

### Key messages

The PERFORM2Scale management strengthening intervention (MSI) is functioning effectively in Ghana, Malawi and Uganda.

There have been successes in addressing workforce performance and service delivery problems including increases in yaws case detection, TB cure rates and officers developing workplans.

With only one completed MSI cycle the indications of management skills being strengthened in all three countries are limited but include adapting workplans, more regular and structured DHMT meetings, better communication between members, effective lobbying for resources and developing solutions as a group.

Expansion of the MSI is taking place as more districts are integrated into the programme. The institutionalisation of the MSI scale-up in government policies or processes is progressing.

Champions who support the MSI scale-up are emerging in the Ghana Health Service and in the Quality Management Department of Malawi's Ministry of Health.

### About PERFORM2Scale

Better health workforce performance is critical to achieving **Universal Health Coverage** (UHC). The district is a key level for making performance improvements, particularly in decentralised contexts where managers have greater opportunities for decision making.

In 2011-15, the **PERFORM** project tested a **management strengthening intervention** (MSI) for **District Health Management Teams** (DHMTs) in Ghana, Uganda and Tanzania. During the MSI the teams identified workforce-related problems and developed integrated strategies, largely using available resources. Evaluation of the MSI showed improved health workforce performance by solving problems such as poor supervision, high absenteeism and ineffective staff appraisal systems, improved service delivery and better management. DHMTs wanted to continue using the MSI and suggested that other districts adopt it.

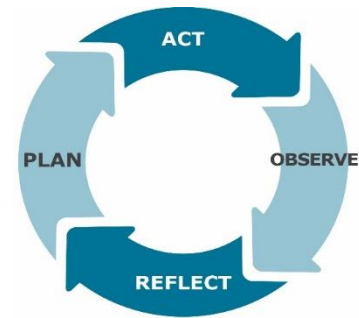
To have a wider impact, and so contribute to achieving UHC, the MSI is now being scaled-up in the **PERFORM2Scale** project (2017-21) in **Ghana, Malawi and Uganda**. By repeating the MSI cycle it is intended that learning is embedded (management is strengthened), service delivery is improved and the infrastructure for scale-up is secured. This, in turn, will support countries in achieving UHC. Teams in each country started the scale-up of the MSI in early 2018, following a one-year inception phase.

**This brief is an overview of progress to date with the scale-up processes in each country. It is based on an interim report produced for the European Union.**

### How the MSI works

PERFORM2Scale uses an **action research approach** to enable the district health management teams to:

- analyse their own workforce performance and service delivery problems and develop appropriate workplans (**plan**),
- implement the workplans (**act**) and
- learn about management from the experience (**observe and reflect**).



*The Action Research Cycle*

### We have learnt the importance of...

- Promoting the **alignment** of PERFORM2Scale with government policies to heighten perceived relevance and the programme's value, and increase accessibility and acceptability among stakeholders.
- Developing clear **evidence** of the effects of the MSI.
- Developing strong relationships and communication channels with **key stakeholders** who will support and enable the scale-up of the MSI.
- Frequently engaging with key stakeholders to **communicate the effects of the MSI**; this requires appropriate packaging and constant scanning for opportunities for dissemination.
- The **reflection stage** without which learning cannot take place.
- **Adapting the scale-up plan**: making the MSI less labour intensive for the implementing teams to facilitate.
- **Developing capacity** of those involved to take on the facilitation and advocacy roles.

### The next step...

In the coming months, it is expected that teams in each country, supported by the PERFORM2Scale consortium, will develop strong evidence for and strategies to promote the effectiveness of the intervention. This will engage and convince stakeholders, recruit champions at all levels and secure resourcing and infrastructure to manage scale-up.

### Read more

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