

2024

ACE Oncology Grants: Grantee Guide to Evaluation

Gilead Oncology Corporate Giving Programme

2024 ACE Grant Cohort



Background

What Is Results-Based Accountability?

All of us do the work we do because we want to make a difference. One way to know if we are truly making an impact, and if that impact is equitable, is through evaluation. The Gilead Oncology Corporate Giving Programme uses an evaluation framework called **Results-Based Accountability™**, or RBA. RBA is a “disciplined way of thinking and acting to improve entrenched and complex social problems. Communities use it to improve the lives of children, youth, families, and adults. RBA is also used by organizations to improve the effectiveness of their programmes.”¹

RBA encourages us to ask the following three questions about our programmes:

- How much did we do?
- How well did we do it?
- Is anyone better off?

These questions get answered using quantitative data (numbers) and qualitative data (stories). These questions exist on a continuum from easier to harder to measure, and more to less important. “How much did we do?” is easiest to measure and less important, while “Is anyone better off?” is the hardest to measure and most important.

Using RBA to Evaluate Your Programme

Why RBA?

Your full participation makes it possible to accurately depict the significant impact of your work as an organization and allows Gilead to assess the collective impact of grantees' combined efforts. Our hope is that the data that comes from this effort will add value to your programme, and your organization overall, by helping to illuminate which aspects of the programme worked well and which can be modified to have a greater impact in the future. In addition, participation in the evaluation may provide an opportunity for you to seek additional sources of funding based on your data findings.

RBA Measure Options

The following list provides options for measures for your programme. Grantees can adapt these as needed to best address their needs and priority populations with an eye Toward Health Equity.

¹ <https://clearimpact.com/results-based-accountability/> based on work from the following: Friedman, M. (2005). *Trying Hard is Not Good Enough: How to produce measurable improvements for customers and communities*. Parse Publishing.

How much did we do?	# of participants/persons educated [or reached, served, etc.] through the programme
	# of persons reached that are a part of the priority population
	# of attendees at the event
	# of [workshop, counselling, etc.] sessions
	# of materials distributed
	# of website hits, followers, likes, views, listens, etc.
	Average # of minutes spent on website
How well did we do it?	% of participants who report being satisfied or very satisfied [with the workshop, navigator sessions, etc.]
	% of persons who attend more than one [workshop, event, session, etc.]
	% of persons reached that are part of the priority population
	Engagement rate (% of followers who engage with your social media content, for example)
Is anyone better off?	# and/or % of participants reporting increased knowledge
	# and/or % of participants who get cancer screening
	# and/or % of persons reporting reduced stigma
	# and/or % of participants who obtain care and treatment

Step-by-Step Guide to Using RBA for Your Gilead-Funded Programme

- 1. Participate in Results-Based Accountability (RBA) training provided by your affiliate and/or the Gilead evaluation consultant.**

This meeting will provide you with the conceptual foundations for RBA.

- 2. After the training, begin to think about your measures.**

There is no “right answer” for which measures to select. Ultimately, you will need to balance multiple considerations and pick the measures that are the best fit for demonstrating programme impact and are also within your capacity to implement. Consider the following:

- **What are the goals of your programme?** Select measures that most closely relate to what your programme is trying to achieve.
- **What is meaningful?** Consider which measures would best tell the story of why and how your programme is so valuable.
- **What will demonstrate the impact of your programme on populations experiencing health inequities?** Consider using measures that highlight the impact on specific communities.
- **Are there time limitations that will impact data collection and reporting?** Given the short duration of this grant period, it will be important to consider if there is sufficient time to develop data collection and reporting workflows. Select measures that are feasible to collect during the grant time period.

- **Who is the audience?** Although the primary recipient of the evaluation results is Gilead, think about how you might use the data in other contexts—for example, to apply for a grant, to share with your organizational leadership, or to share with policymakers. Are there particular measures that you would select over others depending on with whom you plan to share results?
 - **Does your programme have the capacity to collect data from programme participants through a survey or other tool that you can design, implement, and analyse?** Certain measures may require collecting information from programme participants. You should only choose measures feasible for your programme.
 - **Are there identified barriers to programme success?** Tracking data on a measure related to pre-identified barriers may help to focus your programme on how to improve and address these concerns.
- 3. Meet with your affiliate to discuss and agree on 3-5 measures you will track. If relevant, you may use measures from Table 1, or you can develop other measures.**

Identify at least one (1) measure for each of the three (3) questions (see Table 1 above): how much did we do, how well did we do it, and is anyone better off. You are required to identify at least one (1) measure that addresses health equity by clearly speaking to how the programme is addressing equity. For example, if a programme is reaching a population with health disparities, then a measure could be how many people from that population were reached or are better off.

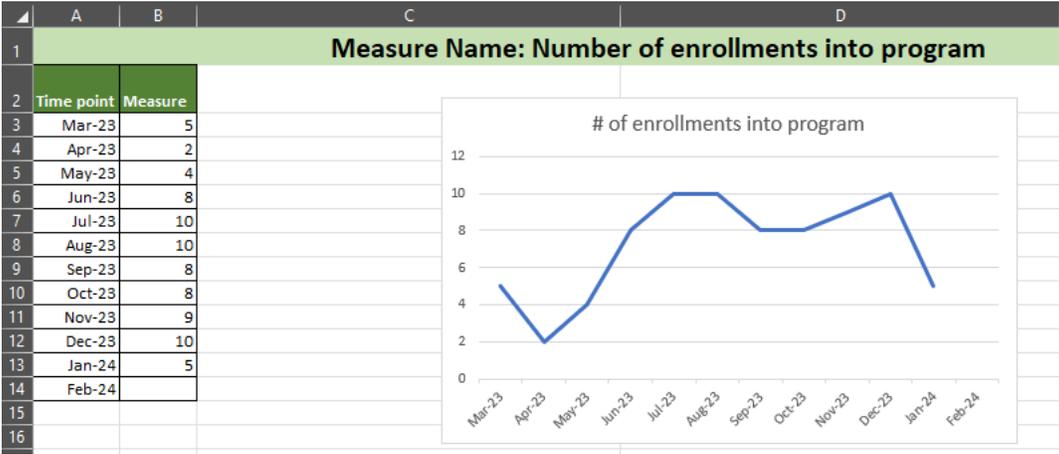
It is critical to select strong measures at the beginning of your programme so that you can begin collecting data as soon as is feasible. You will track data over time for each of your measures to be submitted with your final report. Your affiliate will meet with you to support you to develop your measures. They will provide you with an RBA measure development spreadsheet. Below you can see a sample spreadsheet and the types of data you will be required to collect. Once completed, grantees will submit this spreadsheet to their country-specific affiliates.

RBA Measure Development Spreadsheet - Example

RBA Measure	RBA Quadrant	Data Source	Collection Interval
Ex. # of participants educated through programme	How much	Sign-in sheets	Monthly
Ex. % of people reached that are part of the priority population	How well	Sign-in sheets, demographic data	Bi-weekly

4. Collect the data and track the measures over the grant period.

Use the Story Behind the Curve Template to track the data on your selected RBA measures on a monthly or quarterly basis, depending on the measure and your data capacity. The template can be accessed in the grantee toolkit. The template includes a tab along the bottom for each of your selected RBA measures. Place the measure name at the top in row 1. Then place the data point (column B) for each time period (column A). The line graph will automatically populate with your data. There is an example measure with completed columns in the first tab to help you.



5. Discuss the story behind the curve.

Utilizing the Story Behind the Curve Template, meet with programme staff once data points have been plotted. We suggest you meet with staff to discuss the story behind the curve on a regular basis, such as monthly or quarterly. During this meeting, discuss the measure, the plotted line, and the story behind the curve. The story behind the curve is the information that helps you understand why the line is going in the direction it is. Next you should determine what can help to turn the curve, and what partners can support this effort. Once you have discussed the story behind the curve, develop an action plan, if needed, to turn the curve. Complete the template by placing the date in column B starting on line 25, notes on the discussion in column C, your action plan in column D, and updates for previous action plans in column E.

Story Behind the Curve Meetings				
Time Point	Date	Discussion/Story behind the curve	Action Plan	Actions Update
1	5/1/2023	Noted that the curve should be turning up but had short downturn. Likely because people don't know about our program yet.	Launch planned marketing campaign by 6/15, hang posters in exam rooms by 5/10, discuss with clinic director tomorrow.	NA
2	6/1/2023	Enrollments went slightly up in May after a downward turn the month before. Hung up posters in May which helped spread the word. Clinic director also spoke to providers about the program.	Launch planned marketing campaign by 6/15.	Posters were hung in the exam rooms and the clinic director was receptive to the discussion.
3	7/1/2023	The marketing campaign seems to have been somewhat successful in informing current and prospective patients about the program.	Maintain marketing campaign and develop new posters for the lobby/waiting area by 8/1.	The marketing campaign was launched. Marketing materials are provided through the clinic to
4	8/1/2023			

6. Share your story – both the numbers and the narrative – with your affiliate.

You will meet with your affiliate twice during the project period, once at midpoint and once at the grant period end. These meetings will support you in ultimately sharing your story, the story behind the curve, and the data collected and reviewed by your program. Finally, submit your Story Behind the Curve Template to your affiliate, who will develop a country-wide impact report with data from your programme and others from your region. Your template should be complete with both the data points from your selected RBA measures and the stories behind the curve, action planning, and updates. It is also important to highlight key successes and lessons learned.

In addition, you may consider developing your own impact report to highlight your programme, its data, the story behind the curve, and all of the excellent work that you put into your programme. This optional report can be utilized to support your organization in seeking out additional funding for your programme.

How will Gilead use the data from the country-wide impact reports? Gilead will share the country-wide impact reports and data within Gilead to illustrate outcomes of the Oncology Corporate Giving Programme. Gilead will also group the data across programmes from various countries to tell the story of the combined impact of grantees' efforts.

How do I get help?

We know that your teams may have limited staff capacity. Your Gilead affiliate can support you in your evaluation needs. Please contact your affiliate with any questions you may have.

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AUSTRALIA	Susannah Wade	susannah.wade@gilead.com
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In addition, the Grantee Toolkit includes the following resources and is available at <https://facenteconsulting.com/work/ace-grantee-toolkit/>:

- Grantee Guide to Evaluation: This guide helps outline all evaluation activities
- Measure Development Spreadsheet: To be used for identifying performance measures
- Story Behind the Curve Template: To be used to track performance measures over time
- Sample RBA Meeting Agenda: To be used when discussing the story behind the curve
- Patient Experience Survey and Excel Tracker: To support any client satisfaction measures
- Grantee Requirements Checklist: To help track evaluation activities