

**PERFORM2Scale**

**Toolkit for the Management
Strengthening Intervention**

**Open-source version 1.0**

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This project received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 733360

**Acknowledgements**

This toolkit was originally developed by the [PERFORM consortium](https://www.perform2scale.org/about-perform2scale/the-perform-project) funded by the European Union’s FP7-HEALTH programme and further developed by the [PERFORM2Scale consortium](http://www.perform2scale.org/) funded by the European Union’s Horizon 2020 research and innovation programme. Thanks are also due to government partners in Ghana, Malawi, Tanzania and Uganda who helped to facilitate the programme and District Health Management Teams in those countries who participated in the Management Strengthening Intervention.

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# List of abbreviations

**DG** – District Group

**CRT** – Country Research Team

**DHMT** – District Health Management Team

**MSI** – Management Strengthening Intervention

**NSSG** – National Scale-up Steering Group

**RT** – Resource Team

# Introduction

The PERFORM project (2011-15) piloted a management strengthening intervention (MSI) and tested it with District Health Management Teams (DHMT) in Ghana, Uganda and Tanzania in groups of three districts (referred to as ‘District Groups’) in each country. The MSI was then slightly revised based on the PERFORM project experience and scaled up in 27 districts (also in District Groups of three) in Ghana, Uganda and Malawi from 2017-22 under the [PERFORM2Scale project](http://www.perform2scale.org).

Figure 1: The action research cycle

The MSI is based on an *action research* approach (Figure 1) to enable the teams to analyse their own workforce performance- related problems and develop appropriate workplans (**plan**), implement the workplans (**act**), and learn about management from the experience (**observe** and **reflect**). As the MSI was scaled up, the first district groups repeated MSI cycles (see Figure 2).

As PERFORM2Scale extended over five years, it was possible for the project to increase the number of MSI cycles supported, allowing each DHMT to deepen their learning and to increase the number of participating DHMTs (Figure 2) with up to three cycles achieved during the implementation period from mid-2018 to late 2021. There were some delays due to the COVID-19 pandemic.



Figure 2: The MSI cycles

The MSI principles were designed to ensure that the intervention would lead to management strengthening. Those principles included:

* DHMTs themselves choose the problems to address, as this would increase ownership of the process and the workplans developed.
* No extra resources for implementing the workplan were provided.
* Not being too ambitious with workplans so that strategies were feasible.
* Carrying out the MSI as a team.
* Sharing experiences and learning across districts.
* Strong facilitation skills to guide and support the DHMTs.

To facilitate the sharing of experiences and learning across districts groups, three adjacent districts were selected were selected for each group. In the process of scaling-up the MSI, new groups of districts were added during the programme. The selection of districts was done with government and in conjunction with the districts themselves.

In PERFORM and PERFORM2Scale the MSI was supported by national facilitators[[1]](#footnote-1) in each country through meetings in each district, short workshops followed by joint meetings bringing the three DHMTs together, and follow-up support to each district. Problems selected in PERFORM2Scale included: service delivery problems, eg ‘low case detection of neglected tropical disease (Yaws)’, human resource (HR) problems, eg ‘high-level absenteeism among health workers’, and some general management problems related to reporting. They developed integrated strategies for inclusion in annual district plans, largely using available resources.

The requirements for PERFORM2Scale to conduct the MSI included:

* Agreements with national and local health authorities (this included sending out invitation letters for workshops etc and in some cases a memorandum of understand between the government and the implementing agencies)
* Districts willing to participate in the MSI; these were selected in groups of three adjacent districts to facilitate meetings and workshops in one locality
* Funding for workshops, meetings and visits
* The facilitators were from the implementing agency[[2]](#footnote-2) for the project (referred to as the Country Resource Team – or CRT) and Resource Team (RT) members from different levels of government. In this main document we now refer to them as ‘facilitators’, but in some of the unedited attachments they are still referred to as CRT and RT. Both CRTs and RTs made a major time investment, particularly once several district groups were running simultaneously.
* Of the DHMT members, most were involved, but only three or four would attend the workshops. Some DHMTs appointed a ‘focal point’ to liaise with the CRT/RT.

## Purpose of this toolkit

The purpose of this toolkit is toshare theguidance and tools used by PERFORM2Scale to facilitate the MSI process for adaptation for other projects. The toolkit was reviewed at the end of PERFORM2Scale to clarify the instructions based on the experience of the facilitators. The teams of facilitators also provided useful tips about how to improve or adapt the material. These tips are shown throughout the document, as shown in this example:

****Some DHMTs found it useful to use a prioritisation matrix for selecting the problem to work on before moving to a detailed analysis during Workshop 1.

## Who is the toolkit for?

The toolkit will be of interest to any organisation or facilitators planning a management development programme using an action research approach. It might be possible for small groups of districts to adapt the process so that they could run the MSI themselves. It is expected that the approach and the tools would be adapted to the specific needs of the users, so the tools have not been changed.

**All links open documents on the PERFORM2Scale website which you can download.**

# Management Strengthening Intervention

## MSI Cycle 1

The MSI uses an action research cycle and includes four stages. Figure 3 shows these stages broken down into the key activities to be carried out. Figure 4 shows the activities with their durations. The text below now takes each of these activities, describes them in detail and provides links to relevant tools and guidance (for meetings, workshops and planning templates).

Figure 3: Stages and activities related to the MSI in the action research cycle

**ACT:**

1. Implementing strategies according to workplan

**PLAN:**

1. Orientation visit to districts
2. Situation analysis
3. Problem analysis including MSI Workshop 1
4. Further work on problem analysis in district
5. Development of strategies including MSI Workshop 2



**OBSERVE:**

1. Observing how the strategies are being implemented
2. Monitoring for effects of strategies using indicators in workplan

**REFLECT:**

1. Reflective diaries
2. Support visits to the DHMT
3. Inter-district meetings

Figure 4: Activities within the MSI including duration

**Plan**

**Observe & Reflect**

**Act**

**** When planning the programme, the organisers should discuss whether the cycle should be aligned with the regular planning and budget cycle and how long the period for implementing strategies should be.

# Stage: Plan

## Orientation visit to the districts (1 day per district)

The facilitators will make a separate visit to each of the participating districts. This is the first visit to the district and will include a meeting with the DHMT and other relevant stakeholders in the district. Allow for a whole day per district.

**** Even before meeting with the DHMT, a courtesy visit to the local government administrator may be needed. Further, information on regional and national authorities in the planned location may be needed.

The purpose of the orientation visit is therefore to provide more information about the MSI, what is expected of the DHMT, and develop a plan for the first MSI cycle which synchronises with the other DHMTs in the District Group and is in line with the overall scale-up plan. It is also important to manage the expectations of the DHMT about the intervention, eg they may expect additional funding to implement the strategies.

**** If the principle of providing no additional funding to implement the strategies is adopted in the early stages of the programme, this may need to be repeated frequently and firmly.

During the orientation visit, the facilitators can give a presentation about the MSI, and answer any questions. During the visit, the facilitators will also introduce the two tools that are used for the district situation analysis, explaining the purpose of the tools and what data to collect.

Making a good impression at the first meeting with the DHMT and communicating clearly are crucial. Here are some tools that will help ensure that the meeting goes as smoothly as possible:

* [Expanded briefing note for orientation visit](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Expanded%20briefing%20note%20for%20orientation%20visit%20Uganda.docx) (this example from Uganda)

**** This can be adapted for your programme.

* Draft presentation that can be adapted to the context:  [Orientation visit presentation](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/PERFORM2Scale%20Orientation%20visit%20presentation.pptx)
* Tips on how to facilitate an orientation meeting with DHMTs: [Orientation meeting tips for facilitation](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Orientation%20meeting%20tips%20for%20facilitation.docx)
* Introduction to the situation analysis tools: [Introduction to situation analysis tools](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Introduction%20to%20situation%20analysis%20tools.docx)

**[](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Orientation%20meeting%20tips%20for%20facilitation.docx)** [This initial orientation visit is not necessary for the implementation of the second or subsequent cycles.](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Orientation%20meeting%20tips%20for%20facilitation.docx)

## Situation analysis (4 weeks)

In this four-week phase, the DHMT, with support from the facilitators, will conduct a situation analysis where they identify health workforce and service delivery problems in their districts. Attention will be paid to differences experienced by women and men, and gender and equity concerns in service delivery.

**** Check whether permissions are needed for data collection.

There are two tools that will be used to conduct the situation analysis which you can find here:

* [District Situation Analysis Tool](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/District%20situation%20analysis%20tool.docx) - this tool covers management, planning, financing, information systems, HR, medicines and supplies, and service delivery.
* [HMIS Synthesis Tool](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/HMIS%20synthesis%20tool.xlsx) - From regular reports, such as DHS2, on service delivery and staffing

**** If the DHMT chooses a different problem in the next cycle they should revisit the situation analysis stage; if they select the same problem (eg to develop further), they should move to the problem analysis step.

The facilitators will make one visit to each district to support the DHMT in the situation analysis. Here is some guidance for this visit: [Guidance for visit to support situation analysis](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Guidance%20for%20visit%20to%20support%20situation%20analysis.docx). In this visit, the facilitators will:

* Review the tools and the data collected with the DHMT
* Help address any problems with the data collection
* Facilitate the DHMT to identify the health workforce performance problems or other problems with a clear link to workforce performance that they want to address, and
* Promote the use of data to support the problems identified. It is important that wherever possible, there should be data that supports the problem, eg ‘the number of appraisals per year shows that very few staff are appraised’. However, there may be some problems where data is not available, but the DHMT knows that this is a problem, eg ‘absenteeism – the DHMT knows this is a problem through their supervision visits to facilities and discussions with facility managers, but there is no system to capture this data’. The DHMT may identify this as an important problem to address, and as part of the problem analysis and development of the workplan steps, they can address the issue of lack of data.

**** We sometimes found that DHMTs needed a lot of support and encouragement for this stage which is an essential step before the problem analysis stage.

The outputs of the situation analysis are: a completed District Situation Analysis Tool; a completed HMIS tool; a list of workforce performance problems or other problems with clear link to workforce performance that are prioritised by the DHMT; and a District Situation Analysis Report. [Here is the template for the district situation analysis report](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/P2S%20District%20situation%20analysis%20report%20template.docx). This leads into the in-depth problem analysis. This will be done in MSI Workshop 1.

**** Some DHMTs found it useful to use a prioritisation matrix for selecting the problem to work on before moving to a detailed analysis during Workshop 1.

## Problem analysis: MSI Workshop 1 (2 days)

In this two-day MSI Workshop, members of DHMTs in the three districts of the District Group come together to review findings of their situation analyses and to conduct an analysis of one of the problems they have identified.

**** We sometimes found that two days was too little time to carry out a detailed root-cause analysis. Consider extending the workshop by half or one day if this is affordable and if DHMTs can spare the extra time.

Bringing the three districts together will help DHMT learn from each other, as they critically review each other’s situation analysis and problem analysis. The workshop will also initiate comparing the findings across the districts and identify any further data requirements for the situation analysis.

**** Consider inviting extra people to the workshop who might have specific expertise about the problem selected. We sometimes invited people like the district human resources officer, the district planner or a district health specialist related to the selected problem.

The DHMTs bring to the workshop: the completed District Situation Analysis Tool, the completed HMIS tool, and the list of prioritised problems - workforce performance problems or other problems with clear link to workforce performance. Each DHMT will present their situation analysis and their prioritised list of problems and receive feedback from the other DHMTs as well as the facilitators. Each DHMT will then select the problem that they want to address and do an in-depth analysis of this problem.

There are several tools to help you run this workshop:

* This guidance for MSI Workshop 1 provides sample aims and objectives and a guide on how the two days could be structured: [Guidance for MSI Workshop 1](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Guidance%20for%20MSI%20Workshop%201.docx)

**** Email the template to the DHMTs in advance of the workshop to give them time to prepare their presentations and to discuss them with other members of the DHMT who are unable to attend the workshop.

* This Power Point presentation provides an introduction to the MSI Workshop 1 that you can adapt: [Introduction presentation for MSI workshop 1](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Introduction%20presentation%20for%20MSI%20workshop%201.pptx)
* A template for the presentation that the DHMT will make on their situation analysis and list of problems: [Template for situation analysis presentation](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Template%20for%20situation%20analysis%20presentation.pptx)
* Observation checklist for situation analysis presentation. In the period before the workshop, you will have worked with DHMTs to conduct a situation analysis - identifying health workforce performance problems. This will include the collection and analysis of routine data such as staffing and health service information, review of existing report and documents, and discussions with DHMTs to better understand their role and health workforce performance. This will have led to the creation of a list of problems related to health workforce performance. The observation checklist will help workshop participants (each district takes turns) to critically review the situation analysis presentation: [Observation checklist for situation analysis presentation MSI Workshop 1](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Observation%20checklist%20for%20Situation%20Analysis%20presentation%20MSI%20Workshop%201.docx)
* Guidance for formulating the problem statement will help the DHMT to develop a clear problem statement that can then be further refined during the analysis: [Guidance on formulating a problem statement](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Guidance%20on%20formulating%20a%20problem%20statement%20.docx)

**** We found the ‘gallery walk’ on Day 2 was a very good way for DHMTs to critically evaluate the problem analysis from the two other districts. The process increases engagement and introduces a little bit of healthy competition between the districts.

* Worksheet for reviewing the problem analysis will help the DHMTs and facilitators to critically review the problem statement, and problem tree or fishbone, and provide feedback so that the DHMTs can refine the analysis: [Worksheet for reviewing the problem analysis](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Worksheet%20for%20reviewing%20problem%20analysis%20.docx)

**** Take time to enable DHMTs to fill in the worksheet thoroughly; this is a great opportunity for the teams to learn from the strengths and weaknesses of each other’s problem analyses.

* Evaluation questionnaire. This tool allows DHMTs to provide feedback on Workshop 1. This will be important data for the process analysis: [MSI Workshop 1 evaluation questionnaire](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/MSI%20Workshop%201%20evaluation%20questionnaire.docx)

**** This is a good opportunity for the facilitators to improve future workshops.

* Template for MSI Workshop 1 report: [MSI Workshop 1 report template](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/MSI%20Workshop%201%20report%20template%20.docx)
* List of energisers for workshops: [List of energisers](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/List%20of%20energisers.docx)

**** Invite participants to choose and/or lead energisers to increase levels of engagement.

There are several techniques that can be used to undertake problem analysis. If the DHMT is familiar with a technique already, then use this technique to do the problem analysis. Otherwise, there are some examples of problem analysis techniques below. The important point is that the DHMTs, with support from the facilitators, analyse the root causes of their problems. Two such techniques are:

* Problem tree analysis: [Guidance on problem tree analysis](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Guidance%20on%20problem%20tree%20analysis.docx)
* Fishbone analysis: [Guidance on fishbone problem analysis](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Guidance%20on%20fishbone%20problem%20analysis.docx)

**** We only used problem tree analysis, mainly because the facilitators and participants were more familiar with this method and it was helpful for developing the objectives (see Workshop 2).

## Further work on problem analysis within district (4 weeks)

As not all DHMT members may have been able to participate in MSI Workshop 1, it is important that learning from the workshop is taken back to the full DHMT. This four-week period will allow for collection of more data to inform the problem analysis where necessary, and the revision and refinement of the problem analysis taking in the perspectives of the wider DHMT. The DHMT will then bring this revised problem analysis to MSI Workshop 2.

**** It may help to visit the DHMTs during this interim period to support the further development of the problem analysis.

## Development of strategies: MSI Workshop 2

The development of strategies will mainly be done in MSI Workshop 2. In this two and a half-day workshop, members of the DHMTs in the three districts of the District Group (it would be good if they are the same DHMT members that attended MSI Workshop 1) come together to refine the problem analysis and to develop a workplan for human resources/ health system strategies to address problems identified in the situation analysis. During the workshop, facilitators will agree with the DHMT on support processes during the implementation period, as well as ways to observe and reflect on the implementation and effects of the strategies.

**** Consider extending the workshop by half or one day if this is affordable and if DHMTs can spare the extra time. Refining the problem analysis at the beginning of the workshop is an essential step and may take longer than expected.

**** Consider inviting extra people to the workshop who might have specific expertise needed for developing the workplan and who can help with support for implementation, ie getting the workplan into the district plan and budget.

Having selected the human resources/ health system strategies, the research team is now in a position to develop a workplan for implementation. Participating districts will likely have existing plans and targets, so first consider how these may be modified to address the prioritised problems. The plan is not necessarily a complex document. It can be as simple as a table noting the issues set out in bullet points:

* Identify the strategy you want to use
* Identify the activities needed to implement the strategy
* Develop targets based on expected improvements in performance when compared to the situation analysis. The targets should be time-bound
* Identify linkages to other strategies in the workplan

Strategies should always be developed within budgets available to the DHMT, integrated into local planning cycles, and take account of authority constraints. Facilitators should focus on what is feasible for DHMTs to undertake within a limited period of time. They should also ensure that the selected strategies are compatible with the regional and national human resource priorities and strategies. DHMTs will already have human resource/ health systems strategies in place. These could also be included in their workplan or tweaked to be more effective. Strategies that are already in the routine plan will be funded so are more likely to be implemented. Do consider whether any new strategies may have negative unintended consequences on strategies already in place.

There are several tools that will help facilitate the development of the strategies during Workshop 2:

* The guidance for MSI Workshop 2 leads you through the final check of the problem analysis, developing human resource/ health system strategies to address selected problems, incorporating them into coherent workplans, using reflective diaries, and ensuring ongoing support and communication throughout the research process. It provides objectives, inputs, outputs and a programme for the workshop you can adapt: [Guidance for MSI Workshop 2](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Guidance%20for%20MSI%20Workshop%202.docx)
* This PowerPoint presentation provides introductory slides for MSI Workshop 2: [Introduction presentation MSI Workshop 2](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Introduction%20presentation%20MSI%20Workshop%202.pptx)
* Checklist for improving problem analysis. This can be used to help participants improve and peer review their problem analysis: [Checklist for improving problem analysis](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Checklist%20for%20improving%20problem%20analysis.docx)

**** When developing the strategies, some facilitators encouraged the use of an ‘objectives tree’. These could be created alongside the problem trees to ensure a clear link between the two types of tree.

* Developing human resource/ health system strategies. This PowerPoint presentation provides an overview of human resource/ health system strategies and the types of strategies that DHMTs might consider. It then helps participants to develop and evaluate different strategies: [Developing HR HS strategies presentation MSI Workshop 2](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Developing%20HR%20HS%20strategies%20presentation%20MSI%20Workshop%202.pptx)
* Guidance for choosing human resources/health systems strategies is a step-by-step guide to selecting the strategies. This document also includes two important annexes: a glossary of terms and a large table with ideas for strategies and activities: [Guidance for choosing HR HS strategies](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Guidance%20for%20choosing%20HR%20HS%20strategies.docx)

**** This document is a useful guide for developing the workplans. There was quite a strong emphasis on improving the management of Human Resources for Health in both PERFORM and PERFORM2Scale, which explains the very detailed 14-page table at the end. Some DHMTs used this, but not all. Consider how helpful it would be for your purposes or whether it is likely to frighten people off!

* This template of the planning table for human resource/ health system strategies is to be used as a handout for the group work during the workshop: [Template for planning table for HR HS strategies](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Template%20for%20planning%20table%20for%20HR%20HS%20strategies.docx)

**** All DHMTs used this table, but some modified it to include columns for time frame and responsibilities. The table could also be modified to better reflect existing planning formats.

* Worksheet for reviewing the human resource/ health system strategies to improve workforce performance. This tool enables workshop participants to review the strategies that are developed during the small group work: [Worksheet for reviewing HR HS strategies](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Worksheet%20for%20reviewing%20HR%20HS%20strategies.docx)
* Guidance for using DHMT reflective diaries. This includes a presentation and a handout that can be taken away from the workshop as a guide to ensure that appropriate process data is collected throughout the research process: [Reflecting using diaries presentation](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Reflecting%20using%20diaries%20presentation.pptx) and [Guidance for using DHMT reflective diary](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Guidance%20for%20using%20DHMT%20Reflective%20Diary.docx)

**** ‘Reflection’ is an essential part of the action research process. It has also emerged as a very challenging process. Helping the DHMTs to reflect on their plans, progress and achievements as well as what the feel they are learning is a very important part of the Action Research process.

* Guidance for ongoing support and communication session. This is a very important session to ensure continued collaboration between the facilitators and DHMTs. This guidance for workshop facilitators provides some ideas for this session - please adapt as you feel appropriate: [Guidance for ongoing support and communication session](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Guidance%20for%20ongoing%20support%20and%20communication%20session.docx)
* It is important to evaluate the workshop. This tool allows the DHMT to provide feedback on MSI Workshop 2: [MSI Workshop 2 Evaluation questionnaire](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/MSI%20Workshop%202%20Evaluation%20questionnaire.docx)
* Template for MSI Workshop 2 report: [MSI Workshop 2 report template](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/MSI%20Workshop%202%20report%20template.docx)

# Stage: Act

## Implementing the strategies according to the workplan

In this stage, the DHMT will implement the strategies developed in the workplan over an agreed period.

* DHMTs may realise before the end of Workshop 2, or when they return to the districts, that they need to adjust the workplan based on discussions with the full DHMT and collection of information that they did not have with them at the workshop.
* DHMTs should consider alignment to and, if possible, integration into the annual planning cycle of districts. Alignment of plans to available resources at district level is also necessary.
* The facilitators need to encourage each DHMT to start implementing their workplans as soon as possible and to use the indicators developed to monitor progress. If possible, existing information systems should be used for monitoring to avoid extra work.
* Facilitators can help by encouraging the review of monitoring data and to use this opportunity to help the DHMTs reflect on progress and decide whether workplans need to be modified during the implementation period.

**** To get more buy-in for the workplan, it might be helpful to organise a presentation to a wider group of stakeholders at district level.

# Stage: Observation

## Observing how the strategies are being implemented

## Monitoring for effects of strategies using indicators in the workplan

In this stage, it is important that the facilitators encourage the DHMTs to observe and document how each of the strategies are being implemented. This is also an opportunity for the DHMTs to modify their strategies if necessary.

**** It is also useful to remind the DHMT of why they chose the problem and the content of the problem analysis to make the monitoring process more meaningful.

The DHMTs can use the indicators developed in the workplans to monitor the effects of the strategies.

# Stage: Reflection

Reflecting is taking the time to question what worked well​ and what did not, why, and what changes could be made.

**** Ensure that the Observation and Reflection stages are closely intertwined.

Reflection can take place at any time during the MSI cycle when the DHMT, with support from the facilitators, can step back and take stock of whether, and to what extent, problems have been solved or have evolved over the period of the action research project. They can also think about why problems have or have not been resolved. This is an important part of the learning process. It is also the most challenging stage of the cycle.

If a DHMT finds that one of the strategies they are implementing is not working – or affecting another strategy negatively (eg there is a risk that upgrading training will have a negative impact on the strategy to reduce staff absence – especially if the number of staff in the facilities is already very low), they should be encouraged to consider modifying it or even dropping it. Modifying or dropping a strategy is not considered a failure. Rather, it is important to understand why they were dropped. When the DHMT reflects on why something changed, the DHMT is in fact learning to develop appropriate strategies to improve workforce performance within its own unique district. Alternatively, new strategies may be added if, for example, a DHMT identifies that part of the overall problem has not yet been addressed.

**** Various tools, such as the workshop report template and the support visit template, have sections for the facilitators to record their reflections on the specific event or the MSI in general. This is for the general benefit of the programme, but also the more the facilitators reflect on their own work the easier it should be for them to support the DHMTs in reflecting on their workplans.

There are several approaches and tools that can help reflection take place.

## Reflective diaries

A reflective diary is one example of a reflective strategy that can help DHMTs document what strategies they have implemented and how they implemented them, and then reflect on what went well, what did not go so well and why, and then to think about how to do things differently.

* Guidance on how to use the diaries is provided here. It includes an example of a completed diary reflection: [Guidance for using DHMT reflective diary](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Guidance%20for%20using%20DHMT%20Reflective%20Diary_0.docx)
* This [PowerPoint presentation provides more information on reflecting using diaries](http://www.performconsortium.com/media/1085/capturing-progress-and-reflections.pptx): [Reflecting using diaries presentation](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Reflecting%20using%20diaries%20presentation_0.pptx)

**** You could explore with DHMTs how they currently reflect on their work and whether these methods could be used in conjunction with or instead of the reflective diary. Whatever method is used should be simple to operate and not too time-consuming.

## Support visits by facilitators

The facilitators will visit each district and have a face-to-face meeting with the DHMT on several occasions as needed during the acting / implementing of the workplan. During these visits, the facilitators can review the workplan and the diary with the DHMT, discuss the implementation of the strategies, any challenges faced in implementing them and how they were solved, any effects of the strategies so far, and evidence for these effects. This will help the DHMT reflect on what has gone well, what has gone not so well, and what changes should be made.

**** These meetings could be with some or all of the DHMT members, but try to ensure that most of those have attended Workshops 1 and 2 as they will understand the MSI purpose and process better and therefore benefit more from the visit.

These visits could be supplemented by regular communication via telephone, texts/WhatsApp, or email, although it will be more difficult to have an in-depth discussion and exploration of the implementation with a range of DHMT members or the PERFORM2Scale focal person.

* Guidance for the support visits with DHMT: [Guidance for support visits with DHMT](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Guidance%20for%20support%20visits%20with%20DHMT.docx)
* Report template for support visit with DHMT: [Report template for support visit with DHMT](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Report%20template%20for%20support%20visit%20with%20DHMT.docx)

## Inter-district meetings

The three DHMTs in the District Group will come together in an inter-district meeting. This will be held on a quarterly basis in one of the three districts or an alternative convenient location.

The main purpose of this meeting is for DHMTs to share progress and learning about implementation of the strategies, how they have solved any problems, and any effects of the strategies. The key aspect of this meeting is bringing the districts together and helping them learn from each other. This will be increasingly important for subsequent MSI cycles that will have less external facilitation. DHMTs are often quite competitive with each other, and this kind of meeting, if handled well, should stimulate DHMTs to critically look at what they are doing as well as look at what other DHMTs are doing. Here are some tools that will with facilitate these meetings:

* Guidance for the inter-district meeting: [Guidance for inter-district meeting](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Guidance%20for%20inter-district%20meeting.docx)
* Inter-district meeting introduction presentation: [Inter-district meeting introduction presentation](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Inter-district%20meeting%20introduction%20presentation.pptx)
* District presentation template for inter-district meeting: [District presentation template for inter-district meeting](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/District%20Presentation%20template%20for%20Inter-District%20Meeting.pptx)
* Inter-district meeting report template: [Inter-district meeting report template](https://www.perform2scale.org/sites/perform/files/content/attachments/2022-08-10/Inter-district%20meeting%20report%20template.docx)

**** These meetings can be a very important part of the MSI process and an opportunity to give the DHMTs more ownership of the MSI process.

**** If there are common problems across the three districts, you could organise a relevant external speaker, for example, to provide orientation on the new governmental performance appraisal tool.

## Moving into MSI Cycle 2 and beyond

The DHMT now moves into MSI Cycle 2 (see Figure 2). This may be in line with the district’s regular – usually annual – planning cycle. Learning from the Observation and Reflection stages will inform what the DHMT does in the next MSI cycle. Options include:

* Continue to implement, observe and reflect on the strategies as they have been effective
* Adapt the strategies and move into MSI Cycle 2 with the same problem
* Select another problem identified in the situation analysis to address in MSI cycle 2

**** The transition process to the next cycle can be adapted in numerous ways. In some instances, the next cycle was started at the end of the second inter-district meeting, but make sure that you allocate enough time for this. If the same problem is being carried forward to the next cycle, one workshop to review the problem analysis and redesign the workplan may suffice. However, it is important to consider the needs of all three districts in the group. There seems to be a great benefit in keeping the district group together.

The PERFORM2Scale team wishes you good luck with your adaptation of this toolkit. We would love to hear about your experiences – however much or little of the toolkit you have used. Please contact us by email at: joanna.raven@lstmed.ac.uk

1. In the tools the terms ‘CRT’ and ‘RT’ (which were used in the programme) refer to the facilitators [↑](#footnote-ref-1)
2. In two countries these were academic institutions and in the third country a research NGO. [↑](#footnote-ref-2)