Effectively Measuring and Framing Progress:

CDC GHSA Monitoring & Evaluation

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February 11, 2016
Presentation Overview

- **Our GHSA Landscape**
  - Challenges and Opportunities

- **Monitoring and Evaluation Framework**

- **Effective Framing**
  - Core Principles
  - Numbers and Population data
  - Stories
GHSA Landscape: Unprecedented, Historic Opportunity

- $1.2B for GHSA and Ebola Recovery
- Not disease or pathogen specific
- Mandate for core public health capacity-building and infrastructure investment

Comes with both challenges and opportunities
Challenge #1: Coordination

- Ministries of Health in Implementing Countries
- Multilateral Organizations
  - UNICEF
  - World Bank
  - FAO
- United States Embassies
- Policy/Decision Makers
- CDC GHSA Programs
- Primary Stakeholders
- GHSA Grantees
- Other USG Organizations/Agencies
- CDC Country Teams
- Ministries of Agriculture
- USAID
- DOD

Other relevant organizations and agencies mentioned are GHSA, CDC, Country Teams, TWGs, FAO, UNICEF, World Bank, USAID, DOD, and Ministries of Agriculture.
Opportunity:
GHSA Technical Work Groups (TWG)

- Comprised of subject matter experts
- Ensure technical quality for GHS implementation
- Designated expertise for each action package
- Provide technical assistance to GHSA countries/implementation awardees
- Participate in country GHSA/IHR Joint External Evaluations
- Review GHSA project work plans and quarterly reports
- Help develop CDC GHSA indicators
Challenge #2: Many Countries … Many Targets

- 31 Phase 1 and 2 Countries + 6 additional Ebola high risk (HRNA) countries

- Eleven Action Packages
  - Over 55 milestones per country across all action packages
  - Over 2,200 activities across countries and action packages

- Multiple source documents and stakeholders for indicator development
  - GHSA Action Package Technical Guidance
  - Country Roadmaps and Operational Plans
  - JEE Combined Assessment Tool

- **Opportunity:** Integrated approach with IHR
Opportunity
Joint External Evaluation Tool (JEE)

- Combined tool consisting of indicators from the GHSA Assessment Tool and IHR Core Capacities

- Assess country capacity to Prevent, Detect, and Respond to public health threats

- Two-stage country evaluation process
  - Self-reported country assessment
  - External evaluation conducted by international subject matter experts

- JEE session on Friday, February 12th 10:30 – 11am
Progress Monitoring

Program Improvement

Implementation Science

Toolbox
- Implementation Science
- Grantee Evaluation Plan

Milestones/Objectives

Indicators

Activities

Building an Evidence Base/Impact

Objectives/Indicators
Challenge #3: Gaps in Implementation Science

- What are the most effective approaches to implementing GHSA action packages?
- How can we optimally allocate our resources?
- Need to develop, assess, and test relevant models and approaches for public health protection.

**Opportunity:** Build the evidence base while doing...
Opportunity
Implementation Science--Research FOA

Operational Research for Strengthening Global Health Protection

Global health protection priorities reflect burden of disease assessments based on representative data collection and research

- Develop, assess and test relevant models and approaches for public health protection
- Translate and disseminate findings to promote evidence-based interventions and policies
- Strengthened country capacities and capabilities for public health research and implementation of global health protection interventions
- Implement public health systems, interventions and policies
- Identify gaps and opportunities presented by current public health systems, interventions and policies

Public health surveillance systems
Public health laboratory systems
Public health workforce development
Implementation Science--Research FOA

Timeline

Early March 2016
Funding Announcement Published

May – June 2016
Responsiveness and external review of research project proposals *(submitted by MoH)*

Late March 2016
Call with CDC country office AND potential applicants

October 2016
Funds awarded and projects start
International Commission on Global Health Risk, Published Framework for the Future in NEJM, Jan 2016

- If outbreaks are framed as a health issue, preparing for them pales against more pressing and visible health priorities
- If framed as a security issue or threat to human lives, remarkable how little we spend
- Framed as a risk to economic growth and stability, danger is equally stark
Challenge #4: Sustainability--Costs and Funding for Global Health Security

- 300 Billion=Estimated 5 year economic cost of pandemics

300,000,000,000

Challenge #4: Sustainability: Costs and Funding for Global Health Security

300 Billion = Estimated 5 year economic cost of pandemics

300,000,000,000

- 22.5 Billion = Commission’s recommended 5 year investment in preparedness

22,500,000,000

Challenge #4: Sustainability-- Costs and Funding for Global Health Security

300 Billion=Estimated 5 year economic cost of pandemics

300,000,000,000

22.5 Billion= Recommended 5 year investment in preparedness

22,500,000,000

- 1.2 Billion= 5 year, one-time emergency funding for GHSA/Ebola

1,200,000,000

Challenge #4: Sustainability--Costs and Funding for Global Health Security

300 Billion=Estimated 5 year economic cost of pandemics

300,000,000,000

22.5 Billion= Recommended 5 year investment in preparedness

22,500,000,000

1.2 Billion= 5 year, one-time emergency funding for preparedness

1,200,000,000

OPPORTUNITY:

These sustainability and funding challenges tell a compelling story
2019 Sequel to Mohamed’s Story coming soon
CDC GHSA Monitoring & Evaluation:
Reporting
Why do we evaluate?
Monitoring and Evaluation (M&E)

- **Purpose and benefits:**
  - Accountability of funds
  - Effective implementation of programs/projects
  - Continuous program improvement
  - Build the technical and programmatic evidence base
FOA Reporting Requirements

Awardees must submit:

- Awardee Evaluation Plan
- Annual Performance Plan
  - Work plan
  - Performance Measures
  - Evaluation Results
  - Successes/Challenges

- CDC provides guidance on frequency, format, data fields, and other specific guidance
#1 Awardee Evaluation Plan

- Showcase your contribution to GHSA
- Helps identify areas for future resource allocation
- Suggests areas for programmatic focus and collaboration on possible network evaluations
- DGHP Evaluators and TWGs available for technical assistance
#2: CDC GHSA Quarterly Reporting

- **Activity Progress Monitoring**
  - Progress toward completion of objectives/activities identified in country operational plan

- **Indicators**
  - Cross-cutting indicators
  - Action Package indicators

- **Success Stories**
CDC Country Operational Plan

- Intended to incorporate activities from all stakeholders
  - CDC field office
  - CDC programs
  - Ministry of Health
  - Other Awardees

- Work with Project Officers and Country Officers
- Focal point of implementation and progress monitoring
Progress Monitoring

Program Improvement

Activities → Milestones/ Objectives

Access Database by June

Implementation Science

Toolbox
- Implementation Science
- Grantee Evaluation Plan

Building an Evidence Base/ Impact

Milestones/ Objectives → Indicators

TBA

Indicators → Activities
## Activity Progress Summaries by Action Package

<table>
<thead>
<tr>
<th>% Q1 Activities On Track or Completed</th>
<th>Antimicrobial Resistance (AMR)</th>
<th>Zoonotic Disease</th>
<th>Biosafety and Biosecurity</th>
<th>Immunization</th>
<th>National Laboratory System</th>
<th>Real-Time Surveillance</th>
<th>Reporting</th>
<th>Workforce Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>60%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
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<tr>
<td># Q1 Activities On Track or Completed</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td># Q1 Activities Scheduled</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>5</td>
<td>5</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
## Activity Progress Summaries by Country

### Medical Countermeasures and Personnel Deployment

<table>
<thead>
<tr>
<th></th>
<th>Bangladesh</th>
<th>Burkina Faso</th>
<th>Cameroon</th>
<th>Cote d'Ivoire</th>
<th>Ethiopia</th>
<th>India</th>
<th>Indonesia</th>
<th>Kenya</th>
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</thead>
<tbody>
<tr>
<td>% Q1 Activities On Track or Completed</td>
<td>75%</td>
<td>100%</td>
<td>94%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
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<tr>
<td># Q1 Activities On Track or Completed</td>
<td>3</td>
<td>3</td>
<td>17</td>
<td>3</td>
<td>11</td>
<td>4</td>
<td>3</td>
<td>3</td>
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<tr>
<td># Q1 Activities Scheduled</td>
<td>4</td>
<td>3</td>
<td>18</td>
<td>3</td>
<td>11</td>
<td>4</td>
<td>3</td>
<td>3</td>
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</table>

PHASE I
**Progress Monitoring**

- Activities
- Milestones/Objectives
- Indicators

**Implementation Science**

- Toolbox
  - Implementation Science
  - Grantee Evaluation Plan

**Program Improvement**

- Building an Evidence Base/Impact

* Citations, references, and credits

- Access Database by June
- TBA

Activities ➔ Milestones/Objectives ➔ Indicators ➔ Building an Evidence Base/Impact ➔ Toolbox ➔ Program Improvement
GHSA Indicators

**Cross-Cutting Indicators**
- 3-5 high-level indicators showing GHSA progress across all or multiple action packages

**Action Package Indicators**
- 2-3 action package specific indicators developed by CDC SMEs

- Both will provide information on progress towards the achievement of GHSA goals and targets
- Alignment of indicators with action package targets and country operational plan objectives
- Indicator data will be collected through quarterly reporting process
- Stakeholders will have an opportunity to provide feedback on the expected burden of reporting these indicators
Success Story Guidance

- What GHSA technical area is your story related to?
- What problem are/were you trying to solve?
  - Provide numbers (if available) and other relevant information about the problem.
- What action did you take to solve the problem?
  - Which partners did you work with to solve the problem?
- Describe the result of your action on the problem.
- Please upload pictures (should be high resolution) and tools (if available) that relate to the problem.
- Please provide name of contact person for this story
## GHSA FY 2016 Quarterly Reporting Timeline

<table>
<thead>
<tr>
<th>QUARTER</th>
<th>REPORTING PERIOD</th>
<th>DATABASE INPUTS DUE</th>
<th>NSC REPORTS FILED BY EMBASSY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>October – December</td>
<td></td>
<td>December 15, 2015</td>
</tr>
<tr>
<td>Q2</td>
<td>December – March</td>
<td>April 8, 2016</td>
<td>May 13, 2016</td>
</tr>
<tr>
<td>Q3</td>
<td>April – June</td>
<td>July 8, 2016</td>
<td>August 12, 2016</td>
</tr>
<tr>
<td>Q4</td>
<td>July – September</td>
<td>October 7, 2016</td>
<td>November 10, 2016</td>
</tr>
</tbody>
</table>
### Reporting Roles and Important Dates

<table>
<thead>
<tr>
<th>STAKEHOLDER</th>
<th>ACTION</th>
<th>TARGET DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FOA Awardees</td>
<td>Provide information to Project Officers and Country Officers</td>
<td>April 8, 2016</td>
</tr>
<tr>
<td>CDC Field Offices, CDC Programs</td>
<td>Report in MS Access database</td>
<td>April 8, 2016</td>
</tr>
<tr>
<td>CDC Country Officers</td>
<td>Integrate information from above stakeholders</td>
<td>April 15, 2016</td>
</tr>
<tr>
<td>CGH DGHP OD</td>
<td>Prepare draft reports</td>
<td>April 20, 2016</td>
</tr>
<tr>
<td>GHSA Programmatic Leadership, Technical Work Groups, CDC Field Offices, CDC</td>
<td>Review draft reports</td>
<td>April 26, 2016</td>
</tr>
<tr>
<td>Country Officers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CDC DGHP OD</td>
<td>Review draft reports</td>
<td>April 28, 2016</td>
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# From Inter-agency Partners to the White House

<table>
<thead>
<tr>
<th>STAKEHOLDER</th>
<th>ACTION</th>
<th>TARGET DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDC Field Office, CDC Country Officer</td>
<td>Receive content from DGHP OD for NSC reporting</td>
<td>April 29, 2016</td>
</tr>
<tr>
<td>CDC Field Office, CDC Country Officer</td>
<td>Work with interagency partners to draft slides for NSC reporting</td>
<td>May 4, 2016</td>
</tr>
<tr>
<td>CDC Field Office, CDC Country Officer</td>
<td>Receive cleared reports</td>
<td>May 11, 2016</td>
</tr>
<tr>
<td>US Embassy Front Office/DCM</td>
<td>Submits cleared report</td>
<td>May 13, 2016</td>
</tr>
</tbody>
</table>
Take-Away Tips for Successful Reporting

- CDC Country Officers serve a coordinating role for ensuring comprehensive operational plans and reporting

- Ensure Country Operational Plans are comprehensive
  - Awardees should share key work plans and project plans with country officers

- CDC GHSA quarterly reporting, including indicators and success stories will help us focus on impact
Effective Framing
Effective Framing:
CDC GHSA Core Principles

Building By Doing

Focusing On Impact

Telling Your Story
Examples of Effective Framing Using Population Data

- **Use Numbers and Population Data**
  - Across our Phase I countries, we are ensuring enhanced protection for over 2.3 Billion adults and children

- **Because of GHSA investments:**
  - In country x, we have increased access to laboratory testing for key pathogens for over 26 million people....
  - In country y, 125 million children now have strengthened immunization coverage for vaccine-preventable diseases
Progress Monitoring

- Citations, references, and credits

Program Improvement

- Access Database
- Activities
- Milestones/ Objectives
- Indicators
- TBA

Implementation Science

- Activities
- Milestones/ Objectives
- Indicators
- TBA

Toolbox

- Implementation Science
- Grantee Evaluation Plan

Building an Evidence Base/ Impact

Milestones/ Objectives

- by June

Activities

- Access Database

* Citations, references, and credits
Sequel to Mohamed’s Story
Sierra Leone, 2019...
In 2019, we find Mohamed back in school
Mohamed has access to testing at his district hospital, as Laboratory Capacity now available at national and regional levels.
When Mohamed’s niece is born, her birth, and indeed all births and deaths are now registered, even in remote villages. And community event-based surveillance is operational.
And Mohamed’s niece will be protected from measles, because immunization coverage for measles first dose exceeds 90% of all 12 month olds nationwide.
Our work in GHSA will shape the stories of billions of children worldwide.
Use this Historic Opportunity Wisely…
Networking Lunch: 12:00 -1:30pm

Join the M & E table and tell us about your monitoring and evaluation work!
QUESTIONS/DISCUSSION

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Center for Global Health
THANK YOU

For more information please contact Centers for Disease Control and Prevention

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Visit: www.cdc.gov | Contact CDC at: 1-800-CDC-INFO or www.cdc.gov/info

The findings and conclusions in this report are those of the authors and do not necessarily represent the official position of the Centers for Disease Control and Prevention.
CDC Global Health Security Agenda/Ebola Grantee Meeting

Accountability. Results. Sustainability.