

IDENTIFY INTERVENTION OBJECTIVES AND SET METRICS

ACTIVITY GUIDE

OVERVIEW

NOTE

This activity assumes that you have set a future vision and Strategic Priorities for the key constraints/opportunities in the market around a particular health need.

The second step of the Decide phase is **identifying potential intervention objectives** in your market. An intervention objective is a statement of the actions that you might take to address the strategic priorities and resolve the constraints. It narrows the focus from a broad strategic priority and begins to define specific activities. You might ask *'WHO needs to do WHAT and HOW will we get them to do it?'*

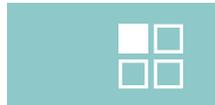
Aligning intervention objectives to strategic priorities ensures that your team will focus on big picture objectives that address the root causes of failing markets. **Try to be as specific as possible**, to help guide the next phase of designing solutions, pulling from all that you learned in the Diagnose phase.

Once you have developed a full list of potential interventions, you should choose which ones PSI will pursue. Which intervention objectives align to PSI's, donors', and your platform/enterprises' goals and skillsets? For the intervention objectives that don't make the cut, identify how you might crowd in other players to take on those activities.

Finally, you will start to think about metrics for how the team will judge the implementation of a particular intervention. This will create a clear, measurable definition for success as we design and deliver solutions.

THEORY OF CHANGE

As you go through the various activities in the Decide phase, you will also be completing some levels of your Theory of Change. Many of the instructions in this activity guide will refer directly to specific parts of the Theory of Change.



WHEN TO CONDUCT THIS ACTIVITY

This stage of Decide is required for all types of projects, though you might do a faster, “light touch” review if this is a minor initiative, part of annual marketing planning or when responding to a donor RFP where priority intervention areas have already been firmly set.

TIME, RESOURCE AND STAFFING REQUIREMENTS

<p>Who will participate in this activity?</p>	<ul style="list-style-type: none"> • Design Team • Senior Country Leadership, including CR • Technical and marketing advisors as needed
<p>What time and resources are required?</p>	<ul style="list-style-type: none"> • If the Diagnose phase has been carried out accurately and thoroughly, then the entire Decide phase should take less than a week. Ideally, this activity can be completed in a day • Additional time may be needed to set metrics for the intervention objectives

INSTRUCTIONS

GOAL

The goal of this activity is to:

1. Create a list of potential intervention objectives that could be implemented to address the various constraints, barriers and opportunities identified in the Diagnose phase.
2. Assess which of these interventions PSI is best positioned to implement and which would be better assigned to other stakeholders.

Try to consider the feasibility of all interventions, given the stage of the market system (nascent to mature) and any unintended consequences the intervention could have on the system.

NOTE

Don't fully plan out each potential intervention – simply brainstorm enough to understand the types of skills and resources that will be required to undertake it, with some consideration of how feasible an intervention could be in the context. Involving other organizations and stakeholders can be very relevant because they can provide immediate feedback and may be able to take on activities where PSI is not well positioned.

OUTPUT

For each strategic priority, a set of Intervention Objectives that outline how to address the Strategic Priorities. These include:

- Building the skill (capacity) and will (incentives) of key players.
- A list of Intervention Objectives that PSI will pursue with metrics for success.

This will be added to the Keystone Project Summary template.

1. DEFINING INTERVENTION OBJECTIVES

An intervention objective is a statement of the actions that you might take to address the strategic priorities and resolve the constraints. It narrows the focus from a broad strategic priority and begins to define the specific actions.

- You might ask 'WHO needs to do WHAT and HOW will we get them to do it?' Try to be as specific as possible, to help guide the next phase of designing solutions.
- Aligning intervention objectives to strategic priorities ensures that your team will focus on big objectives to drive interventions that address the root causes of priority constraints.

- For annual marketing planning or portfolio management, these intervention objectives will be the same as what might typically be called ‘marketing objectives’.

For enterprises, at this stage, it remains helpful to identify ALL the intervention objectives that may be required to address a certain Strategic Priority – even if the enterprise will not address this itself. In order for an enterprise to grow a market effectively, partnerships with other market players will be important. For example – reducing regulatory restrictions to imports or distribution, or advocacy to the Ministry of Health to address service delivery guidelines.

NOTE

Ideally, you will define up to **4-6 intervention objectives** for each strategic priority.

Building on the framework from the previous step, here is how the intervention objectives fit with the future vision and strategic priorities:



Examples

From India Family Planning Market:

- **Constraint:** Domestic manufacturers' product development capacity is not reflected in the domestic market
- **Strategic Priority:** Lower the barriers associated with launching new products
- **Intervention Objectives:**
 - Reorganize and redefine the government's role as a market steward to guide the market towards balanced Family Planning (FP) provisioning across methods and sectors, based on a segmented understanding of consumers
 - Advocate for harmonized registration system to enable faster launch of newer FP products
 - Advocate for lower entry barriers for private manufacturers to participate in public tendering by addressing regulatory barriers
 - Advocate to allow branded direct to consumer communication for all OCPs
 - Explore innovative financing mechanism(s) which allow for approaches such as pooled procurement and volume guarantees

From Cambodian Business Plan:

- **Constraint/opportunity:**
 - Urban wealthy women have a significant gap between use and need for contraceptive methods
 - Contraceptive market is dominated by low-margin contraceptive products, restricting the attractiveness of the market for commercial players
- **Strategic Priority:** Increase value in the contraceptive market through driving trade up to premium products amongst higher wealth target segments
- **Intervention Objectives:**
 - Expand condom market with aspirational mid-tier brand
 - Launch of new Oral Contraceptive brand with a third-generation brand that targets higher income consumers

Other examples:

Increase demand for HIV self-testing amongst never testers by:

- Developing opt-in surveys to track the testing history of individuals
- Mobilizing sustainable funding for demand-side subsidies to high-risk groups
- Reducing the price of products in pharmacies by removing VAT
- Testing communications messaging through online channels such as Facebook
- Improve the return on investment required for manufacturers to promote and sell quality menstrual hygiene products in rural areas by:
 - Facilitating a public-private partnership to incentivize manufacturers to invest in production in under-served states and lower transportation costs
 - Facilitating partnerships to improve menstrual hygiene awareness through school-based programs
 - Removing value-added tax (VAT)
 - Providing demand-side subsidy to girls in the lowest income quintiles to stimulate demand.

TIPS

Ideally your intervention objectives will be:

- **Specific** – The objectives should be targeted at a specific constraint or opportunity identified in your Diagnose phase research (e.g., “encourage the government to lower taxes on product category X” as opposed to a vague goal of “make product category X more available”).
- **Actionable** – Some market player (not necessarily PSI) should be willing and able to take action to start working towards the objective.
- **Sustainable** – The plan should have some consideration of how to reduce the need for subsidy over time and move towards greater market sustainability (according to the future vision for ‘who does, who pays’).

2. Identify Where PSI or Another Market Actor Will Play a Role

For each of the intervention objectives, it is important to identify who is best placed to carry out the intervention program. In some cases, this will be PSI, but in other cases another market actor may have better resources, motivation or opportunity to do so. Furthermore, it is important for us to acknowledge that strategic partnerships are very important to drive increased success in improving market performance, bring to market products or services, and address behavioral barriers.

Looking Across the Market

The “Skill/Will” Matrix can help you assess the capacity and incentives of market players, including your target consumer. *Figure 1* provides a summary of the Skill/Will matrix and offers suggestions to help you consider different actions that could be taken to shift players towards the “high skill/high will” quadrant of the matrix.

Looking at your strategic priorities, who are the key actors who are/could be involved and whose actions do you need to change? Consider mapping these players to the Skill/Will matrix to identify ways to shift their behavior. You can also map PSI (as an NGO or enterprise on this matrix) and assess our own Skill/Will.



Skill/Will:

Figure 1: The Skill Will matrix from The Springfield Centre (2015) The Operational Guide for the Making Markets Work for the Poor (M4P) Approach, 2nd edition



In the India Family Planning example above, the team knew that they needed domestic manufacturers to sell new products to the domestic market. The team identified that manufacturers had the skills to do so (they were already exporting these products), but they lacked the will. Regulations around registration, marketing and public tendering often dis-incentivized innovation, and so these issues needed to be addressed to move the market forward.

Some common ways to 'reduce risk' and shift the behavior of players in the High Skill-Low Will quadrant include:

- Provide financial incentives, through the direct procurement of products/services or by reimbursing outcomes
- Leverage large-scale procurement (pooled or public sector) to incentivize specific actions
- Facilitate or speed financial and/or information flows between organizations
- Provide market intelligence or an investment case that enables the players to more easily assess market potential
- Reduce regulatory barriers for quality products
- Increase regulatory barriers for non-quality products that undercut the margins of quality products
- Remove VAT to improve a company's return on investment
- Create volume guarantees or other legally enforceable price commitments that are conditional on demand (e.g., firms will offer a lower price if a certain level of demand is guaranteed)
- Stimulate funding for a new product or service
- Directly subsidize or reward research, development, distribution, personnel, demand generation, social and behavior change communications, marketing or other key activities
- Work with players such as pharmacists, providers, manufacturers, etc. to lower the cost of goods sold through the adoption of best practices or through public private partnerships

Some common ways to 'build ability to operate' and shift the behavior of players in the Low Skill-High Will quadrant include:

- The provision of incubators or accelerators to help entrepreneurs build their skills and move ideas forward
- Capacity building programs



- Dissemination of best practices
- Development of standard treatment guidelines
- Secondment
- Knowledge transfers
- Improved training programs or continuing medical education
- Funding to support investments in capacity

NOTE

Ideally, you should focus on positive incentives, but regulation and penalties from the government are also an option to influence market players who are performing poorly. However, be careful. When considering possibly punitive measures, it is very important to consider unintended consequences.



A template for the **Skill/Will Matrix**:

Skill/Will Matrix



Choose the Intervention Objectives that PSI Will Pursue

Once you have developed a full list of potential interventions, you should choose which ones PSI will pursue. The key to a good strategy is often deciding what not to do, so be

thoughtful in your approach. Don't try to solve all of the problems, and look for opportunities to collaborate with or enlist partners.

Consider the following:

- Which intervention objectives align to the PSI Strategic plan vision, as well as your platform/enterprise's strategy? Are there specific donor deliverables or priorities that should be considered?
- Does PSI have the resources and capacity to deliver?
- Does PSI need to do the activity, or can we advocate for others to deliver?

The final intervention objectives that PSI will pursue will be your focus through the Design and Deliver phases as you build out how this intervention will come to life to achieve this objective.

For the intervention objectives that don't make the cut, this is the stage where you will **identify how you might crowd in other players to take on those activities**. In addition, there may be PSI interventions that are not currently funded – this is an opportunity to proactively source funding from traditional or new sources.

For annual marketing planning, it may be that this stage is a refresh of last year's intervention (or marketing) objectives, and updating them based on new market or consumer information.

3. Establish Metrics

Establishing metrics is the last (and sometimes most difficult) part of the Decide phase. Metrics should be spelled out clearly and measure progress toward achieving agreed objectives. At this stage, you can start to think about metrics that align to the Impact/Goal and Outcome levels of your Theory of Change. These can be refined later on in the Deliver stage. You will also build out Output and Activity level metrics after you have designed your intervention program.

What makes a good indicator?

We often use the mnemonic SMART to remind us what goes into a good indicator:

- **Specific** – able to demonstrate success in the particular area that your intervention focuses on
- **Measurable** – quantifiable and able to track/measure success
- **Actionable** – able to be implemented by a specific person
- **Realistic** – results can realistically be achieved, given available resources
- **Timely** – result(s) can be achieved within the timeframe of the intervention

Each Intervention objective should have 1-2 performance metrics that will allow teams to measure success over the time-period. The metrics should set a challenging goal for your team, yet still be achievable. If you cannot define achievable metrics, then you may need to review the feasibility of the intervention.

Examples

Refer to the examples below for different types of metrics based on health area and type of activity.

1. Improved sexual and reproductive health and the fulfillment of sexual and reproductive rights for women and adolescent girls in Francophone West Africa (FWA)
Indicator: Number of CYPs generated over the life of the project (by method)
2. Improved hypertension prescribing practices by private sector providers in Myanmar
Indicator: Standard Guidelines for Hypertension Management developed and endorsed by the Ministry of Health within one year
3. Decreased availability of non-quality assured HIV self-tests in private sector pharmacies

Indicator: Advocacy strategy developed and executed to raise the issue with the South African Pharmacy Council and the South African Health Products Regulatory Authority

4. Increased voluntary use of sexual and reproductive health services by women and adolescent girls when, where, and how they need it

Indicator: Number of people provided with modern contraception (by method) through GAC funding

4. Complete Your Theory of Change



This is the time to complete the Goal, “Output” and “Outcomes” sections of your “Theory of Change.”

CONCLUSION

You should now have objectives and metrics for the initiative.



Add all of your intervention objectives and draft metrics to the **Keystone Project Presentation template**, with a short explanation based on any extra observations or data you gathered during this Decide phase. Then return to the **Keystone Manual** and continue with the next phase.