

# **EFFECt Tool: Self Assessment Version**

EFFective in Embedding Change tool



# Introduction

**The EFFECt Tool has been designed to help institutional health partnerships to assess their current practice and how they embed change within institutions. Whilst there is substantial practice-based experience of institutional health partnerships, there are no existing frameworks or tools for measuring their effectiveness in sustaining change irrespective of the specific initiatives they are implementing.**

This tool builds on existing evaluation frameworks and models from the health and development sectors with a particular focus on capacity development, implementation and institutional strengthening theories and proven practices. The EFFECt tool provides a robust framework that allows institutional health partnerships to assess and improve their own practice. It does not replace routine project monitoring and evaluation but can be used to complement it.

Health Partnerships between Northern and Southern countries aim to be equal and beneficial to both Institutions in the partnership. The EFFECt tool encourages both partners to reflect on and evaluate their roles within the partnership, moving away from the traditional expectation that the Northern Partner automatically leads the project and instead supports the notion of an equally balanced relationship/ equality in the partnership.

## **Instructions**

The teams of each partner should complete the EFFECt tool.

The main aim of the EFFECt tool is for partners to engage in an in-depth internal discussion; thus, the tool is not scored for external use. As such, the questions allow and require both partners to be completely honest to ensure a useful and successful evaluation.

The EFFECt tool aims to evaluate the Quality of the Partnership WITHOUT focusing on the project objectives (for which you should have a separate monitoring and evaluation plan). Please keep this in mind when answering the questions.

## Implementing Best Practice

### 1 | Needs assessment: Identification of the need for the partnership initiative...

- did not involve the southern partner(s) or stakeholders.
- had limited consultation with the southern partner(s).
- was made jointly with the northern and southern partner.
- was made jointly, or solely by the southern partner(s), and their stakeholders.

### 2 | Partnership ownership: The partnership initiative activities are primarily driven by...

- the northern partner with limited or no ownership within the southern institution(s).
- one or two individuals within the southern and northern institution(s).
- a team of people within both institution(s).
- a team of people within both institution(s) with senior management actively engaged and supporting change.

### 3 | Implementation team: The partnership initiative is led and implemented by...

- one partner (define, which one).
- one or two key individuals from both institutions equally contributing to the partnership.
- teams from both institutions.
- teams from both institutions with clearly defined partnership roles and responsibilities.

### 4 | Adaptation: Partnerships are flexible in adapting partnership objectives (and/or activities) in response to changing circumstances...

- was not done at all.
- was mainly done by one partner with limited consultation (define which one).
- was done jointly by two individuals from each institution.
- teams from both institutions, conduct regular reviews of project objectives and activities.

**5 | Analysis: Analysis of successes and challenges arising from the partnership initiative...**

- rarely happens.
- happens on an ad hoc basis.
- is systematically conducted.
- is systematically conducted and is acted on to make improvements.

**6 | Alignment: Consideration of how partnership activities align with national plans**

- Partners are not aware of the national strategies /plans: not sure whether they are in line with them.
- Activities are not in line with national strategies/ plan.
- Activities are partially in line with national strategies / plans.
- Activities are fully in line with the national strategies /plans and refer directly to related national guidelines.

**7 | Systems thinking outside of the institution: Awareness and engagement of the partnership initiative with other local/regional initiatives is...**

- insignificant.
- limited to informing other stakeholders of partnership activities.
- encouraging attendance of government and other stakeholders in relevant activities.
- maximising synergy with government and other stakeholder initiatives by joint working and influencing the wider health system.

**8 | Harmonisation (synergy) within the institutions: The way the partnership initiative interacts with and interrelates with other parts of the institutions has...**

- not been considered.
- been considered and partially addressed.
- been considered and fully addressed.
- been considered and fully addressed including how the institution at its whole benefits from this partnership.



**9 | Motivation for change: The motivation for institutional change is...**

- mostly with one partner (define which one).
- growing with one or two champions for change within one institution.
- strong with champions for change in both (all) institutions.
- strong with leadership for continuous improvement throughout both institutions.

**10 | Role of each partner: The institutional change process is designed and directed by...**

- one partner (define which one).
- one main partner with the other partner acting primarily as a facilitator (define which one).
- one main partner with requested inputs from the other partner on a needs basis (define which one).
- both (or all) partners are leading the change process together.

**11 | Building institutional resilience: The institutional strengthening initiative for all partners is focused on...**

- the delivery of the institutions core functions only.
- core functions as well as strategy and leadership.
- core functions, strategy and leadership and the institution's ability to relate to other stakeholders.
- core functions, strategy and leadership, and the institution's ability to relate to other stakeholders and adapt to change.

**12 | (2.B2) Ability to deliver capacity building: The ability of the southern partner(s) to deliver the capacity building has...**

- not been planned and there are no strategies for building capacity to do so.
- been strengthened through training of trainers (or equivalent) with some follow up by the northern partner.
- been strengthened through joint work or training of trainers (or equivalent) with strong follow up.
- been built to the extent that the capacity building is now wholly delivered by the southern partner.

**13 | (2.C1) Capacity building: Team capacity building is focused on...**

- individuals rather than teams.
- multidisciplinary teams.
- multidisciplinary teams who routinely work together.
- multi-disciplinary teams who routinely work and train together.

**14 | Absorptive capacity: Ability to fully benefit from the capacity building. The staff in the southern institution(s) involved in the partnership initiative...**

- find it difficult to make time for the activities of the initiative.
- have sufficient time to participate in planned activities of the initiative.
- have sufficient time to participate and manage activities within the initiative.
- have sufficient time to participate, manage and embed activities as part of routine work within their institution.

**15 | Spread/Scale-up: Adoption of best practice from this partnership initiative has been...**

- negligible in other departments/ organisations.
- partial with some aspects replicated by a small number of other actors.
- substantial with many aspects replicated by other actors.
- substantial with replication of the whole initiative by other actors.

**16 | Application of knowledge and skills: The skills gained through the partnership's activities have...**

- not been used by participants within their workplaces.
- been used to a limited extent by participants within their workplaces.
- been regularly used by participants within their workplaces.
- been integrated into routine practice by participants within their workplaces.

**17 | Changes in work practices: In terms of routine workplace practices, the partnership has resulted in...**

- no change.
- limited changes within the target team/ department/ institution (explain what changes).
- change across the whole target team/ department/ institution (explain what changes).
- change across the whole target team/ department/institution and is built into training and workplace guidelines (explain what changes).

### 18 | **Networking and partnership: Because of this partnership, my institution...**

- is learning about the value of networking and considering other potential partnerships.
- participates in recognised local networks relevant to its work and has at least one other partner.
- participates in recognised national networks relevant to its work and has other partners.
- is recognised as a leader in national networks relevant to its work and has diverse and complementary partners.

### 19 | **Staff motivation: Because of this partnership, our staff motivation has...**

- not changed.
- increased to some extent.
- increased significantly.
- increased significantly and team working has improved as a result.

### 20 | **Empowerment: Because of the partnership, staff involved in the partnership show...**

- no change in confidence in their daily work.
- greater confidence in their daily work.
- greater confidence and a greater ability to take initiative in their daily work.
- greater confidence and a greater ability to take initiative in their daily work, leading to increased responsibility.

### 21 | **Peer support: Because of this partnership, opportunities for access to peers to discuss work/case issues for all partners has...**

- not changed.
- increased to some extent.
- increased significantly.
- increased significantly and can be easily accessed as needed.

### 22 | **Reverse innovation: Because of this initiative, partnership innovations have been adopted in the northern institution that have resulted in...**

- negligible change within the northern institution(s).
- partial change with some adaptation to the northern context.
- substantial change with adaptation to the northern context.
- substantial change with wholesale replication into other northern institutions.