

How PATH evaluates the impact of our work

Measuring what matters

FRAMEWORK FOR MEASURING IMPACT

Generating and measuring evidence has been at the heart of PATH's work since our inception in 1977. In recent years, funders and other groups have increasingly requested consistent, systematic measurement of our impact.

Evaluating the impact of PATH's work requires varied approaches. One reason is that our work spans multiple platforms—including vaccines, drugs, diagnostics, devices, and system and service innovations. Another is that we work across the value chain, from a promising idea to large-scale implementation. In addition, it is often difficult to assess and attribute PATH's contribution to improvements in health and health services because we are part of a larger ecosystem of partners, agencies, and funders working to improve global health. For all these reasons, evaluating a small number of metrics is insufficient to capture the full effect of our work.

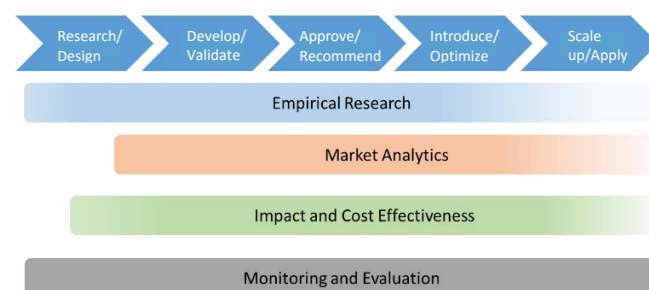
We have taken the pragmatic approach of “measuring what matters.” We emphasize use of measurement to provide practical, actionable information to guide decision-making. We gain valuable insights into our work by evaluating multiple factors at various levels of the organization and across the value chain. Our broad, nimble approach highlights measuring what is useful, learning, and then adapting our work based on the findings.

Some of our measurement focuses on PATH's work as a whole. To get a broad picture of the organization's performance over time and our contribution across our portfolio, we developed institutional indicators that allow us to assess our progress in developing, introducing, and priming to scale innovations that will save lives, especially among women and children. These measures enable us to take a reading on key areas that are common across all of our projects. Each year, we conduct an in-depth survey of every award-based project at PATH to gather data on factors such as:

- the number and progression of innovations in our development pipeline,
- donor and funder satisfaction,
- the number of beneficiaries served by PATH projects, and
- projects that have documented sustainable outcomes by the end of funding.

Beyond these critical institutional process measures, we also conduct in-depth, rigorous program-based measurement. This includes empirical research using both quantitative and qualitative methods; market-based analytics, such as work to assess the potential demand and impact of emerging health technologies; cost-effectiveness analyses to compare the relative costs and outcomes of various interventions; and project monitoring and evaluation to improve performance.

Figure 1. Each type of program-based measurement may occur during multiple phases of the value chain.



EXAMPLES OF PROGRAM-BASED MEASUREMENT ACROSS THE VALUE CHAIN

PATH uses measurement to both enhance and evaluate the impact of our work across the value chain (Figure 1). Key examples are highlighted below.

Research/design

Measurement during the research/design phase is useful for modeling potential impact based on early assessments of intervention efficacy, costs, potential demand, and other factors. One example is PATH's use of custom modeling during the Innovation Countdown 2030 (IC2030) initiative. In this effort, PATH crowdsourced more than 500 promising health innovations from around the world and then asked independent experts to rank the innovations according to their lifesaving potential. For a select group of innovations, we modeled introduction scenarios based on assumptions about availability and use in various settings to assess the potential number of lives saved, innovation and delivery costs, and downstream treatment costs. For example, modeling of scaled-up use of a new tool for small-scale water treatment that automatically chlorinates water to a safe concentration without using electricity or moving parts found that this technology could prevent an estimated 1.5 million deaths from diarrheal disease among children

under five by 2030. In a related project, we used the Lives Saved Tool (LiST) to model the contribution that selected emerging innovations could make toward targets for ending preventable child and maternal deaths in 24 high-priority countries identified by the US Agency for International Development. Our analysis found that scaling up use of these innovations could prevent more than 6 million deaths by 2030. Impact assessments at this stage help allocate scarce resources to the most promising projects.

Develop/validate

In the develop/validate phase, measurement facilitates the translation of early achievements (perhaps in a small population) into broader impact. One example is PATH's use of measurement to accelerate malaria elimination through mass drug administration (MDA) and other interventions in Zambia, Senegal, and Ethiopia. Working in partnership with national malaria programs and other partners, PATH has evaluated the impact, operational requirements, and costs of population-wide, drug-based strategies. Studies evaluating three strategies—MDA, focal MDA, and mass test and treat campaigns—indicated that they are operationally feasible across a range of settings. Our studies also found that MDA, in particular, holds promise for accelerating elimination in certain transmission settings, especially when used in a time-limited manner and in combination with high coverage of vector control and case management and timely surveillance for tracking and investigating cases.

Introduce/optimize

During the introduce/optimize phase, PATH focuses on directly measuring impact at the population level. One example is our evaluation of the Sure Start project. This was a seven-year effort led by PATH to improve health outcomes for mothers and newborns in two states in India, with emphasis on mobilizing communities to practice healthy behaviors and use services delivered through India's National Rural Health Mission. The impact evaluation assessed behavior change at the individual, household, and community levels during the project period, evaluated improvements in community-level systems and linkages, and measured impact on newborn mortality. The evaluation included baseline and endline surveys of thousands of women in a quasi-experimental pretest/post-test design to assess the intervention's impact.



PATH/Gabe Bienczycki

Scale up/apply

Measurement during the scale up/apply phase tracks intervention impact to pave the way for large-scale implementation. One example is PATH's evaluation of interventions to improve tuberculosis (TB) diagnosis and treatment in the slums of Mumbai, India, by engaging a network of private-sector providers and building their capacity in TB care. Our evaluation tracked indicators such as the number of participating providers, the number of sputum specimens transported, the number of patients initiating and completing treatment, and the number of case notifications. The results have helped to build a replicable model for public-private collaboration to control TB and other public health concerns in urban areas throughout India.

RAISING THE BAR

Through our pioneering work to evaluate both institutional indicators and program-based measures across the value chain, PATH has been a leader in developing nimble and practical approaches for measurement in global health and development. We believe our work is helping to set a new standard for using measurement to both evaluate and increase impact.



www.path.org

PATH is the leader in global health innovation. An international nonprofit organization, we save lives and improve health, especially among women and children. We accelerate innovation across five platforms—vaccines, drugs, diagnostics, devices, and system and service innovations—that harness our entrepreneurial insight, scientific and public health expertise, and passion for health equity. By mobilizing partners around the world, we take innovation to scale, working alongside countries primarily in Africa and Asia to tackle their greatest health needs. Together, we deliver measurable results that disrupt the cycle of poor health. Learn more at www.path.org.

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