

Madagascar IMPACT Activity: Midterm Evaluation Brief

About the IMPACT Activity and Evaluation

Improving Market Partnerships and Access to Commodities Together (IMPACT) is a five-year, \$30 million activity funded by the United States Agency for International Development (USAID) that promotes a **total market approach** (TMA) to strengthen and increase the efficiency of the health sector supply chain in Madagascar. IMPACT seeks to address the low availability of health commodities due to poor market coordination and inefficiencies, especially for maternal and child health, family planning, and malaria. IMPACT is implemented in 13 of 22 regions of Madagascar by Population Services International (PSI), with partners PATH, Management Sciences for Health, Banyan Global, and the Axian Foundation from 2018 through 2024.



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Data for Impact (D4I) facilitated the midterm evaluation to provide information to USAID and the IMPACT implementing partners for learning and course correction. The evaluation sought to examine the IMPACT program's progress and performance to date, identify what is working and what is not working, and offer solutions or areas of focus for the remaining program years.

Evaluation Design and Methodology

Using a nonexperimental design and a mixed methods approach, the study team collected primary data from stakeholders through an **online survey** with 43 responses, 23 **key informant interviews** (KIIs), and **10 focus group discussions** (FGDs) with 59 participants. Respondents included IMPACT staff; partners from commercial, nonprofit, and public sectors; and USAID staff.

The study also included a **secondary review of program documents**, a **literature review** of peer-reviewed articles, and an analysis of **secondary data** collected from program documents and routine monitoring activities. Data analysis was completed for the primary qualitative data from the online survey, KIIs, and FGDs, as well as quantitative analysis of secondary data sources.

Key Results

The evaluation reports on IMPACT's challenges and successes regarding social marketing and public sector and for-profit supply chains, both independently and within a TMA.

- IMPACT is achieving its intended objectives and intermediate results related to **enhanced coordination**, **strengthened capacity**, and **expanded engagement**.

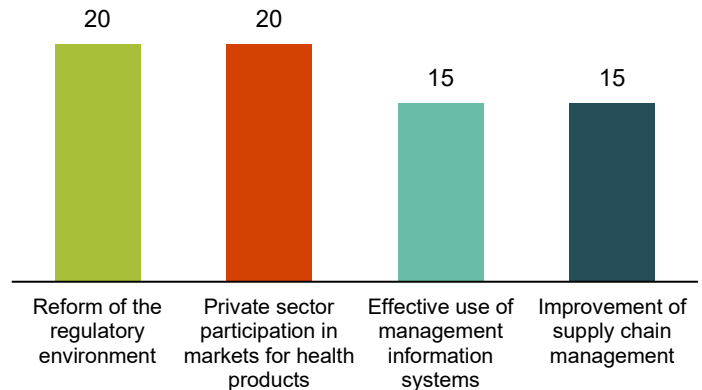
Evaluation Questions:

- 1) What is the effect of IMPACT's TMA on improving the availability and accessibility of quality health products to the Malagasy people?
- 2) Which of the IMPACT implementation approaches and activities appear to be the most promising and should be prioritized in the final two years of promoting the TMA? For those that are not showing promise, what alternatives or complementary options should be considered?
- 3) To what extent is there national ownership or stewardship of the TMA? How has the IMPACT program contributed to this degree of national ownership?



- **Logistics, the logistics management information system (LMIS), and supply chain management issues** continued to disrupt the program, resulting in continued and harmful stockouts or stock mismanagement issues. This inhibited the potential success of innovative demand creation activities and, ultimately, limited access to essential health products.
- Nearly half of online survey respondents (see figure) ranked **increased commercial sector participation** and **reform of the regulatory environment** in the top three TMA components requiring support.
- These issues were also exacerbated by **COVID-19**, along with continued **climate change disasters**.

Respondents' Top 3 TMA Components Needing Support (n=43)



Recommendations

Based on D4I's evidence, IMPACT has the opportunity to continue meeting program objectives and stakeholders' needs by focusing on the following actionable recommendations for the next two to three years.

- ▶ **Prioritize the transition of stewardship and responsibility.** Stockouts, over stockage, redistribution, and spoilage are everyone's responsibility. One inventory management system is needed. Use the LMIS to analyze and visualize data to understand seasonality and low demand.
- ▶ **Renew the understanding of a TMA approach with stakeholders.** TMA needs to be better defined, along with the provision of refresher trainings for decentralized stakeholders.
- ▶ **Improve the private sector's engagement.** The private sector has the desire to be more involved in working group meetings and to be part of decision making.
- ▶ **Transition social marketing activities.** Immediately inform and include government partners in social behavior change communication activities.
- ▶ **Increase demand for health products.** Consider a "positive masculinity" approach as a gender equality and social inclusion-focused activity. Plan for a post-IMPACT transition to ensure government and private sector handover to banking partners.

This brief summarizes *Madagascar IMPACT Activity (Improving Market Partnerships and Access to Commodities Together) Midterm Evaluation Report*, by Bergson, S., Indriamihaja, O.C., Moonzwe, L., Koch, R., Mohamed, N.S., & Tarrant, A.

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