



# Session 6: Small group discussion

Participants will work in state-specific groups to:

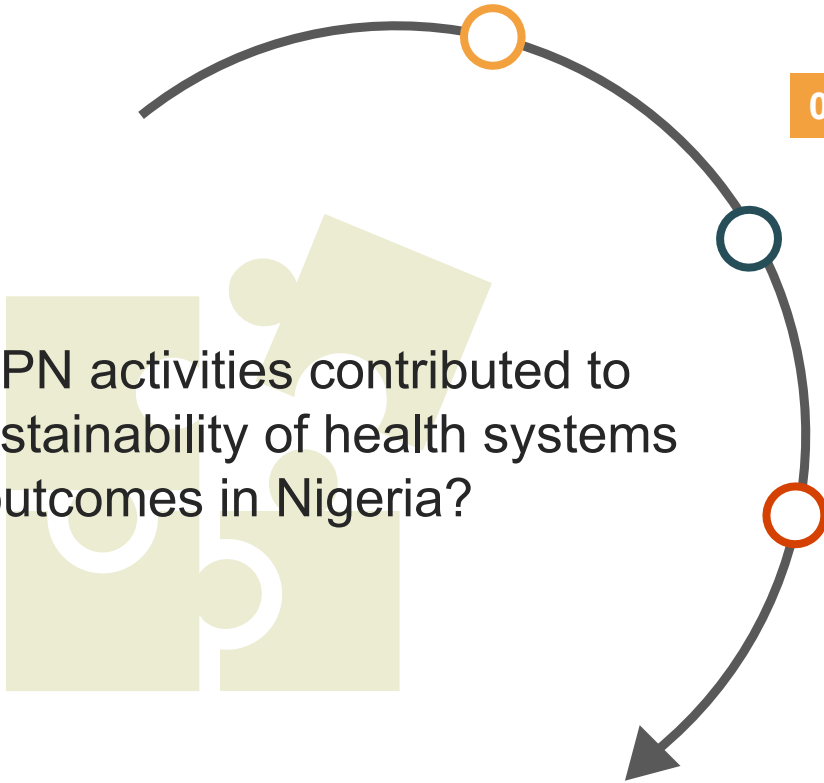
01

Discuss how to develop program sustainability benchmarks.

02

Develop potential benchmarks in one or more sustainability domains.

How have HPN activities contributed to improved sustainability of health systems and health outcomes in Nigeria?





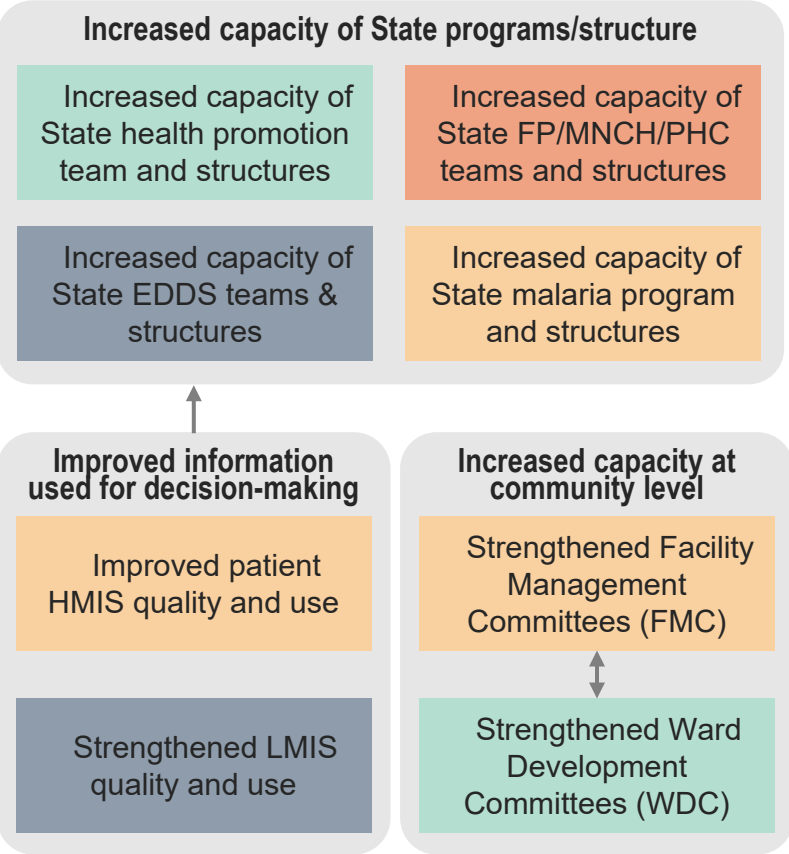
# Benchmarking: Definition and background

- Benchmarks are indicators that show progress toward a goal; benchmarking is a type of performance monitoring.
- Sustainability benchmarks reflect achievements on the path to institutionalization – the point when programming is sustained .
- Like other indicators, benchmarks should be specific, measurable, achievable, relevant, and timely.
- Sustainability processes are dynamic and context-specific, so benchmarks should also be flexible and tailored.



# Sustainability framework review

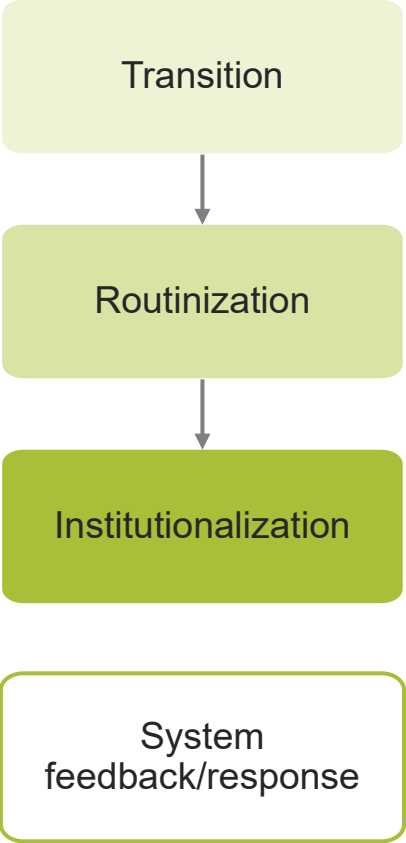
## Activities



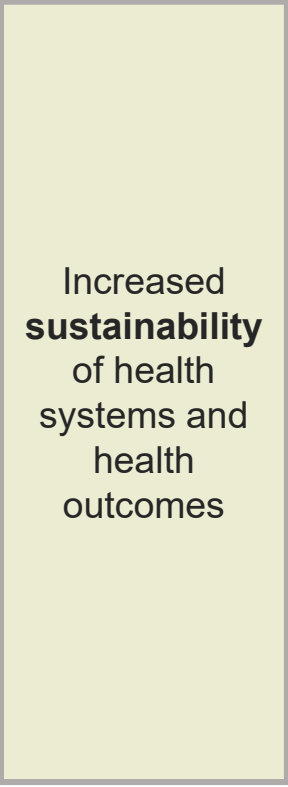
## Elements Influencing Sustainability



## Institutionalization



## Ultimate Outcomes



Learnings from early transition phase for continuous improvement

- BA-N
- PMI-S
- IHP (Kebbi), PMI-S (Zamfara), IHP/PMI-S (Ebonyi)
- All activities
- IHP
- PSM



# Example: strategic program planning practices

Let's say you decide that **working closely with government agencies and partners to integrate gender** into approaches and decisions is essential to sustainability. Benchmarks could include:

- Gender integration planning forum is established
- Gender integration strategy is developed
- Gender integration forum leadership and management is transitioned to government
- Gender integration training for stakeholders is developed
- Participation in gender integration training is maintained at target levels
- Gender integration activities are supported by government funding
- Policies are enacted in support of gender integration in health service planning and delivery
- Public funding is earmarked for gender integration in health service planning and delivery
- Gender integration is reflected in increasing equity in health service access and outcomes



# Issues in defining benchmarks for sustainability progress for this evaluation

- Multi-dimensional nature of sustainability
- Breadth of portfolio evaluation – many different examples of progress toward sustainability – can't track all of them
- Need high-level view across portfolio
- State-level vs Activity-level
- Comparability across States (or not)
- Integrated vs disease-focused
- Progress toward not achievement of sustainability



# Instructions for group activity

## Part 1: First 15 minutes:

- Brainstorm a list of “sentinel” practices/actions for each domain of the sustainability framework that Activities collectively think are most important for longer term sustainability that they are working on. Don’t worry if you have more items under some domains than others. If you don’t know what domain to put something under, list it under other.
- Ebonyi and Kebbi groups: Include at least some sentinel practices/actions specifically related to malaria activities.

Tool: Complete template provided



# Illustrative discussion questions for Part 1

- Which practices or conditions are most indicative of sustainable (or sustained) programming?\*
- How much would achieving each of these things move the needle toward sustainability?
- Can sustainability be reached without achieving these things?
- Are there practices that are tracked in State MOU reviews that would be useful to consider?
- Are there specific practices to draw out from the information presented on slide 43-45 of the session 6 presentation?

\*If your state already has a sustainability plan or strategy, you can refer to benchmarks included in it



# Instructions for group activity

## Part 2: Second 15 minutes:

Select 1-2 practices from the list you have generated and brainstorm 1-3 benchmarks for each practice that demonstrate progress toward transition, routinization and institutionalization and the timeline associated with each benchmark.

Tool: Complete template provided





## Illustrative ideas for benchmarks

- Changes in policies or institutional guidelines, training guidelines, or other practices that demonstrate routinization or institutionalization of a practice
- Transition in responsibilities within a practice,
- Transition in funding or other support for a practice
- Specific benchmarks within the practices described on slides 43-45 of the presentation
- Specific benchmarks included in existing sustainability plans, MEL plans, MOU processes etc.



# Instructions for group activity

## Part 3: Report-out:

- Group should designate a representative to report out
- Each group has 5 minutes to present takeaways from their group discussion
  - major discussion points/issues, examples of practices from Part 1, benchmarks from Part 2
- Share completed templates with D4I team