SUCCEED
A Quality Improvement Tool for HIV Prevention Projects

For HIV prevention projects, it may be difficult to know whether their work is proceeding in the right direction or not. What is needed is a simple method for checking that the work is of good quality. *Are the goals clear? Are the right populations being reached? Are there sufficient resources and expertise? Is the message getting across?*

The SUCCEED tool uses a straightforward questionnaire to capture critical data points about the quality of your project. Positive responses to questions indicate a project has a reasonable structure and is being run in a way that should lead to good quality results. Negative answers tend to indicate the opposite, or at least point to shortcomings in planning and/or implementation. These are things that need to improve.

The SUCCEED tool broadly addresses three widely-recognized aspects of work on quality improvement: Structure, Process and Results. Structure involves the organisation of operations and resources; it has six sub-sections: 1) Goals, 2) Key Population(s), 3) Approach, 4) Responsibility, 5) Organisation and 6) Resources. Process refers to the activities carried out in the project; it has three sub-sections: 1) Support and Participation, 2) Networks and 3) Reach & Response. Results are something that can be expressed in quantifiable terms; it has three sub-sections: 1) Measuring Effects, 2) Environmental, Operational & Social Changes and 3) Sustainability.

Succeed is based on a general tool for Quality Improvement and Quality Assurance.[1] If you want to have more background knowledge or guidance on how to use Succeed we recommend you to contact www.qualityaction.eu

Who can use the Tool?

The SUCCEED tool is designed primarily for organisations implementing HIV prevention projects. Although based on research it uses a transparent and simple methodology that is equally useful for large and small organisations implementing large or small projects. It can also be used for projects run within health authorities, local communities, NGOs, CBOs, schools, etc.

How can the Tool be used?

It is not necessary to answer all of the questions, it is possible to exclude those that do not apply. However, you should understand and be able to explain why they were excluded. But the more you answer, the better picture you will have of opportunities to improve the quality of your project.

The questions can be answered with varying degrees of thoroughness. Larger projects perhaps require more detailed answers. In addition, a larger project may want to collect information for the answer using more structured and/or extensive investigations, measurements, surveys, etc. Smaller projects are encouraged to provide detailed answers but that may not be necessary or possible, given the scope and nature of their work.

For all projects, a 'no' answer to a question generally means there is an opportunity to take a corrective action. However, the project team will have to decide if the action would be meaningful and reasonable in relation to the work and resources required.

Succeed works well for use in team or group workshops. If the organization and the participants have little experience with Quality Improvement, it is useful to appoint an independent person to facilitate a discussion about the responses to the questionnaire. Succeed allows a participatory approach where

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1   * Berensson, K., Granath, M. and Urwitz, V. (1996) Succeeding with Health Promotion Projects – Quality Assurance. Landstingsförbundet (The Association of County Councils), Stockholm. Currently only available in Swedish in a renewed version from 2012 at www.skl.se.

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several people (e.g. different members of the project team, individuals reached by the project, other stakeholders) discuss and respond to the questionnaire to compare their perspectives.

At all times, keep in mind this is a self-diagnostic approach to quality improvement. So it is critical that you are open and honest when responding to the questions. Otherwise, it will be difficult – if not impossible – to identify where and how you can improve your project.

Supplemental Materials

To help you use the SUCCEED tool, there is a set of supplemental materials:

- **Case studies: The MMSM project**, **The Saphy project**, **The PWID project**. Before using Succeed you would do well to read at least two of these examples. It will help you understand how questions can be answered in different ways and with different levels of ambition.
- **How to use Succeed**. This is a guide to help plan, use and follow up results of the Succeed activity that should be used by anyone who has these responsibilities.
- **Succeed a knowledge-based tool**. This is a theoretical background paper written for facilitators and others who are interested in the research behind Succeed.

STRUCTURE OF THE PROJECT THE PROJECT PROCESS RESULTS OF THE PROJECT

Goals Key Population(s) Approach Responsibility Organisation Resources

STRUCTURE OF THE PROJECT

Goals

A solid understanding of the issues you want to address with the project is an essential part of setting goals. And clear and concise goals are an important way to help everyone involved in the project work in the same direction.

If you answer 'no' to any of the following questions, you should think about what needs to be done in the project in order to answer 'yes' to the question. In fact, if you answer 'no' to any question in the SUCCEED tool, you should think about what needs to be done to ensure you can answer 'yes' to the question.

Have you set overall goals for the project?

Yes   No

If yes, what are they?

What do you want to achieve with the project?

Have you developed objectives or sub-goals for the project?

Yes   No

If yes, what are they?

Are the goals clear and concise enough for you to measure the project's performance? Think about what could be measured!

Yes   No

Improvements and Next Steps

If you think the project can improve what it is doing in this area, use the following questions to help you decide how best to move forward. (These three questions are a key part of the SUCCEED tool and they are integrated into each of the topic areas covered by the tool.)

What actions do you need to take to strengthen the goals of your project?

Who will take them?

When will they take them?

Key Population(s)

A good project knows a lot about the population(s) it serves, including who they are and why they want and/or need what the project is providing.
Sometimes the project is aiming to directly reach an intermediary group for the benefit of a key population. If so please make this distinction between key populations and your direct target group.

If you answer 'no' to any of the following questions, you should think about what needs to be done in the project in order to answer 'yes' to the question.

What key population(s) does the project reach or aim to reach?

Do/did you have specific reasons for selecting this group or groups?

Yes   No

If yes, what are/were your reasons for selecting this group or groups?

Did you use any data or other information to make your selection?

Yes   No

If yes, please provide a brief description of the data that was used.

Are you reaching or planning to reach this key population directly with your project?

Yes   No

If no, which population are you targeting and why did you choose it?

Improvements and Next Steps

If you think the project can improve what it is doing in this area, use the following questions to help you decided how best to move forward.

What actions do you need to take to improve your knowledge of the key population(s) and other possible target groups?

Who will take them?

When will they take them?

Approach

To successfully implement a project, it is important to think through exactly what you are going to do beforehand.

Is there an overall outline or plan for your approach – model that you want to apply and defined methods that you want to use?

Yes   No

Have you documented the different components of the approach?

Yes   No

Can you identify the strengths and weaknesses of the approach?

Yes   No

If yes, what are they?

Does the approach include any plans for regular quality management?

Yes   No

If yes, how – and how often – will you assess the quality of the project?

What will you do with the findings from any quality management activities?

Have you discussed the ethical implications of the project?

Yes   No

Did you have any ethical concerns about the project?

Yes   No

If yes, what are they?

Could anyone be compromised by any of the project activities?

Yes   No

If yes, how ?

Improvements and Next Steps

If you think the project can improve what it is doing in this area, use the following questions to help you decided how best to move forward.

What actions do you need to take to improve your approach?

Who will take them?

When will they take them?

Responsibility

Experience has shown it is very important for a project to have the support of stakeholders and for lines of responsibility to be clearly drawn.

Don't forget, if you answer 'no' to any of the following questions, you should think about what needs to be done in order in the project to answer 'yes' to the question.

Who decided to initiate the project?

Does the project have the necessary backing from key stakeholders and decision makers

Yes   No

If no, why don't you have this backing from them?

Is the division of responsibility clear between the project management team and others in the decision-making hierarchy?

Yes   No

Improvements and Next Steps

If you think the project can improve what it is doing in this area, use the following questions to help you decided how best to move forward.

What actions do you need to take clarify the lines of responsibility?

Who will take them?

When will they take them?

Organisation

Effective projects have well-defined organisational structures staffed with people who know their responsibilities and have sufficient time to do their work.

Is this project run as a 'stand-alone' project with its own staff or is it run by a 'parent organisation' that has other operations?

Stand-alone project   Parent organisation

If it is run by a parent organisation, is the project clearly delineated from its other operations?

Yes   No

Have you made decisions about the organisational structure of the project?

Yes   No

Have you selected a Project Manager?

Yes   No

Does the project manager have a clear and complete understanding of his/her authority and areas of responsibility?

Yes   No

Are all of the other people involved in the project clear about their roles and responsibilities?

Yes   No

Is there a realistic time plan for the project?

Yes   No

Have you set aside a realistic amount of time for everyone involved to complete their tasks?

Yes   No

Improvements and Next Steps

If you think the project can improve what it is doing in the area of Organisation, use the following questions to help you decided how best to move forward.

What actions do you need to take to strengthen the organisation of your project?

Who will take them?

When will they take them?

Resources

It is impossible to underestimate the importance of adequate resources and the ability to use those resources where they are most effective. The value of ongoing investment in personnel is an equally important resource issue.

If you answer 'no' to any of the following questions, you should think about what needs to be done in order in the project to answer 'yes' to the question.

Do you have sufficient financial resources to do the work of the project?

Yes   No

If no, what are the specific components of the project that are underfunded.

Do you have enough people (both staff and volunteers) to do the work?

Yes   No

If no, where would you need more people?

Do you have adequate facilities to do the work?

Yes　　　　No

If no, what additional facilities do you need?

Does the project staff have a role in determining how project resources

Yes　　　　No

If yes, can they reallocate resources to adapt to changing needs and/or circumstances?

Do staff and volunteers have sufficient knowledge about the work of the project to be effective?

Yes　　　　No

Is training available for staff and volunteers?

Yes　　　　No

Have you set aside funds in the budget for future training needs?

Yes　　　　No

Improvements and Next Steps

If you think the project can improve what it is doing in the area of Resources, use the following questions to help you decided how best to move forward.

What actions do you need to take to ensure you are properly managing your resources?

Who will take them?

When will they take them?

CONGRATULATIONS! YOU HAVE COMPLETED THE FIRST PART OF SUCCEED.

Please move on to the second part.

THE PROJECT PROCESS

Support and Participation

The support and participation of stakeholders is vital to the successful implementation of a project. Their engagement can help prevent and/or address any opposition to the work of the project.

List the project stakeholders (e.g. organisations and individuals) and identify their key roles in the project (e.g. advisory, funding, planning, implementation, advocacy, assessment).

Does each of the stakeholders understand and agree with the goals of the project?

Yes   No

If no, who does not agree and why not?

Do all the key stakeholders have an opportunity to participate in:

- the planning of the project?   Yes   No

- the implementation of the project?   Yes   No

- the monitoring of the project?   Yes   No

Do you know if the stakeholders feel they are active participants in the project?

Yes   No

Does the project track the extent of stakeholder participation?

Yes   No

If yes, briefly describe how this tracking is done.

Have stakeholders made formal commitments about their participation in the project?

Yes   No

     If yes, can you list the commitments made by the various stakeholders?

     Yes   No

Are there contracts or agreements between the project sponsor and the stakeholders (e.g. between the project sponsor and an implementing partner)?

Yes   No

If yes, briefly describe one example.

Is there a minimum level of participation required for stakeholders to stay involved in the project??

Yes   No

If yes, briefly describe one example.

Has the project received funds from stakeholders?

Yes   No

Has the project distributed funds to stakeholders?

Yes   No

If yes, for what type(s) of activities?

What proportion of stakeholders are well informed about the project?

Few   Some   Most   All

Are there regular mechanisms for communicating with stakeholders?

Yes   No

    If yes, what are the mechanisms?

    Email   Newsletter   Meetings   Annual Report   Other

Has the project analyzed potential obstacles and/or opponents to its work? Obstacles can be structural or general within the surrounding society, organizational or there can be important groups or individuals who oppose the work.

Yes   No

If yes, how has this analysis been factored into your planning:

Improvements and Next Steps

If you think the project can improve what it is doing in this area, use the following questions to help you decided how best to move forward.

    What actions do you need to take to strengthen the support and participation of stakeholders?

    Who will take them?

When will they take them?

When will they take them?

Networks

Networks of all types, including individuals and/or organisations, can play an important role in the effectiveness of your project. They can be particularly useful in communicating with stakeholders and as intermediaries to communicate with key populations.

Do you have a list of all member organisations in the network(s)?

Yes   No

   If yes, does the list include detailed contact information for each organisation?
   (e.g. address, phone numbers, emails)

   Yes   No

Do you have a list of all relevant individuals in the network(s)

Yes   No

   If yes, does the list include detailed contact information for each relevant individual?
   (e.g. address, phone number, email)

   Yes   No

Are all important organisations and individuals included in the network?

Yes   No

If no, who is missing that you would like to include?

Do the network(s) have the opportunity to assess their work on the project?

Yes   No

   If yes, have any such assessments of the networks taken place or are any planned for the future?

   Yes   No

Are there opportunities for networks to build their capacity to participate in the project?

Yes   No

Have you set aside resources in the project for training network members?

Yes   No

How does the project encourage and support 'enthusiasts' (i.e. committed and active advocates/supporters/volunteers) of the project?

Improvements and Next Steps

If you think the project can improve what it is doing in the area of Networks, use the following questions to help you decided how best to move forward.

What actions do you need to take to improve your networks?

Who will take them?

When will they take them?

Reach and Response

Your project should know if its messages and actions are getting through to the key population(s) who are the target of its work. Are these people seeing and/or hearing your messages? Are they reacting to them?

If you answer 'no' to any of the following questions, you should think about what needs to be done in order in the project to answer 'yes' to the question.

Can you measure whether the project is reaching the key population(s) who are the target of the work?

Yes   No

If yes, how is this done?

If the project can measure whether its efforts are reaching the key population(s), can you determine what percentage of the population(s) are being reached?

Yes   No

If yes, what is that percentage and how is it determined?

Can you determine how the key population(s) responds to your messages or measures? For example, do the key populations and /or intermediary target groups understand the primary prevention message(s)?

Yes   No

If yes, what is the response?

If your project is designed to reach intermediary target groups, can you determine what percentage of these groups are being reached?

Yes   No

If yes, what is that percentage and how is it determined?

Can you determine how the intermediary target groups respond to your messages or measures?

Yes   No

If yes, what is the response?

Improvements and Next Steps

If you think the project can improve what it is doing in the area of Reach and Response, use the following questions to help you decided how best to move forward.

What actions do you need to take to improve the reach of and the response to your project's work?

Who will take them?

When will they take them?

THIS IS THE END OF THE SECOND PART OF SUCCEED.

You now have to move on to the third and last part. Good luck!

RESULTS OF THE PROJECT

Measuring Effects

It is important to know if your project is making a difference among the key population(s). While it may be difficult to measure the results, you should be able to determine if you are moving in the right direction. The same goes for your possible intermediary target groups. You can also use this opportunity to identify any unintended or undesirable effects from your work.

Does the project measure whether the knowledge, attitudes and/or behavior of key population(s) have changed over time?

Yes   No

If yes, how do you measure these changes? (e.g. questionnaires, interviews, project records)?

Does the project measure whether the knowledge, attitudes and/or behavior of possible intermediary target groups have changed over time?

Yes   No

If yes, how do you measure these changes?

Are the changes in knowledge, attitudes and/or behavior among the key population(s) (and possible intermediary target groups) in line with the project's goals?

Yes   No

If yes, what is the data showing for different project goals? (e.g. more accurate knowledge of risk behaviors, decreased stigma and discrimination, better HIV testing habits, consistent and proper condom use, regular use of clean needles, increased uptake of replacement therapy, frank discussions with partners about safe sexual practices)

If no, why not?

If no (i.e. if the project does not measure whether the knowledge, attitudes and/or behavior of key population(s) have changed over time), why not? (e.g. limited capacity, limited resources)

Improvements and Next Steps

If you think the project can improve what it is doing in this area, use the following questions to help you decided how best to move forward.

What actions do you need to take to improve the results of your project?

Who will take them?

When will they take them?

Environmental, Operational & Social Changes

Some projects have goals concerning policy and the health-promoting environment for key populations. A good project also has the potential to have an impact beyond its specific goals.

Don't forget, if you answer 'no' to any of the following questions, you should think about what needs to be done in order in the project to answer 'yes' to the question.

Does the project track the outcomes and/or impact of its work more broadly? (e.g. knowledge, acceptance, reduced stigma and discrimination, obstacles to the provision of services, availability of services, range of service options, legislation, availability of funding)

Yes   No

If yes, how do you track these changes? (e.g. surveys, special studies, national statistics)?

Are the changes moving the project towards its goal?

Yes   No

If yes, what is the data showing? (e.g. reduced stigma, improved availability and/or access to services, increased financial support

If no, why not?

If the project does not track the outcomes and/or impact of its work more broadly, why not? (e.g. limited capacity, limited resources)

Improvements and Next Steps

If you think the project can improve what it is doing in this area, use the following questions to help you decided how best to move forward.

What actions do you need to take to strengthen your project's impact beyond its specific goals?

Who will take them?

When will they take them?

Sustainability

If there is an ongoing need, your project should be taking steps to ensure its work or part of its work can be maintained.

Does the project have an end date?

Yes   No

> If yes, is there a need for the project to continue beyond the end date?
>
> Yes   No

Is the project currently sustainable in the long run?

Yes   No

Have you taken steps to ensure its sustainability?

Yes   No

If yes, what are they?

If no, why not?

Improvements and Next Steps

If you think the project can improve what it is doing in this area, use the following questions to help you decided how best to move forward.

What actions do you need to take to make your project sustainable?

Who will take them?

When will they take them?

YOU HAVE COMPLETED SUCCEED. WELL DONE! WE HOPE YOU FOUND IT REWARDING.

Possible participants in the exercise should have an opportunity to give their feedback on the session.

If time allows:
- **Summarize your most important findings.**
- **Outline how the findings should be documented and used in the future <u>before</u> you end the session.**