

A tool-kit for program sustainability evaluation

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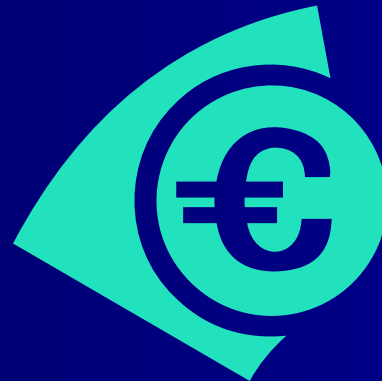


Outline

1. Introduction and context
2. Framework and Methods
3. Results
4. Conclusions

1- Introduction

- Program Sustainability ???

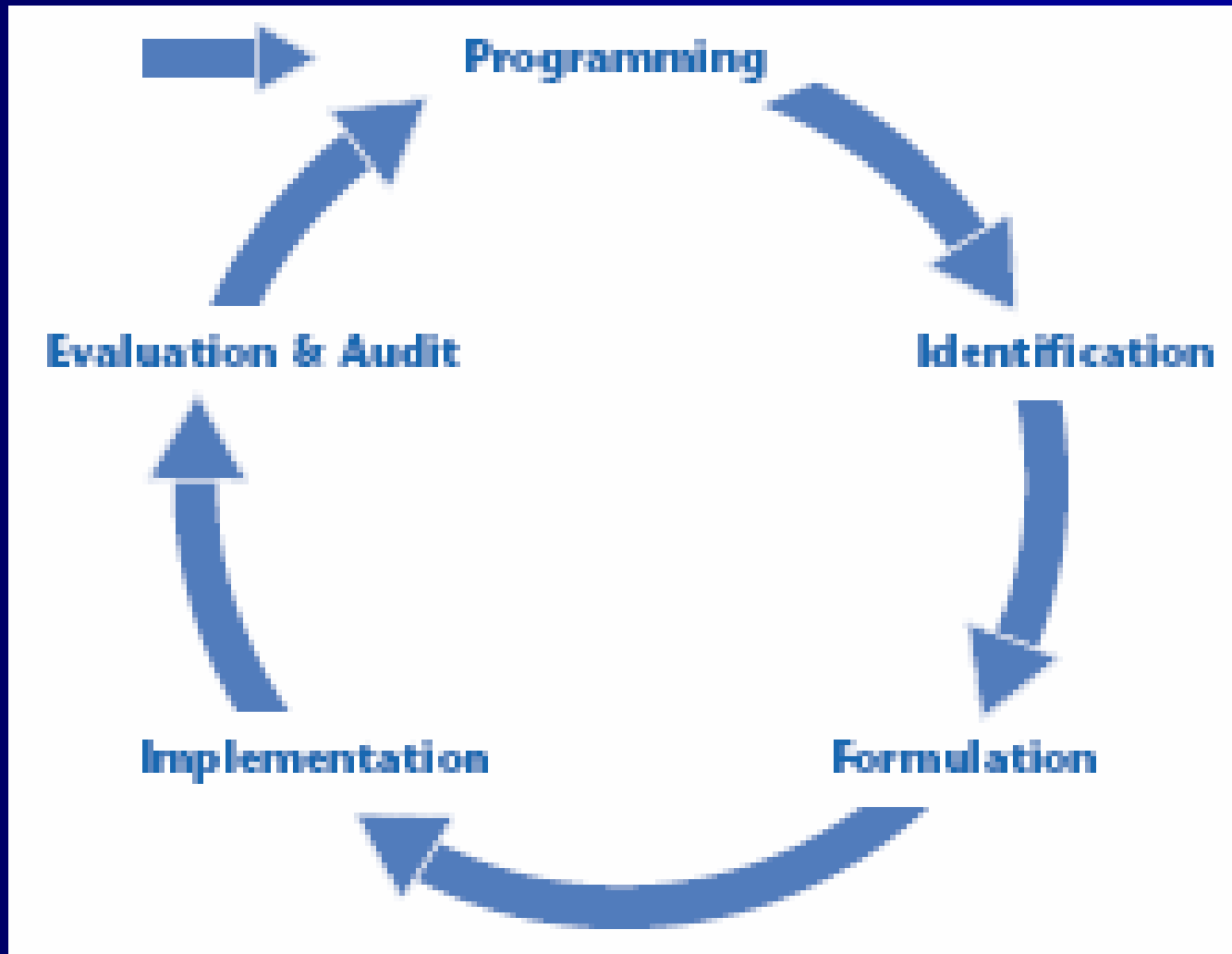




1- Introduction and context

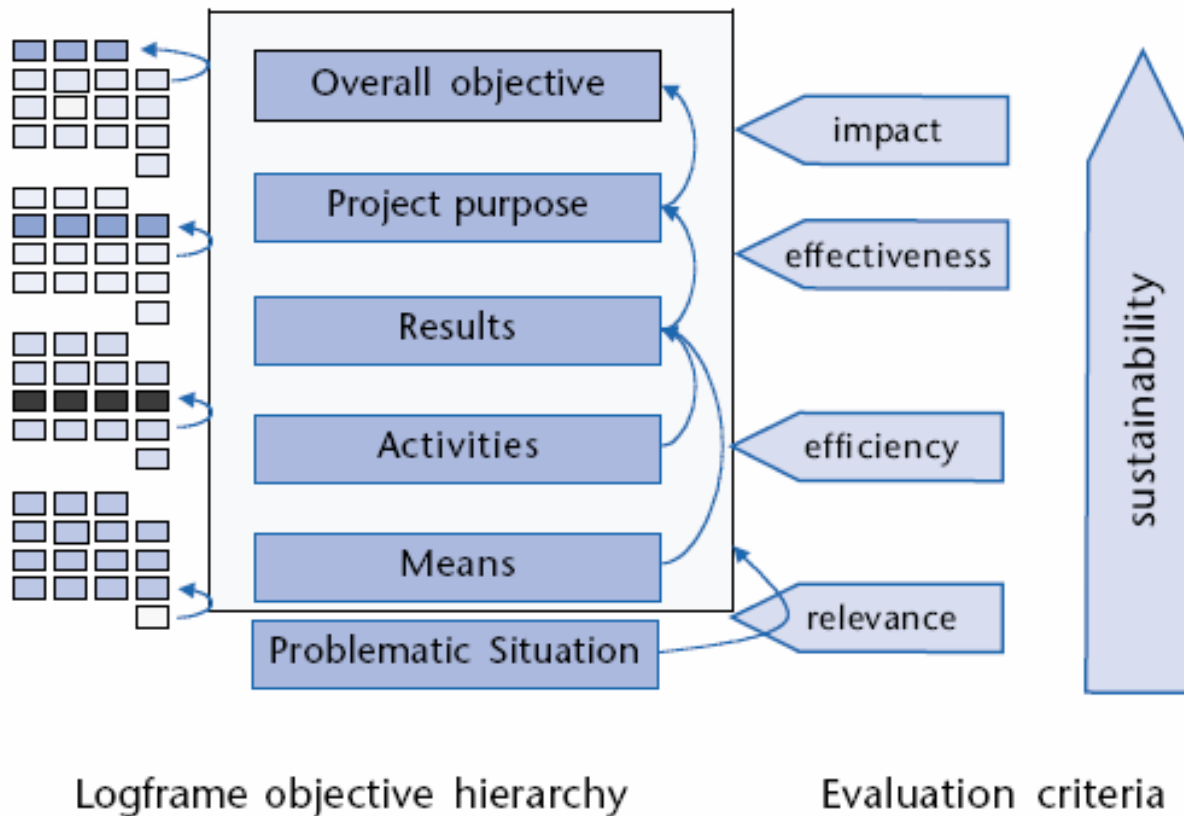
- Program Evaluation in January 2005
- Evaluation questions :
 - What is the level of sustainability of the Nutritional Care Unit ?
 - What type of actions were favourably/negatively implemented for the sustainability of the NCU ?

2 - Framework



2 – Process and outcome

Figure 13: Link between Evaluation Criteria and the Logframe



Sustainability level

Sustainability process

Specific events

Joint events

Specific events

Implementation process

Planning process

Evaluation process

TIME



2 – Sustainability Level

- Program Routinization in Organizations
- Five Sustainability Levels
 - 1-2-3-4 in Organizations
 - 5 in Institutions (Standardization)
- Four Characteristics of the Routines
 - Memory (financial, human, materiel, other resources)
 - Adaptation (to context, to effect, barriers)
 - Values (objectives, symbols rituals, jargon)
 - Rules (supervision, planning, task descrip., regulation)

2 - Methods

- Structured interviews (n=33)
 - Sustainability process => 10 questions
 - Sustainability level => 15 questions
- Participatory observation
- Document review
- Stakeholders validations (field & desk)

3-Results

Weak Sustainability Level

WEAK MEMORY

| | |
|---------------------|---|
| Financial resources | Aucune allocation de ressources par l'Hôpital ; très faible allocation budgétaire de l'État à l'Hôpital |
| Human resources | Aucune nomination par l'État des fonctionnaires nécessaires au fonctionnement |
| Material resources | Aucune allocation de ressources par l'Hôpital |
| Others resources | Aucune allocation de ressources par l'Hôpital |

HIGH ADAPTATION

| | |
|---------------------|--|
| Context adaptation | Responsabilité technique d'un hôpital de référence pour la prise en charge des enfants gravement malnutris |
| Means of evaluation | Nombreux outils adaptés au contexte et aux capacités locales pour le suivi et l'évaluation des effets de l'Unité |
| No clear Relevance | Non remise en cause de la pertinence de toutes les activités de l'Unité |

WEAK SHARING OF VALUES

| | |
|-----------------------|---|
| Fit to the objectives | Partage implicite d'objectifs, mais absence d'un plan d'établissement mentionnant l'Unité |
| Presence of symbols | Présence d'un symbole propre à l'Unité, mais il s'agissait du logo de l'ONG |
| Rituals Organization | Aucune organisation de rencontre formelle |
| Interne language | Existence d'un jargon technique particulier, mais peu connu et partagé par tous |

WEAK SHARING OF RULES

| | |
|--------------------------|---|
| Supervisor Nomination | Absence d'un superviseur affecté à la coordination de l'ensemble des activités de l'Hôpital |
| Included in the planning | Pas de réelle inclusion dans la planification, mise à part dans le protocole d'entente |
| Tasks Description | Très bonne description des tâches des employés de l'Unité |
| Written rules | Existence du guide pratique pour la surveillance nutritionnelle et de multiples protocoles thérapeutiques |

Sustainability Process

| | Positives Events | Negatives Events |
|--|------------------|------------------|
| Event specific to sustainability processes | | |
| Stabilization of organizational resources | | - - |
| Risk-taking by the organizations | | - - |
| Joints events to sustainability and implementation processes | | |
| Incentives reward organizational actors | | |
| Adaptation of activities | + | |
| Link to Hospital objectives | + | |
| Transparent communication | + | - - |
| Sharing of cultural artefacts between NUC of the NGO and Hospital | | |
| Integration of rules relative to NUC to Hospital | | - |
| Event specific to implementation processes | | |
| Investment of adequate resources | + + | - |
| Technical or practical compatibility of NUC activities with Hospital | + | |

4-Conclusion re : tools

- Theoretically grounded
- Easy to implemented
- Easy to understand
- Useful for actions

Merci beaucoup

Paper to be publish at follow :

Ridde V, Pluye P, Queuille L. Evaluer la pérennité des programmes de santé publique : un outil et son application en Haïti. *Revue d'Epidemiologie et de Santé Publique* 2006; in press.



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