Overview

The implementation and monitoring plan will guide the implementation of country-level *SBC Blueprints* by **outlining clear steps to achieve desired objectives and ensuring that everyone involved understands their roles and responsibilities**. Further, an implementation and monitoring plan provides accountability, **as it details the specific actions and timelines** agreed upon so that stakeholders can have a sense of ownership and motivation to meet deadlines and deliver results. It can also facilitate cross-sector collaboration around shared objectives. The monitoring components provide clarity to stakeholders on key performance indicators and milestones to track progress, identify areas for improvement, and adjust, as needed, based on learning.

PURPOSE OF THIS TOOL

This tool supports users to finalize prioritization of key activities and areas (attributes/functions/collaborations) they would like to focus on in the next 12-months, as part of SBC systems strengthening activities. Users will action plan to identify steps to support reaching identified objectives, delineate responsible parties for each step, identify resources that are needed, and outline performance (output) indicators and desired outcome indicators. This information will support users to develop clear and concise implementation and monitoring plans to achieve their national *SBC Blueprints*.

SNAPSHOT OF THIS TOOL

Step 1: Cluster prioritized activities

Step 2: Review the theory of change

Step 3: Develop your implementation and monitoring plan

Directions for Developing Your Implementation and Monitoring Plan

STEP 1: CLUSTER PRIORITIZED ACTIVITIES

In prior worksheets, users reviewed attributes and functions and prioritized key areas for strengthening, as well as noted some ideas for *how to* make improvements, including increased collaboration with different stakeholders. Some of these activities for strengthening attributes, functions, and collaborations may overlap in their objectives or reinforce one another. As such, reflect on areas you have flagged for improvement and discuss which may be similar; and, for those with similar objectives cluster (group) them together.

STEP 2: REVIEW THE THEORY OF CHANGE

A theory of change can provide a framework or methodology to organize/plan for and evaluate the various activities you have identified to achieve your vision. A theory of change can build common understanding around a series of incremental changes needed to reach the goal or strategic objective. Below are some key terms that we will be using in the implementation and monitoring plan that align with a theory of change. Review the *SBC Blueprint **Illustrative Theory of Change*** below as well the ***SMART Goals*** box for inspiration.

Output: the immediate product of an intervention or activity

- Example: # of people trained, # of goods/services produced, # of events held

Intermediary Outcome: changes that are expected to be produced to achieve or contribute to achieving the long-term outcome

Outcome: the changes that are expected to happen and are often linked to long-term effects of a process, task, or activity; they may not be directly observable

- Can include behaviors, practices, knowledge, skills, beliefs, access/availability of or to a service or input

Both outputs and outcomes should be stated as completed results, not processes; these are results-based statements.

- **YES:** # HPD staff trained in participatory rural appraisal (PRA)

SMART Goals

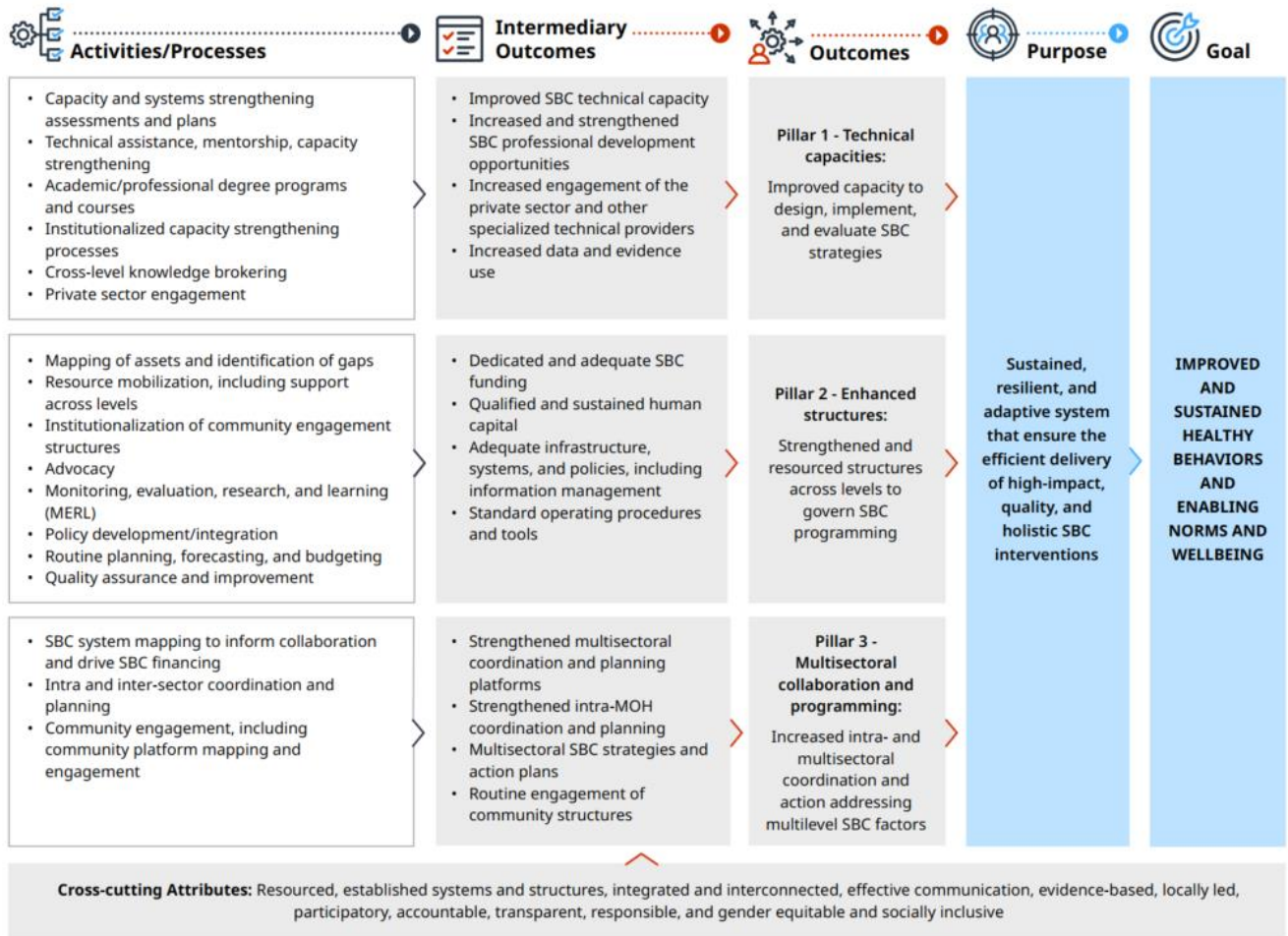1. **Specific:** be clear about the goal (steps, roles, etc.)
2. **Measurable:** need to be able to quantify data or indicate progress towards the goal
3. **Achievable:** need to be reachable, or viable given internal/external limits or constraints
4. **Realistic:** should be relevant to the overall vision, ambitious, but within reach
5. **Time-bound:** set a time frame to reach your goals (start/end, or milestones)

- **NO:** # HPD staff will be trained in PRA

Outputs and outcomes can be measured, and implementation and monitoring plan should have the key elements of the **SMART Goals** box above.

ILLUSTRATIVE THEORY OF CHANGE

Activities/Processes
- Capacity and systems strengthening assessments and plans
- Technical assistance, mentorship, capacity strengthening
- Academic/professional degree programs and courses
- Institutionalized capacity strengthening processes
- Cross-level knowledge brokering
- Private sector engagement

Intermediary Outcomes
- Improved SBC technical capacity
- Increased and strengthened SBC professional development opportunities
- Increased engagement of the private sector and other specialized technical providers
- Increased data and evidence use

Outcomes

Pillar 1 - Technical capacities:

Improved capacity to design, implement, and evaluate SBC strategies

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Activities/Processes
- Mapping of assets and identification of gaps
- Resource mobilization, including support across levels
- Institutionalization of community engagement structures
- Advocacy
- Monitoring, evaluation, research, and learning (MERL)
- Policy development/integration
- Routine planning, forecasting, and budgeting
- Quality assurance and improvement

Intermediary Outcomes
- Dedicated and adequate SBC funding
- Qualified and sustained human capital
- Adequate infrastructure, systems, and policies, including information management
- Standard operating procedures and tools

Outcomes

Pillar 2 - Enhanced structures:

Strengthened and resourced structures across levels to govern SBC programming

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Activities/Processes
- SBC system mapping to inform collaboration and drive SBC financing
- Intra and inter-sector coordination and planning
- Community engagement, including community platform mapping and engagement

Intermediary Outcomes
- Strengthened multisectoral coordination and planning platforms
- Strengthened intra-MOH coordination and planning
- Multisectoral SBC strategies and action plans
- Routine engagement of community structures

Outcomes

Pillar 3 - Multisectoral collaboration and programming:

Increased intra- and multisectoral coordination and action addressing multilevel SBC factors

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Purpose

Sustained, resilient, and adaptive system that ensure the efficient delivery of high-impact, quality, and holistic SBC interventions

Goal

IMPROVED AND SUSTAINED HEALTHY BEHAVIORS AND ENABLING NORMS AND WELLBEING

Cross-cutting Attributes: Resourced, established systems and structures, integrated and interconnected, effective communication, evidence-based, locally led, participatory, accountable, transparent, responsible, and gender equitable and socially inclusive

The *SBC Blueprint* has three key outcomes, or pillars, which it rests on to achieve a sustainable SBC system. These are:

PILLARS OF SUSTAINABLE SBC SYSTEM AND OUTCOMES

Pillar	Outcome
1. Bolstering SBC technical capacity	• Improved capacity to design, implement, and evaluate SBC strategies
2. Enhancing governmental, civil society, and community structures for SBC	• Strengthened and resourced structures across levels to govern SBC programming
3. Fostering enhanced multisectoral collaboration and programming	• Increased intra- and multisectoral coordination and action addressing multilevel SBC factors

STEP 3: DEVELOP YOUR IMPLEMENTATION AND MONITORING PLAN

Review the activities you have prioritized and clustered and determine which can be achieved in a 12-month period. The activities that are not prioritized, or those activities currently not in the upper right quadrant (most viable/most impactful), can be considered in future iterations of your country's *SBC Blueprint*. Systems strengthening is a continuous process.

Note: you should also factor your discussions from the *Map Your SBC System Tool* and *Map SBC System Connections Tool* around actors identified for increased collaboration within the SBC system, as well as non-health actors that have shared/mutually reinforcing interests related to health objectives. These can also be reflected as prioritized activities.

Enter the prioritized activities into **Column 2** of the ***Implementation and Monitoring Plan Template*** below. Now we will focus on those activities prioritized and develop an implementation and monitoring plan based on the template below. For each prioritized activity, consider the following Guiding Questions.

Note: it may be helpful to copy the content from the template into an Excel spreadsheet, so you have more room to fill in content, as well as for adding additional columns in the future to assess progress.

Guiding Questions:

- **Pillar (Column 3):** What pillar does this activity align with? (see ***Pillars of sustainable SBC System*** table above)
- **Attribute, Sub-Function and/or Collaboration (Column 4):** Based on the main activity you selected, what attribute, sub-function, and/or collaboration element does this seek to strengthen/change? (remember attributes and functions may overlap)

- **Sub Activities (Column 5):** What are the steps/sub activities needed to achieve the main activity and intended outcome?
  - List these out (e.g., A, B, C, D, etc.)
- **Deadline for Completion (Column 6):** Based on the steps/sub activities listed, what is the time frame for completing each step?
- **Responsible Parties (Column 7):** Who will lead this step and who will support?
  - In addition to department or unit, try to indicate a person(s) to increase accountability and clarity – do not forget non-health actors which may be important in achieving SBC system goals
- **Resources Required (Column 8):** What resources will be needed to achieve this step?
  - Remember that this should be viable within the system's configuration.
- **Output and Intermediary Outcome Indicators (Column 9 and 10)** For each step (or overall main activity), what will be the immediate product (output) of the activity/intervention? What will be the nearer-term change (intermediary outcome) that contributes to the higher-level outcomes?
  - Outputs and outcomes should be stated in a results-based manner for ease in measuring progress.

IMPLEMENTATION AND MONITORING PLAN TEMPLATE

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
No.	Main Activity	Pillar (1, 2, 3)	Attribute, and/or Sub-Function, or Collaboration	Sub Activities	Deadline for Completion (within 12-months)	Responsible parties (lead, supports)	Resources Required (staff time, budget, etc.)	Output Indicator(s)	Intermediary Outcome Indicator(s)
1				A.	A.	A.	•	•	•
				B.	B.	B.	•	•	•
				C	C.	C.	•	•	•
2				A.	A.	A.	•	•	•
				B.	B.	B.	•	•	•
				C	C.	C	•	•	•
3				A.	A.	A.	•	•	•
				B.	B.	B.	•	•	•
				C	C.	C	•	•	•
4				A.	A.	A.	•	•	•
				B.	B.	B.	•	•	•
				C	C.	C	•	•	•
5				A.	A.	A.	•	•	•
				B.	B.	B.	•	•	•
				C	C.	C.	•	•	•