | Partnerships | |
| Community-driven activities | Community inclusion | |
| Plan, Tools & Framework, Data Collection & Management | M&E practices | Optimize M&E practices |

STRATEGIC ORIENTATIONS

Example: Effective and Impactful Interventions

| KEY WORDS | THEMES | HEADINGS |
|---|---------------------|-----------|
| The decentralization initiative was relevant to the local needs and the DRC government's SGBV priorities, although its overall appropriateness was moderate. (KANAG) | Responding to needs | Relevance |
| MSF should accept the constraints of its operating model in Afghanistan, and instead continue to make flexible adaptations that include addressing underlying issues (AFGSU) | Adaptation | |
| The Hub has a verifiable impact on the majority of its beneficiaries and has been successful in providing an inclusive and unconditional welcome to all in need regardless of cultural background, ethnicity, or gender. The Hub's impact is further evidenced by the beneficiaries' positive feedback and satisfaction levels, and the initiative has efficiently addressed their most basic needs, with a notable percentage expressing a significant positive impact in their lives. (BELGA) | Satisfaction | QoC |
| Main results achieved at AE-FUTHA included timely PCR testing and appropriate hospitalization of Lassa fever patients, and compliance of staff and caretakers to infection prevention and control measures. (ABALA) | Effectiveness | |

STRATEGIC ORIENTATIONS

Analysing Alignment: Evaluation Portfolio & Operational Guidance

Three components to the analysis:

- > Are evaluation processes capturing the SOs in their assessments?
- > Do the SOs coherently capture criteria used in evaluations?
- > How do recurring findings in evaluations addressed in the SOs?

STRATEGIC ORIENTATIONS

Are evaluation processes capturing the SOs in their assessments?

| STRATEGIC ORIENTATION | Anzoategui | Abakaliki | Kananga | Maidiguri | Morocco | Belgium* | Afghanistan* | Bangassou* | Monitoring Review** | Field ReCentralization** | TOTAL |
|------------------------------------|------------|-----------|---------|-----------|---------|----------|--------------|------------|---------------------|--------------------------|------------|
| Medical Humanitarian Identity | X | X | X | X | X | X | n/a | n/a | n/a | n/a | 6 (of 6) |
| Focus on Vulnerability and Neglect | X | X | X | X | X | X | n/a | n/a | n/a | n/a | 6 (of 6) |
| The Patient at the Centre | X | X | X | 0 | X | X | n/a | n/a* | n/a | n/a | 5 (of 6) |
| Continuum of Care | X | X | X | X | X | 0 | n/a | n/a | n/a | n/a | 5 (of 6) |
| Think Global, Act Local | X | X | 0 | 0 | 0 | 0 | X | n/a | n/a | X | 4 (of 7) |
| Témoignage and Speaking Out | X | X | X | X | 0 | X | X | n/a | n/a | n/a | 6 (of 7) |
| Getting the Right Staff | X | X | X | X | X | X | X | X | X | X | 10 (of 10) |
| Be a Risk-Taking Organisation | X | X | 0 | X | X | 0 | X | 0 | n/a | n/a | 5 (of 8) |
| Act Accountable and Responsible | X | X | X | X | X | X | X | X | X | X | 10 (of 10) |

STRATEGIC ORIENTATIONS

Do the SOs coherently capture
criteria used in evaluations?

ALNAP EVALUATION CRITERIA

- Relevance
- Appropriateness
- Effectiveness
- Impact
- **Efficiency**
- **Sustainability**

MSF-OCB SOs

- **Medical Humanitarian Identity**
- Focus on Vulnerability
- **Patient at the Centre**
- Continuum of Care
- Think Global Act Local
- Témoignage and Speaking Out
- Getting the Right Staff
- Be a Risk-Taking Organization
- **Act Responsible and Accountable**

STRATEGIC ORIENTATIONS

How are recurring themes in evaluations addressed in SOs?

Recurring themes analysis produces two areas of interest to this analysis:

1. Some recurring themes for which Ops Prospects offer limited guidance, for example:
 - Findings related to relationships with Ministries of Health
 - Findings/recommendations related to project design/management (theory of change, monitoring setup).

STRATEGIC ORIENTATIONS

How are recurring themes in evaluations addressed in SOs?

Recurring themes analysis produces two areas of interest to this analysis:

2. Some SOs are most associated with frequently occurring findings/recommendations in evaluations:

- Act Responsible and Accountable
- Getting the Right Staff
- Patient at the Centre
- Think Global, Act Local

STRATEGIC ORIENTATIONS

Analysing Alignment:
Evaluation Portfolio & Operational Guidance

CONCLUSIONS:

- > Evaluation Portfolio, as a whole, achieves high alignment with SOs
- > Room for greater alignment between Evaluation Criteria and individual SOs
- > Recurring Themes Analysis offers some insights where more guidance could be prioritized

MEDICAL STRATEGY

Objectives & Methods

- > How do SEU evaluation reports explore OCB medical values?
- > How do the evaluated projects address OCB medical values?

Selection of OCB project evaluations (2020-2023) <
22 reports
Deducting coding <
(10 Medical Principles, Medical Strategic Paper)

MEDICAL STRATEGY

Preliminary Results

All medical values are covered by SEU evaluations (heterogeneously).

- > More: Access to care; Community-centred approach
- > Less: Continuous assessment of the health environment & context; Accountability; Patient safety (part of Quality of Care)

MEDICAL STRATEGY

Preliminary Results

- > Efforts of medical interventions addressing access barriers and responsiveness to changes in context needs
- > Gaps in community involvement at design phase
- > Interrelations between values (continuum of care, quality of care/patient-centeredness, and community engagement)

DRIVERS >< INHIBITORS on process

- > A process that focuses on relationship building
- > Engagement in consultation groups to provide subject-specific input and share contextual insights
- > Combines methodological rigor with practical feasibility
- > Bridge the gap between program implementation realities and evaluation methodology

One strong limitation is that the quantitative components are often limited by the quality of data, and often the evaluations do not go more in-depth than what's already done in the routine M&E of the project, hence I find that the biggest added value are the qualitative findings from interviews as they are very complementary to the routine project monitoring.

- > Gaps in information management, ensure evidence-based decision-making
- > Need to track implementation of evaluation outcomes at all levels of the organization

DRIVERS >< INHIBITORS

for learning

- > Internally motivated
- > Value of external voice to offer a different perspective on projects
- > Can generate shared understandings

“What we need is a process in which we can sit around the table and feel safe to confront our shortcomings in a space for collective learning”

“Not everybody has to agree on every finding or recommendation but for the consultation group to be able to feedback and articulate why this isn't a priority or feasible, or why they agree or disagree, I think that process strengthens the thinking, and the programming”

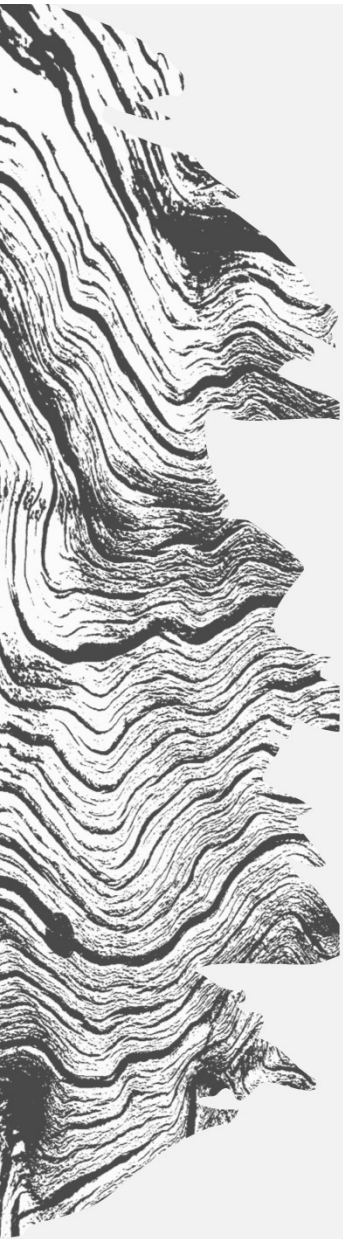
- > Achieving ownership of evaluation outcomes within the project

Challenges in aligning expectations and having clear objectives

- > Resistance and fear associated with evaluations

CONCLUSIONS

- > Importance of internal motivation; relationship-building and stakeholder engagement; methodological rigor, organizational culture; utilization of evaluation findings to enhance the effectiveness and impact of evaluations within the humanitarian sector.
- > Addressing challenges, fostering collaboration, and promoting a culture of learning and openness to drive continuous improvement and knowledge dissemination in evaluation processes.



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