

Internship
at
Evidence Action, New Delhi

By

Akanksha Yadav

Dissertation submitted in partial fulfillment of the requirements of the degree
MBA Health and Hospital Management

Academic year, 2017-2019



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer, Airport
Jaipur 302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: www.iihmr.edu.in

INTERNSHIP REPORT

Akanksha yadav

Roll number: 529

Evidence Action, New Delhi

Evidence Action scales evidence-based and cost-effective programs to reduce the burden of poverty for hundreds of millions of people. Our approach fills the gap between research about what works and solutions for people in need. We operate in ten countries across the globe and positively impact the lives of hundreds of millions every year in a measurable way.

Approach to Development

Reducing poverty and spurring growth in developing countries requires strategic, high-value investment of scarce resources, whether they come from donors, governments, or communities. Interventions to reduce the burden of poverty need to be rigorously identified, tested, and scaled up to be cost-effective and have high impact.

Evidence Action develops and de-risks models for such interventions that allow tens of millions of people to be served and return on investment be measured.

We bridge the gap between rigorous research and pilot interventions on one hand, and institutionalized programs on the other. By focusing on promising approaches backed by rigorous evidence, we support programs that are measurably effective; by seeking to solve the challenge of scale, we provide cost-effective impact for many.

Our History

Evidence Action launched formally in 2013 to scale up poverty interventions that have been proven to be effective in order to benefit millions of people.

Evidence Action leads and manages two programs incubated initially by Innovations for Poverty Action: Dispensers for Safe Water and the Deworm the World Initiative. While Evidence Action grew out of a need to manage these programs, the larger goal of the organization was to design a process to bridge the gap between proven interventions that work and scaling them up to produce measurable impact for millions of people.

This led to the creation of Evidence Action Beta in 2014, where we are currently testing a number of other rigorously-evaluated interventions to be implemented as sustainable programs at scale. Beta functions to identify, filter, and scale up proven poverty interventions from the proof-of-

concept stage to becoming institutionalized programs that serve millions. Beta's rigorous filtering criteria includes scoring interventions based on impact, cost-effectiveness, scalability, and strategic fit.

Evidence Action values iteration, evaluation, learning, and adapting. We envision our role as leading a strategic approach to development that fills the gap between "what works" and implementing interventions at scale. By both incubating these proven interventions and also providing technical support and other functional services to our fully scaled programs, we span the continuum of evidence-based development that allows us to lay the foundations for effective monitoring and evaluation from the beginning. By strategically partnering, collaborating, and working with researchers, community members, institutions, and governments, we are looking to build a world where millions of people living in the poorest places have better opportunities and their lives are measurably improved.

Principle of EA

- Only consider interventions whose efficacy is backed by substantial rigorous evidence.
- Target cost effective intervention that improve the lives of millions.
- Identify innovate, appropriate financing mechanisms
- Build robust operational models
- Vicariously, self-evaluate, lean and improve our models for scaling.

Evidence Action today

Evidence Action is dedicated to improving the lives of millions of people across Africa and Asia. Our approach fills the gap between research about "what works" and implementing solutions for people in need. We operate in ten countries across the globe and positively impact hundreds of millions of lives every year in a measurable way by delivering our evidence-based interventions where the need and opportunity are greatest.

We provide services to the most vulnerable people in these countries irrespective of their race, religion, gender, or political affiliation. Some of the countries where we operate are representative democracies while others are not. Our operations in a given country in no way reflects an

endorsement of that country's form of government, and we continuously evaluate the political situation wherever we operate.

What makes Evidence Action unique is our process: we spend much of our energy identifying evidence-based interventions, pressure-testing them for scalable feasibility, and designing them to serve millions. We identify innovative, appropriate financing mechanisms and build best practice operational models (prototyping). We voraciously self-evaluate, learn, and improve our models for scaling with a commitment to transparency on progress, impact, and value for money.

We lead with our values, putting evidence first. By going where the evidence leads us, it allows our decision making process--how we choose which innovations to scale up and how to constantly evaluate them--to produce programs that have the largest impact for investment.

Our Vision, Mission, and Values

Vision: Building a world where hundreds of millions of people in the poorest places have better opportunities and their lives are measurably improved.

Mission: Evidence Action aims to be a world leader in scaling evidence-based and cost-effective programs to reduce the burden of poverty.

Values:

Evidence first. We are led by the facts. We go where the data takes us. Robust, rigorous evidence informs our choices and decisions.

Think big, act urgently. We are unrelenting in our pursuit of results at scale. We know that poverty does not wait. We act so that the best ideas deliver benefit to millions.

Iterate, again. We reflect constantly and adapt accordingly. We test, measure, and improve to ensure impact. If we can do something, we can do it better.

Economize without compromise. The biggest impact at the lowest cost is what we are after. We ensure value for money for all our stakeholders but know there is no substitute for quality.

Challenge convention. We ask “why” and “why not” in equal measure. We are sincere in our skepticism and incessant in our search for solutions.

Passion throughout. We are driven to lessen inequality, to improve lives. We take action, converting impatience into impact.

Deworm the world Initiative

The Deworm the World Initiative envisions a world where all at-risk children have improved health, increased access to education, and better livelihoods potential as a result of being free of intestinal worms. We work in close partnership with governments to enable elimination of intestinal worms as a public health problem.

- We advocate for school-based deworming to policymakers, gaining and maintaining critical support amongst stakeholders responsible for children’s health and education.
- We provide technical assistance to governments to launch, strengthen, and sustain high quality school-based deworming programs that leverage existing education and health infrastructure.
- We employ an evidence-based approach to rigorously evaluate and learn from programs we support, iterating on program design alongside governments to maximize reach in a cost-effective manner

Deworm Initiative-Partnership model

1. Policy and Advocacy

We advocate with governments to launch deworming programs, and work collaboratively with ministries of health and education to establish effective policies and governance structures. We support alignment of school-based deworming with other health and education priorities to enable long-term political and resource commitments and share global best practices to improve cost-effectiveness and results.

2. Prevalence Survey and Mapping

Guided by World Health Organization protocols, we work with epidemiologists and local partners to assess worm prevalence and intensity through field surveys. We use the survey results to support the development and implementation of appropriate treatment strategies. Once deworming programs are in place, we support governments to assess the impact of sustained mass treatment on worm infection.

3. Program Planning and Management

We work closely with government partners to design their deworming program, develop operational plans and budgets, coordinate logistics, and provide on-the-ground support to ensure a high-quality outcome.

4. Public awareness and mobilization

We work with governments to develop locally appropriate campaigns that educate children and communities about the negative effects of worms, the importance of being dewormed, and behaviors to prevent infection. These campaigns increase acceptance and participation in deworming.

5. Training and distribution cascade

We support governments to design and coordinate an efficient multi-tier training and distribution cascade that is tailored to the local context, ensuring that knowledge and program materials are relayed from the national or state level all the way to the teachers responsible for administering deworming drugs.

6. Drug management and coordination

We help governments evaluate appropriate treatment strategies, support drug procurement including through global pharmaceutical donation programs, and facilitate the development of robust protocols for tracking drug inventories and responding to adverse events.

7. Monitoring and Evaluation

We help governments design monitoring and data management systems to ensure accurate treatment data and measure program performance. We conduct rigorous independent monitoring to evaluate the efficiency of key processes and validate program results; we share monitoring results with government implementers, using data to inform programmatic decision making.

Departmental learnings

I have worked with National Office- Programs team in National Office of Evidence Action, New Delhi.

As part of Program team,

- I have learned about my initial role as management trainee and further as Program Associate.
- I have learned about the role of Program Team.
- I have learned about National Deworming day program cycle which comes under seven heads through which technical assistance is provided to the states - Policy and Advocacy, STH Prevalence Survey and Mapping, Program planning and management, Training and distribution cascade, Public Awareness and mobilization, Drug management and Coordination , Monitoring and Evaluation.
- I have learned about internal projects in the organization.
- I have also got the opportunity to read donor report and updates that are sent by the organization.
- I have learned about Evidence Action style of writing- One Voice, One face.
- I have learned about the role of different teams working at National Office and state teams.