Staged Development Tool (SDT) for NPHIs

Facilitator's Guide

Topics

- Advance work
- Using the SDT

Advance Work

- Get to know the NPHI and its people as much as possible
- Get expectations in writing – make sure goals and expected outputs are clear
- Check plans and logistics
  - ❑ Will the right people be available? Try to have a mix of perspectives, including decision-makers
  - ❑ Is the room and set-up conducive to discussion? A U-shape, open rectangle, or hollow square is better than classroom style seating
  - ❑ Will you be able to print, or do you need to bring hard copies?
  - ❑ What are the plans for AV? Do you have all the needed supplies?
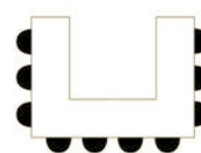
U-Shape Style   Boardroom Style   Theatre Style   Classroom Style

In Advance: Gather Supplies

- Computer files
  - SDT Overview PowerPoint
  - Discussion Guides
  - Assessment and Work-Planning forms
- Print materials
  - Discussion Guide: Definitions and Notes
  - Discussion Guides
    - If you know which Guides you are going to use, it can be helpful to print copies for each participant in advance
- Flipchart stand and paper (sticky-back if possible – otherwise you need tape), markers
  - You will use the flipchart to record ground rules and capture "Parking Lot" items

In Advance: Planning the Agenda

- In general, assessment and prioritization takes 90 minutes per Discussion Guide, and work-planning takes an additional 60 minutes per Discussion Guide
  - Varies with number of participants, complexity of the Guide, etc.
- On average, a 3-day SDT Workshop will cover 5-8 topics
  - Can cover more topics if work-planning is done at a later time. For example, some NPHIs will want to conduct work-planning during the subsequent weeks

Using a Facilitator

- The SDT process is designed to be facilitated, whether by an internal or external facilitator

- We recommend using an external facilitator trained in the SDT, especially the first time

- Advantages of a trained external facilitator are:
  - In-depth understanding of using maturity models
  - Familiarity with the Discussion Guides and terms used
  - Neutrality if difficult issues arise (e.g., in discussion of Leadership and Management)
  - Ability to step back and make sure participants keep the big picture in mind

Arrive Early

- Check the room setup and AV
- Hang a flipchart page on the wall and label it "Parking Lot"
  - Use this to keep participants focused
  - When extraneous ideas arise, say, "Great idea. Let's come back to that later," and post the idea on the Parking Lot
  - Return to the Parking Lot at the end of the session and address all the issues
- Write up to 5 Ground Rules on a flipchart page and post them. Possible Ground Rules include:
  - One conversation at a time
  - Talk about issues, not people
  - Stay on point, use the Parking Lot
  - No beating a dead (or live) horse
 - No electronics

In the Beginning

- Clarify roles
  - Facilitator: Structure discussion, help participants clarify their thoughts, summarize, keep the process moving
  - Participants: Provide the content
  - Note-taker: Record on the Assessment and Work-Planning forms
- Get participants talking early and often

Explain the SDT

- Use the SDT Overview PowerPoint to explain the SDT
- Limit time for questions and clarifications – most questions will be answered once you start the Assessment
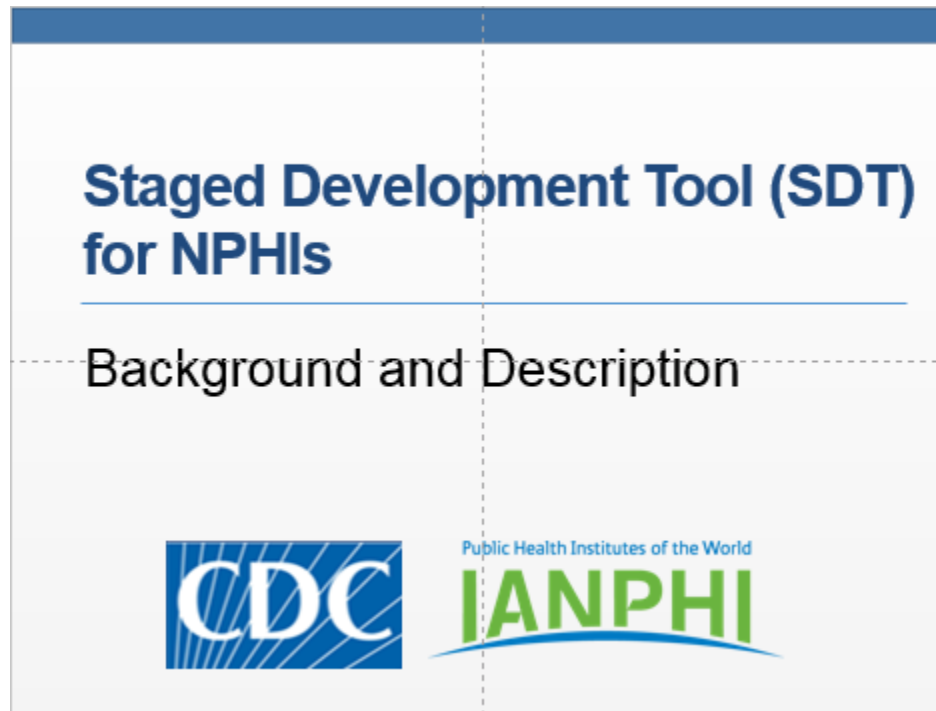
Start Assessment

- Read the definition and notes for the Discussion Guide being covered out loud
  - You will find these in the 'Definitions-for-Discussion-Guides' document
- Give participants 5 minutes to silently read the first Discussion Guide to be discussed
  - Prompt them to read about all the stages
- Ask participants the NPHI's stage overall – what stage predominates?
- Have participants take turns reading out loud the descriptions of each Domain in the predominant stage

Prompt an In-Depth Discussion

- Discuss each Domain, one at a time
  - For each Domain, encourage in-depth discussion about the current score
    - Ask participants to provide justifications and examples to support their scoring and record the justifications
    - Capture the current score or, if there is disagreement, scores selected after discussion
  - Discuss the desired score
  - Identify the gaps that need to be filled to move from the current to desired score
  - Sometimes discussion of activities to move to the desired score will flow naturally during the assessment stage
  - After all the Domains are discussed, discuss overall score
    - If there is disagreement, discuss reasons for this
    - It is not necessary to achieve consensus

Move to Prioritization or to Another Discussion Guide

- If the same group will be conducting another assessment, continue to the next Discussion Guide

- Otherwise, move to prioritization
  - Multi-voting, criteria matrices, or other structured approaches may be helpful

- If planning will be done later (e.g., in subsequent weeks), develop the plan to plan – what are the next steps, who is responsible, what is the timeline, etc.
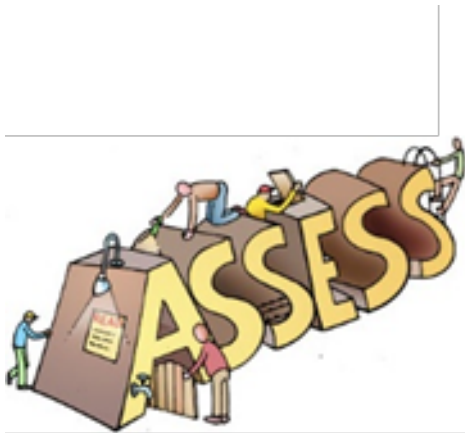
Using Facilitated Discussion to Prioritize

- The SDT forms can be used as a basis for discussions about prioritizing gaps
  - Copy gaps from the Assessment Form to the Work-Planning Form
  - Highlight high-priority gaps and cross out those of lower priority
  - If the group is unsure about a gap, revisit it after work-planning for the highest priorities
  - Review the gaps to make sure they cover the key issues and are actionable

Surveillance				
Domain	**Current Score**	**Justification/Examples**	**Desired Score**	**Gaps**
Strategic Direction				– NGO priorities not taken into account. – We don't modify reporting to meet our needs (e.g., respiratory pathogens, denominators) – Although data are collected, we don't have plans for analyzing and using the data (e.g., meningitis) – Lack of info on MoH needs – We haven't developed a plan that we can take to funders laying out our priorities
Systems				
Resources				
Quality				
Engagement				
Impact				
Overall Score				

Gaps	Activities	Milestones	Who	When
NGO priorities not taken into account				
Donor-funded reporting not modified to meet NPHI needs				
No plans for analyzing and using data				
Lack of info on MoH needs				
Lack of surveillance plan/priorities				

Using Structured Approaches to Prioritize

- Structured approaches can be used with the SDT forms or on their own to help with prioritization

- Two commonly used approaches are multi-voting and criteria matrices

- In multi-voting, each person gets a fixed number of votes to distribute however they want. This allows participants to communicate the "weight" they give to each of the options

- A criteria matrix forces the group to identify the characteristics that make something a priority and then to rate each option

- Any approach or combination of approaches can be used, as long as they allow all voices to be heard and provide a good basis for work-planning
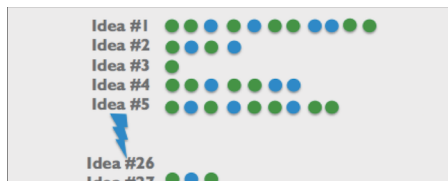
Criteria	Baseline Current Solution	Alternative Solution		
		Alternative 1	Alternative 2	Alternative 3
Feasibility	5	1	1	1
Cost	4	-1	-1	0
Long Term Benefit	1	0	-1	1
Maintainability	3	0	0	-1
Availability of Resources	2	1	1	-1

After Prioritization: Work-Planning

- Decide if work-planning will be done immediately following prioritization or later (e.g., in subsequent weeks)

- Issues to consider when deciding whether to conduct work-planning immediately after prioritization or at a later time:

    - Can you get the right people in the room?

    - Do you have access to the needed information?

    - Are participants worn out?

- If work-planning will not be completed during your visit, agree on next steps and timelines for completing planning

    - Be clear about the "what, when, and who" for each step, as well as who has overall responsibility to ensure planning is done

Work-Planning

- You can use the SDT forms or another form to specify the "what, when, and who" of the plan

- Identify the activities needed to fill the gaps
  - If you identified activities during Assessment phase, make sure that they address the most important gaps and will solve the underlying issues needed to be addressed for the NPHI to move to the next stage

- Make the form work for you; modify it as needed. For example, you can capture timelines under Milestones instead of the "When" column or to record notes and comments

Gaps	Activities	Milestones	Who	When
No plans for analyzing and using data	1. Develop an analysis plan and analyze priority datasets (meningitis, respiratory pathogens) 2. Develop a report on findings, with recommendations	1a. Analysis plan developed (1 month) 1b. Statistical group contacted, review plan, promise support (NOTE: need to think through denominators) (2 months) 1c. Analyze data 2a. Develop format for report 2b. Create report	1. Lola (Mening) Alex (Resp) 1b. Francois 1c. Lola and Alex, with help from Stats group 2a. Alan 2b. Alan, Ellen, Alex	Would like to have report completed before next elections (9 months) 1. 6 months 2a. 3 months 2b. 9 months
Lack of info on MoH needs	1. Develop a plan for identifying and addressing MoH priorities (Note: This priority will not be fully developed until we get input from NPHI and MoH leadership)	1a. NPHI Dir or Deputy meets with Minister or DG to identify priorities, or whether need to talk to MCH and others/form working group to set priorities for MOH 1b. Priority plan developed (specific steps will depend on Minister response)	1a. NPHI Dir or Deputy – need to check 1b. NPHI Dir or Deputy	1a. 2 weeks 1b. 3 months

Synthesis

- When you have finished work-planning for a topic, review the session
  - Describe what has happened?
    - "First we guessed at the stage…"
    - Note some of the key areas of discussion – where was there agreement? Disagreement?
    - What did the group produce?
  - Review the plan
    - Ask: Will it lead to the desired results?
    - Review the next steps
- Your goal is to leave the participants with a shared sense of what has transpired and confidence in and commitment to their plan

The putting together of parts or elements so as to form a whole.
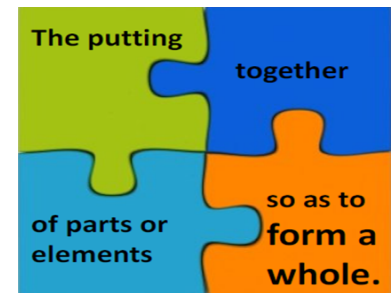
Exit Meeting

- On the last day of your visit, if possible, hold an exit meeting with leadership to ensure buy-in
- Review the results of the visit, including from the SDT
  - Results of assessment, prioritization, and planning
    - If plans were not developed, share next steps and plans for completing planning
  - Next steps
    - To complete planning, if not yet complete
    - For implementation of the plan, if the plan has been completed
- Discuss support the NPHI might need to carry out its plans
  - Technical support
  - Potential donors

Good Luck with Planning Using the SDT!

If you have any comments or questions about this material, please contact

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