



**HEALTHCARE RESPONDING
TO VIOLENCE AND ABUSE**

RESEARCH CAPACITY BUILDING IN HERA2

A participatory workshop:
developing values, outcomes and indicators

Capacity building HERA2



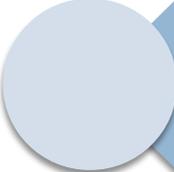
- Exploring capacity building
- Lessons learned
- Defining our shared values and relationships
- Evaluation – why and how



‘research capacity strengthening includes any effort to increase the ability of individuals and institutions to undertake high-quality research and to engage with the wider community of stakeholders.’

ESSENCE on Health Research, 2014

Levels of capacity building



Individual



Organisational

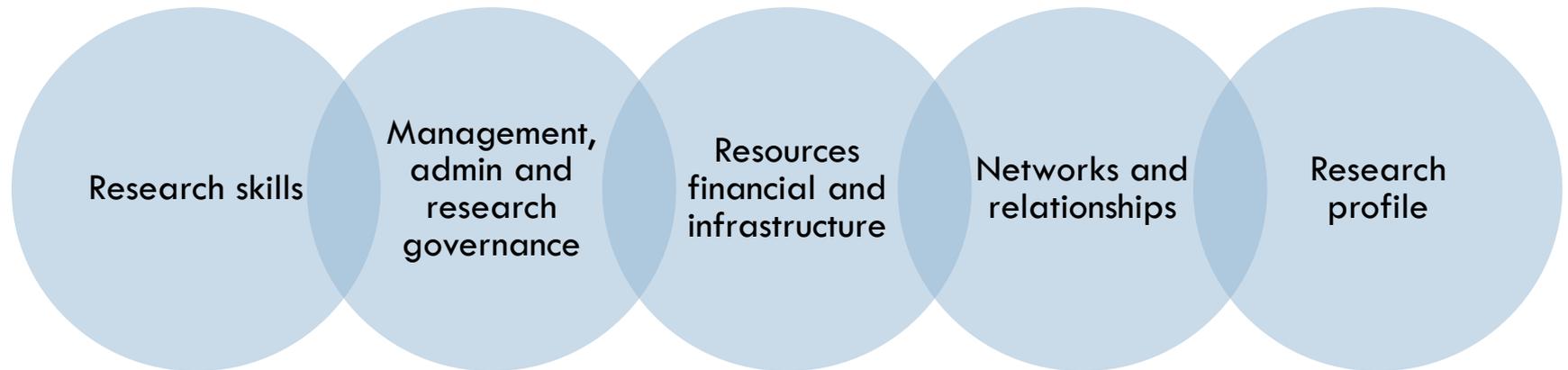


Institutional



Network

Elements of capacity building





‘strengthening research capacity is an incredibly important end in itself and needs to be an explicit objective rather than an assumed spin-off benefit of funding research’

ESSENCE 2014

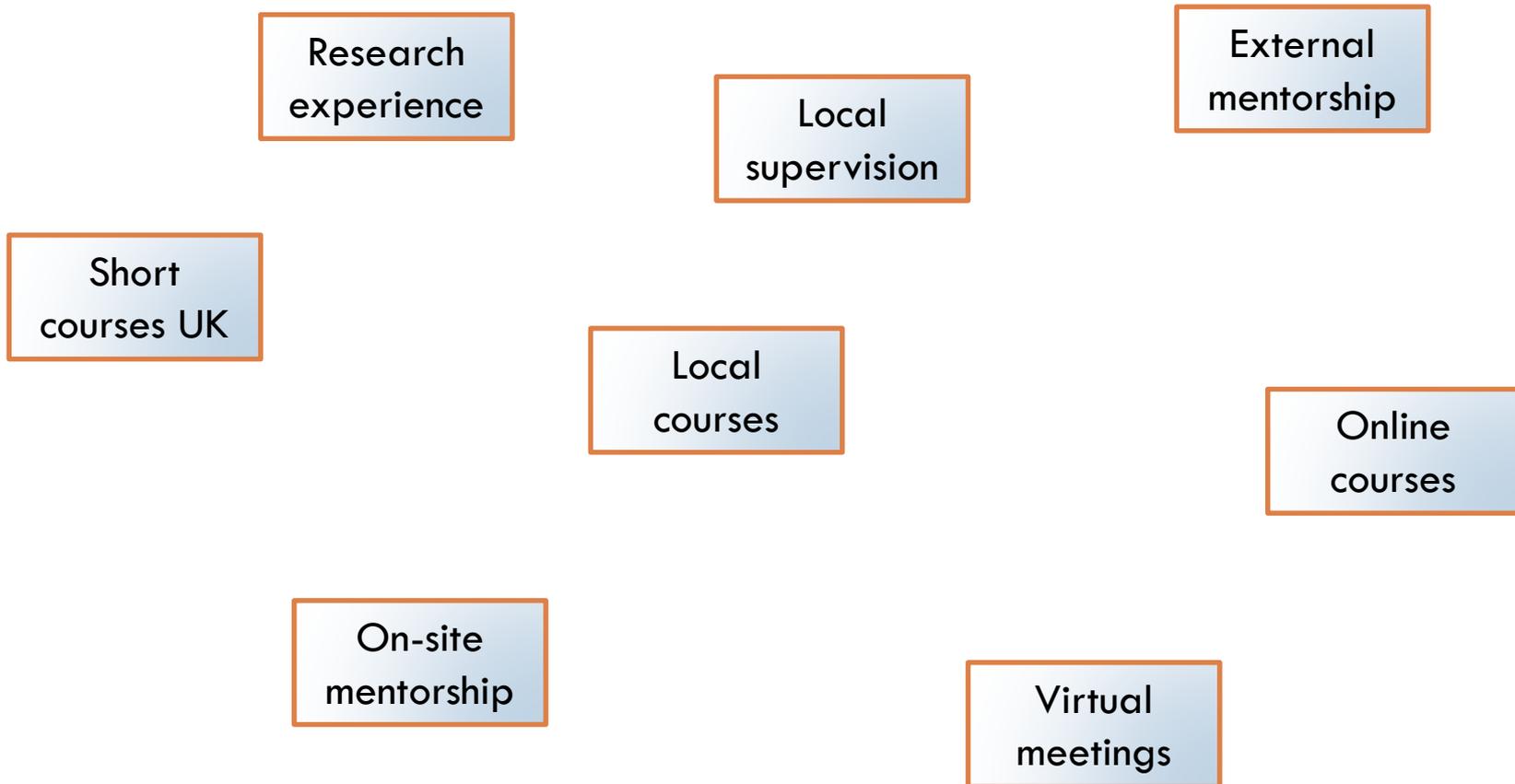
Thinking about outcomes...



How could you benefit from capacity building during HERA2?

Write down 3 individual outcomes...

Ways of meeting those outcomes



Existing literature: 3 key narratives

Open Access

Research

BMJ Open Health research capacity development in low and middle income countries: reality or rhetoric? A systematic meta-narrative review of the qualitative literature

Samuel R P Franzen,^{1,2} Clare Chandler,³ Trudie Lang¹

To cite: Franzen SRP, Chandler C, Lang T. Health research capacity development in low and middle income countries: reality or rhetoric? A systematic meta-narrative review of the qualitative literature. *BMJ Open* 2017;**7**:e012332. doi:10.1136/bmjopen-2016-012332

- Effect of power relations
- Demand for stronger links between research, policy and practice
- Importance of a systems approach

Lessons learned from collaborative work



In mixed-country teams discuss:

- What worked well?
- What didn't work so well?
- What could be done differently?

Principles for good practice (ESSENCE)

1. Network, collaborate, communicate and share experiences
2. Understand the local context and accurately evaluate existing research capacity
3. Ensure local ownership and secure active support
4. Build in monitoring, evaluation and learning from the start
5. Establish robust research governance and support structures, and promote effective leadership
6. Embed strong support, supervision and mentorship structures
7. Think long-term, be flexible and plan for continuity [AKA sustainability]

Defining our shared values

What are the key values underpinning capacity building (and it's evaluation) within HERA2?

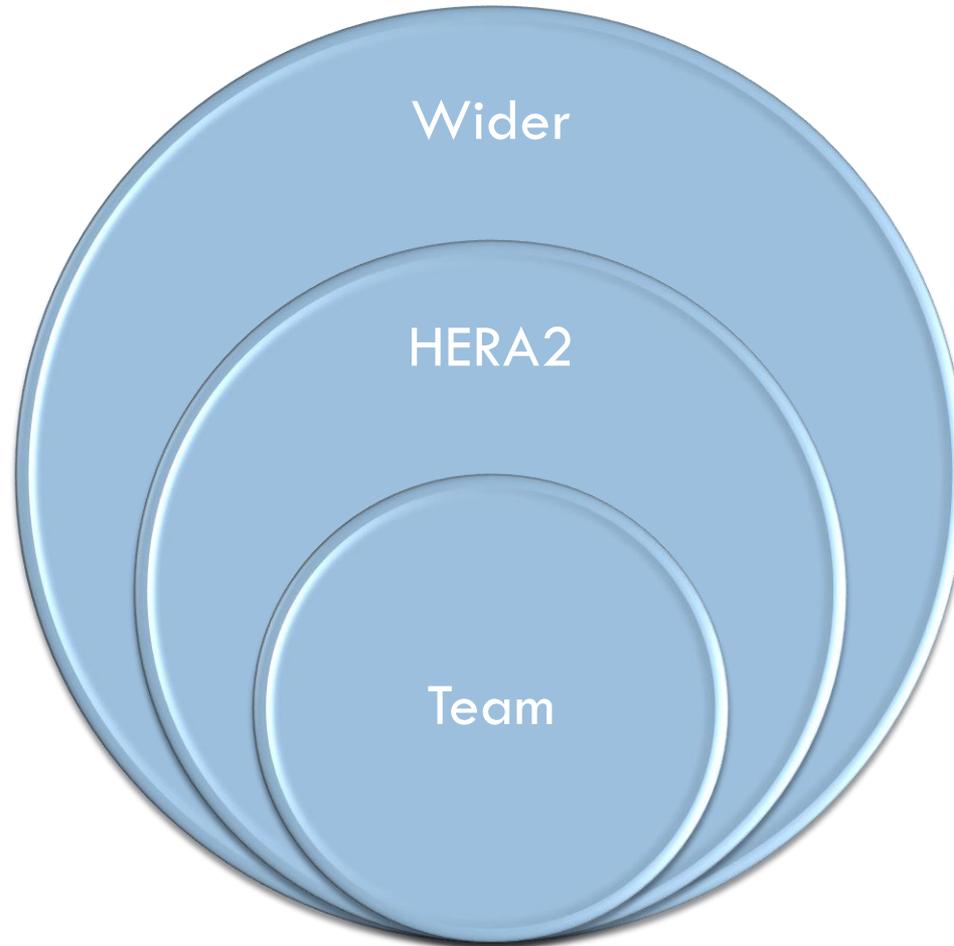
Examples:

- Cost-effective
- Sustainable
- Fair

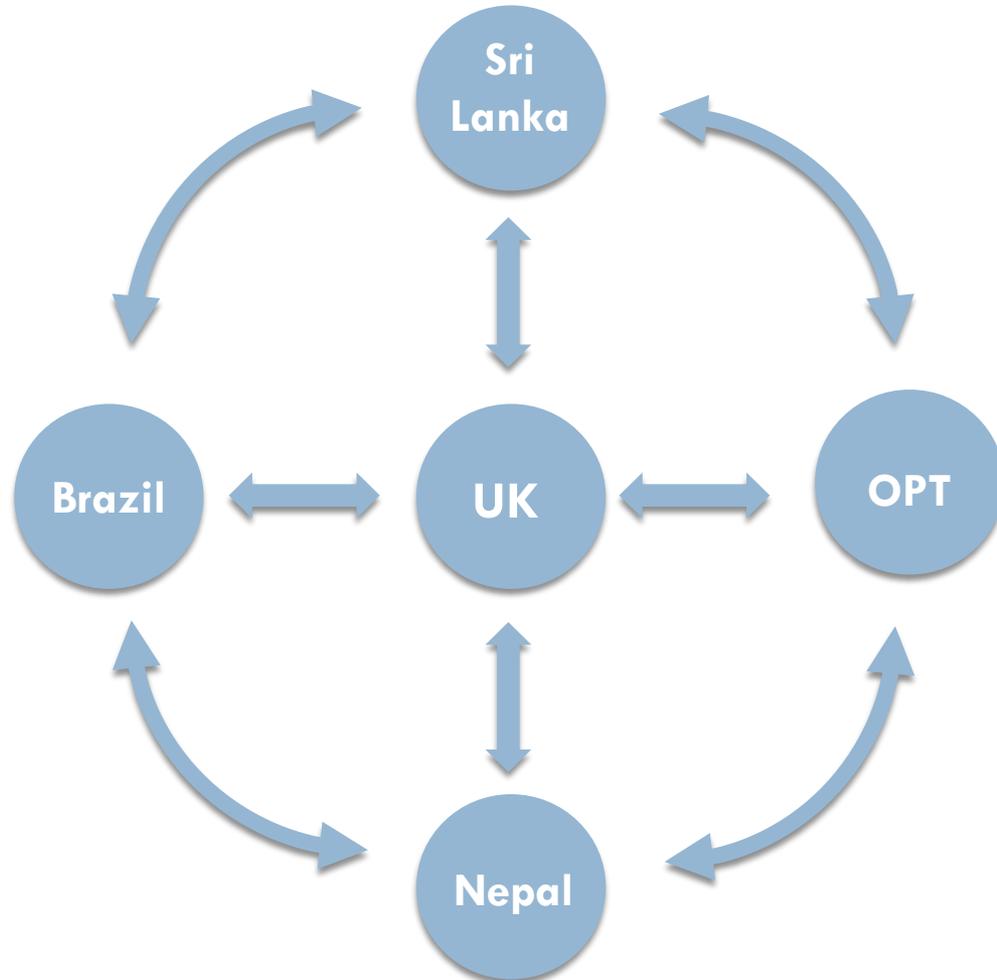
Some ideas...

- LMIC team ownership of CB agenda/objectives
- Meaningful
- Trust and relationships – partnership ethos
- Sense of fairness and equity
- Effective and efficient – time and money
- Sustainable impact
- Evaluation: timely, not over-burdensome and not duplicating
- Shared responsibility for evaluation and adaptation

Research Fairness



Capacity building relationships?



How can we facilitate exchange?

- HERA1: monthly meetings, site visits
- South-South and South-North learning?
- How could you/your team support others?

Practical ideas:

- ▣ Writing virtual-retreats
- ▣ Methodology subgroups e.g. qualitative trouble-shooting, process evaluation data, junior researchers, ethics advice
- ▣ Mentorship and co-supervision across countries
- ▣ Learning labs/webinars

Barriers to research (capacity)

Insufficient research knowledge and skills	Insufficient practical research experience	Inadequate material capacity	Low motivation to conduct research
Lack of research culture	Too few mentors and role models & too few research leaders	Inefficient admin and research management	Insufficient networking
Fragmented research systems	Limited governance and regulatory capacity	Limited use of research evidence	Insufficient funding



‘...capacity building is a risky, messy business, with unpredictable and unquantifiable outcomes, uncertain methodologies, contested objectives, many unintended consequences, little credit to its champions and long time lags’

Monitoring and adaptation: efficacy, costs, conflict, barriers, risk, changing needs

Baseline: prior experience, training, skills and resources

Baseline assessment

Individual

Organisation

Institution

Network

Implement capacity building activities

Skills training:
-Courses
-Mentoring

Resources:
-IT
-Journals
-Finance

Management and research governance:
-Courses
-Mentoring

Communication and network development

Outputs

↑ Individual research skills
-PhD success

↑ Organisational research capacity

Publication and presentations

Robust financial reporting

Securing future funding

External impact

Monitor and evaluate

Quantitative survey:
-Baseline
-12m
-End

Qualitative interviews

Self-assessment and supervision

Monitoring of publication and presentation outputs

Policy impact

Outcomes

Enhanced research skills

Strengthened research team and leadership

Sustainable infrastructure development

Institutional recognition and support

Strong research network with LMIC exchange

Policy impact

Underpinning shared values: partnership, trust, cost-effectiveness, equity...

Why evaluate capacity building?

- Ensure equity
- Demonstrate efficacy
- Accountability and justify costs (funders)
- Drive improvement – change to adapt to needs

Why is it difficult to M+E?

- Long-term process
- No common framework
- Different approaches/definitions
- Emphasis on quantitative not qualitative assessment
- Reluctance to acknowledge unmet outcomes

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- Based on a theory of change
 - Specific and measured at baseline
 - Disaggregated according to equity categories (e.g. gender, nationality, income level, discipline)
 - Iterative (adapted and refined as the research capacity increases and the outcomes become more complex)

Research Capacity
Strengthening

Revision 2016

Developing indicators for M&E

- Level: individual, organisation, institution, network?
- Country or group defined? Core and additional?
- Quantitative and/or qualitative assessment
- Frequency of measurement – real time?
- Responsibility, time, resources?

Do we meet these 7 principles?

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Additional thoughts...

1. Beyond the individual researcher – strengthening the team
2. Securing institutional buy-in
3. Influencing policy and decision makers
4. Community engagement and communication
5. Teaching
6. How to embed sustainability?

Thank you for participating



Any further questions or comments?

Key reading

- Franzen SRP, Chandler C, Lang T. Health research capacity development in low and middle income countries: reality or rhetoric? A systematic meta-narrative review of the qualitative literature. *BMJ Open* 2017;7:e012332. doi: 10.1136/bmjopen-2016-012332
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