

Final Evaluations

Operation Eyesight Universal India: 'How Final evaluations are used'

Operation Eyesight Universal is a 50-year old international development organization that has been evolving and implementing innovative approaches in our mission to eliminate avoidable blindness in India and the African nations of Kenya, Zambia and Ghana. With strong and committed support from Seeing is Believing, Operation Eyesight launched two projects in 2008 in the slums of Hyderabad and Delhi with the objective to eliminate avoidable blindness from these communities.

To assess factors that affected the progress achieved and to set recommendations and objectives for the next work period, a mid-term review was conducted in 2010. This was followed by a final evaluation in 2012 to understand whether the project objectives were achieved as planned, and to document best practices and lessons learnt for Operation Eyesight's future interventions.

The learnings and the good practices that emerged from the evaluation of the two projects have helped us to conceptualize and design a programme that we have named the "Hospital-Based Community Eye Health Programme" (HBCEHP). This has become our flagship programme in India and we feel proud to report that there are already 24 hospitals across the country that are implementing this programme.

We are executing a three-pronged strategy for scaling up this programme. The strategy has evolved from the projects we were implementing with support from SiB:

1. Introducing the approach to all eye hospitals with which Operation Eyesight is currently working in Africa. We are currently reviewing our country-specific programme strategies and would include the innovative HBCEHP approach as a major component of the country programmes.
2. Collaborating with our strategic partners such as L.V. Prasad Eye Institute in Hyderabad, Dr. Shroff's Charitable Eye Hospital in Delhi, All India Institute of Medical Sciences (AIIMS) in New Delhi and other INGOs to influence their partner/affiliated eye hospitals across the country. We have already signed Memoranda of Understanding with L.V. Prasad Eye Institute and Dr. Shroff's Charitable Eye Hospital and are in discussion with INGOs such as ORBIS and Light for the World.
3. Working with Vision 2020 India, Community Ophthalmology Society of India and the International Agency for the Prevention of Blindness (IAPB) as platforms for advocating and supporting their member eye hospitals to adopt our approach. We have been actively participating in "member organization capacity building programme" of Vision 2020 India. We are utilizing these workshops as a platform for publicizing our innovative approach and recruiting new partner hospitals to implement projects in their service areas.

We are working to align our strategies more closely with the public health systems to replicate our approach – not just in India, but also in other countries of our intervention. We aim to promote the approach as the preferred community-based approach in any country.

Fred Hollows Foundation China: Learning and sharing from SiB IV Final Evaluation

Time flies. It seems like just yesterday that the three-year "Seeing is Believing Phase IV" project began in 2 cities and 9 counties across Gansu, Inner Mongolia and Jiangxi Provinces in China in August 2010. The project was successfully completed in July 2013. A final project evaluation was conducted by two external consultants from June to July this year.

Key findings from the evaluation showed the project had been successfully implemented, gained win-win results among different stakeholders and was well received by the partner hospitals. Most importantly, it found that people in these regions now enjoy easier access to affordable quality

cataract surgery, refractive error treatment and information on eye care. The project hospitals have built up their eye departments for long term development and many local professionals and leaders have improved their awareness and professionalism toward blindness prevention with the support of SiB and The Foundation.

One of the most significant achievements made by the project is that activities have been incorporated into local government efforts by their own resources, ensuring the project's long term sustainability. Primary eye care has been integrated into the primary health care system and affordable and multi-tier pricing eye care services have been adopted with support from the public medical insurance system. All these successful experiences achieved by the project provide a good foundation for our future and progress towards blindness prevention in China.

Key findings and lessons learnt from the final evaluation have also been shared with all our partners as well as key government stakeholders through the newly published Fred Hollows Foundation newsletter in China. We believe that project partners and local government will benefit from this information, especially as the strategy used in SiB IV Project, which included Human Resource Development, Infrastructure Development, Disease Control, Research, Partnership Building and Advocacy mirrors that of the existing National Plan for the Prevention of Blindness in China. Presentation of the SiB IV Project evaluation and lessons learnt were also delivered recently through blindness prevention management training in many other provinces in China conducted by The Foundation.

The implementation of the project and the final evaluation result also obtained the recognition from the project donor, Standard Chartered Bank. We have been awarded funds for a new project under Seeing is Believing Phase V which is soon to be launched in January 2014. In the new Phase V project, successful county level blindness prevention network building experience learnt from Phase IV project will be incorporated and scaled up in Inner Mongolia. Additionally, Diabetic Retinopathy, which was identified as an emerging major cause of avoidable blindness in the Phase IV project, will be addressed in the new Phase V project.

With the continued partnership between SiB and The Foundation, we hope to be able to make an even greater achievement and impact for the mission of ending avoidable blindness in China, thus to achieve the goal of Vision 2020.

Orbis China, Dalian: 'How Final evaluations are used'

The Dalian project was implemented for 4 years from July 2009 to June 2013, with total funding of US\$ 1.2 million. It aims to improve availability and coverage of quality pediatric eye care service in Dalian and surrounding areas, through a series of capacity building trainings, setting up child eye care center and branch centers as well as treatment and referral network across all levels of hospital. During Jul. 30, 2013 and Aug. 3, 2013, a project review team consisting of ORBIS program and financial staff, as well as an experienced independent external evaluation specialist conducted a financial evaluation for this project.

The Dalian project has been demonstrated to be a very successful cooperation between local non-profit eye care institutes and international NGO with funding support from the Standard Chartered Bank, and the major project objectives have been achieved. Meanwhile, we shared our suggestions on improving project management with partner, which we believe will be essential for strengthening future cooperation between two parties and also help enhance further development of He Eye Hospital. For example, we suggested improving project development by integrating professional assessment and ophthalmic consultation; also, we suggested developing a pool of trainers for a

more systematic training system; in order to improve the poor referral system at county hospitals, we encouraged HEH strengthening communication with county partners, investing on referral capacity building, and creating referral incentives for county doctors. On the other hand, we required financial staff's active engagement in project management. We actually received very positive feedbacks for the results of evaluation from HEH.

Throughout this project, we have observed tremendous improvement of Dalian's eye care services, both in quality and quantity. Our insights, strategies and experiences were demonstrated to be effective. However, with the final project evaluation, we could foresee the challenges ahead. Our first cooperation with Chinese private hospital still remains many issues, but we will continue nurturing and supporting private eye hospitals like HEH to improve the availability and accessibility of eye care services in China. The lessons will enable us to adjust our tactics in more projects. For example, we would like to share our experience in selecting and training partners to help our partner hospitals extending network more effectively; and we will assess the partner hospitals' financial control capacity and design trainings to help them build strong financial management skills.

Fred Hollows Foundation Vietnam: 'How Final evaluations are used'

Twenty-five per cent of Viet Nam population are children aged from 0 to 14 (Viet Nam General Statistic Office, 2007). Although the child blindness rate is low, there is a high rate of children with vision impairment mainly due to Refractive Errors and the unavailability of local eye care service. The evaluation of the project "Urban childhood blindness prevention" - part of SiB Phase IV found out two good models that could be applied for the "Viet Nam Comprehensive Eye Care Development" project - SiB Phase V.

A. GOOD MODELS TO BE APPLIED

Childhood eye services

The Orthoptic room established in Ha Noi Eye Hospital was a good example. According to the evaluation, the new service helped to increase number of patients (inpatient and outpatient) received as more parents were persuaded to get their children to the hospital for eye check-up. This is because the room was designed and developed to be best engaged with children. Also, the staff was trained on effective communication with children and parents. Based on this successful model, SiB Phase V is going to support to set up a Paediatric Eye Unit in Tien Giang.

School eye care program

The success of this program in SiB Phase IV was decided by cooperation between Education sector and Health sector.

The Education sector was responsible for setting up and utilising the network of childhood eye health workers. For example, they developed regulation in organising eye screening for students so that all the screenings were implemented in a same effective way everywhere.

The Health sector was responsible for technical issues. They provide training for school health workers so that those workers can train others at district level. The Eye Hospital, as the key player of Health sector, also cooperated with people in Education sector to monitor school eye care implementation.

B. SHARING

Sharing lessons learnt from project is considered one of the most important work of FHF. After the evaluation of SiB Phase IV, FHF held a meeting where we shared the lessons learnt and project successful models with all stakeholders, including SCB staff.



At the end of the project, we also held a workshop to review project implementation of SiB Phase IV and another project. This brought about an opportunity for implementers from two different projects to share and learn from each other. SCB staff was also invited to attend the workshop.

As always, findings from the evaluation will be used as inputs for the coming projects' design.

The final evaluation is a crucial work to look back at all aspects of the project. The evaluation involves participation of all relevant stakeholders so that we could implement more effective and impactful activities in the future.