



Guidelines for your first stakeholder workshop

Location:

One of the study districts or regions

Length of workshop:

2 days (approximately)

Objectives:

1. Review findings of the situation analysis including problem analysis and problem statements in all three districts
2. Initiate comparing the findings across the districts Identify further data requirements for the situation analysis
3. Identify potential human resource or health system strategies to address problems identified in the situation analysis
4. Stimulate the sharing of experiences, information and lessons learned across districts (if you are working with more than one)

Required inputs:

1. Draft district reports
2. Presentations based on district reports
3. Other workshop presentations and materials (see programme)
4. Problem trees and problem statements
5. Annual district plans and any long term plans (if available)

Expected outputs:

1. Refined district reports
2. Refined problem statements for each district
3. List of possible human resource or health system strategies linked to problem statements for each district
4. Plans for further data collection for each district, including any further data needed for a comparative analysis
5. Brief report of workshop

Outline for workshop report:

A brief report of the workshop should be developed by the facilitators circulated to all stakeholders. Notes will need to be taken on the content and process for all sessions. The report should include:

- Workshop objectives

- Workshop programme with brief commentary on the sessions of the workshop
- List of participants (with their designations)
- Outputs of the workshop (see 1-5 above)
- Evaluation results
- Reflections on process of workshop by facilitators, such as the interactions within the District Health Management Teams (DHMTs) and interactions between DHMTs and facilitators¹
- Presentations (for example the PowerPoint slides)
- Tools or worksheets that were used
- Photographs of participants (make sure you get their consent in advance)

¹ This will be an important data source for reviewing the action research process.

Suggested programme:

The Research Teams and partners can decide how to share the workload of the workshop. They are referred to collectively as “facilitators” in the programme. The use of presentations and other tools is **optional** and they can also be **adapted** as necessary.

Day 1	Programme activities	Explanation	Materials
	Welcome/Ice breaker	An ice breaker will help all participants to get to know each other.	List of ice breakers and energisers Blank name tags so people can write their names and attach them to their clothes.
	Introduction to workshop: <ul style="list-style-type: none"> • Purpose of workshop • Objectives • Programme • Expected outputs 	The facilitators can then introduce the purpose of the workshop, where the workshop stands in the whole project/research process, objectives and expected outputs.	Introductory presentation for the stakeholder workshop to be adapted for country context.
	Presentations of situation analyses including problem trees and statements: <ul style="list-style-type: none"> • District 1 presentation <ul style="list-style-type: none"> ○ District 2 leads feedback using checklist ○ Other districts and facilitators give feedback • District 2 presentation <ul style="list-style-type: none"> ○ District 3 leads feedback using checklist ○ Other districts and facilitators give feedback • District 3 presentation 	<p>It is important that all districts know what the other districts have done in the situation analysis and what problems were identified. The activity presented in the left hand column is one approach to ensuring this happens. There may be other approaches that you could use.</p> <p>Use an energiser in between presentations to keep everyone awake and motivated.</p> <p>Each DHMT can then present the findings from the situation analysis including the problem trees and statements to the plenary.</p> <p>To encourage participation from all participants, nominate one of the other DHMTs to lead the feedback using the observation checklist (each DHMT member completes a checklist). Following their feedback, then open it up to the plenary for further comments.</p>	Presentations based on district reports Guidance on how to provide feedback can be found in the Observation checklist for situation analysis presentation

	<ul style="list-style-type: none"> ○ District 1 leads feedback using checklist ○ Other districts and facilitators give feedback 	<p>The observation checklist includes areas such as:</p> <ul style="list-style-type: none"> ● Any surprising /interesting findings ● Any missing data ● Further data requirements ● Any problems in data collection <p>The facilitators should point out missing data needed for any comparative analysis</p>	
	<p>Comparing findings across the three districts:</p> <ul style="list-style-type: none"> ● Presentation by facilitators 	<p>Facilitators compare a few selected indicators analysis across the three districts from the areas of:</p> <ul style="list-style-type: none"> ● - Human resources and health systems ● - DHMT (structure and management processes) ● - The problems identified (as part of the situation analysis) ● - The process of doing the situation (including access to data) <p>The DHMTs should then be invited to comment on the comparisons. The main purpose of this activity is to encourage teams to share experiences, information and lessons.</p> <p>Notes need to be taken so that this session can feed into the Country Situation Analysis report (for example, the Comparative Analysis section) and the workshop report.</p>	
	<p>Agreement on changes to situation analysis district reports</p> <ul style="list-style-type: none"> ● Discuss in plenary 	<p>Based on the presentations and feedback, the plenary, led by the facilitators, will discuss and make agreements on changes to each situation analysis district report, including any additional data collection needed.</p>	
	<p>Finalising district reports Each district with facilitator:</p>	<p>Time is set aside for the facilitators and DHMTs to work together to make the changes to the reports, and develop plans for collecting any missing data (i.e. data, methods,</p>	

	<ul style="list-style-type: none"> Refines the situation analysis district report Develops plan for collecting any missing data 	persons responsible, timeline). If this is left until after the workshop, there is a risk that it may not be done, or may be delayed. This will create problems for developing the country report.	
Day 2	Energiser		
	Possible human resources/health systems strategies <ul style="list-style-type: none"> Brief presentation on human resources/health systems strategies 	Guidance for this presentation is given in the notes section of the presentation. Where possible, make the presentation interactive by making links to participants' own experience	Presentation: Health workforce performance and the use of bundles of human resources/health systems strategies
	Development of preliminary list of strategies for one problem <ul style="list-style-type: none"> One example worked through in plenary 	In plenary, the facilitators will take one problem identified in the district presentations as an example, and work through the process of developing a preliminary list of strategies. First brainstorm to develop a list of the possible strategies you could use to address this problem; then filter this list using selection criteria.	Worksheet: Worksheet for listing and reviewing human resources/health systems strategies
	Development of preliminary list of strategies Group work – each district: <ul style="list-style-type: none"> Reviews problem trees and areas covered by problem statements List possible human resources and complementary health systems strategies List and analyse enablers and constraints of proposed strategies Review possible strategies against selection criteria and data in district report 	Each DHMT (with a facilitator) will firstly review their problem trees and areas covered by the problem statements, and will then brainstorm to develop a list of possible human resources and health systems strategies to address the problem statement and tree. This list is then reviewed against the selection criteria: <ul style="list-style-type: none"> Focused on improving health workforce performance in the district Measurable and observable effect on workforce performance within 12 – 18 months Implemented within available resources in the district Linked to district plan Linked to existing policies/strategies Based on the evidence accumulated in the situation analysis 	Instructions for activity including example

	<ul style="list-style-type: none"> • Finalise a preliminary list of strategies • Identify further data collection needs 	Brief plenary session: facilitators lead a feedback session. Each DHMT feedbacks on the process of developing the preliminary list of strategies, including comments on the selection criteria.	
	Wrap up and next steps	<ul style="list-style-type: none"> • Review of agreed tasks for DHMTs and facilitators, with timeline • Agreement of tentative date for the next stakeholder meeting 	
	Workshop evaluation		Evaluation questionnaire