Understanding the Adoption of Global Guidance for the ISC

Insights from a Human-Centered Design Approach

JSI · Clinton Health Access Initiative · VillageReach · ThinkPlace

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Section 01

Introduction

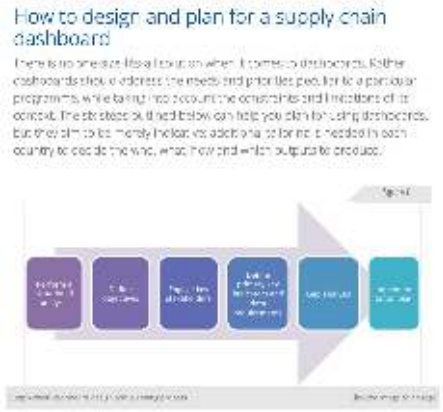
Introduction

The Immunization Supply Chain Steering Committee (iSC2) group of partners is charged with moving forward and monitoring activities related to the Gavi iSC strategy, as well as identifying potential catalytic activities that are needed for implementation through a collective impact approach. ISC partners have created a plethora of tools and guidance to support and strengthen immunization supply chains and ultimately improve immunization coverage and equity outcomes.

It is unclear if and how these guidance documents are used, or what strategies could be implemented to translate guidance into action.

JSI, VillageReach (VR) and CHAI collaborated across several countries and supply chains to explore the challenges of dissemination, interpretation and use of these global technical goods.

Global technical goods, also referred to here as global guidance and global goods are defined as technical materials that advance primary health care, immunization, and the eradication of disease relevant to immunization supply chain, and include guidance documents, training materials, and tools. They are designed to be readily available and effective across multiple countries, contexts, and supply chain system designs. Some examples are below:



Introduction

The purpose of this project is to use a human-centered design approach to understanding how to refine development of global guidance documents and global goods with the intention of a global partners to apply findings in future activities. While this activity looked at guidance related to the immunization supply chain in general there was also special attention was paid to data use guidance.

We sought to:

- Understand the current and potential barriers faced by EPI managers, supply chain technicians, logisticians, and other governmental decision makers at the national and subnational level in accessing, translating and applying guidance in their work.
- Understand preferences of end users for dissemination of guidance related to supply chain management and best practices.
- Understand the familiarity with and use of tools which support data visibility or data use and dissemination of information to improve use.

Section 02

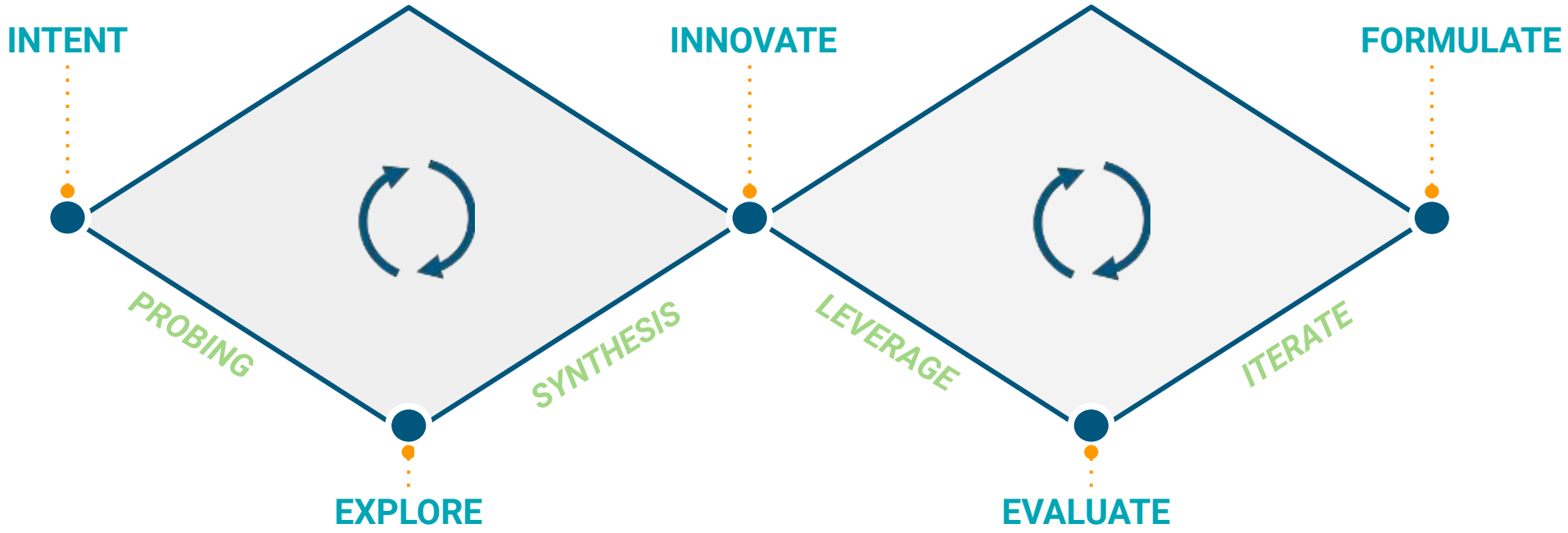
Our Approach

Our Approach

We employed used the **Think**Place Design System™ methodology, which involves a human-centred, multi-phased approach that engages with end users to design services, systems and processes to meet their specific needs and desires. An HCD approach was used to better understand, from the user's perspective, how to improve the design dissemination and use of Global Guidance.

01 INSIGHT GENERATION PHASE

02 IDEA GENERATION PHASE



Our Methodology

Stakeholder Consultations

We conducted one-on-one consultations with logisticians, EPI managers, and implementing partners using semi-structured consultation guides and samples of global technical goods.

Synthesis

After completion of consultations, the data collectors and project team came together to begin processing the information from the consultations. Findings and key points from consultations were categorized based on emerging themes.

Insight Generation

These themes were then further synthesized and transformed into opportunity areas for design that will be used during the co-creation activity. Insights were shared with stakeholders in the 3 focus countries as well as in Cameroon, Sierra Leone, and Tanzania.

Co-design

The opportunity areas for design were refined into How Might We? questions used for brainstorming during the co-design workshop. Ideas were fleshed out then prioritized based on feasibility and level of impact.

JSI, VR and CHAI conducted a total of **7 consultations** in three countries using a convenience sample. There were many challenges in securing time of our intended consultants due to competing priorities such as vaccine campaigns, a measles outbreak and COVID-19. We received IRB exemption approval from JSI's research ethics committee.

Zambia	Mozambique	Laos
Number of consultations:	**Number of consultations:**	**Number of consultations:**

Focus Areas

The research line of inquiry included four thematic focus areas:

01 **Learning preferences and behaviors.** We sought to understand how intended users currently learn new approaches, strategies and management techniques and what motivates or drives their behaviors when learning and disseminating new content.

- *Describe a recent experience learning a new approach/process/technique related to effective vaccine management?*

02 **Awareness and Access.** We inquired about awareness of what global guidance documents referred to, what users were aware existed, and how intended users access global guidance documents currently available including format.

- *What made it easy or hard for you to access global goods such as effective Vaccine Management assessment tool; or Data Review Teams guidance?*

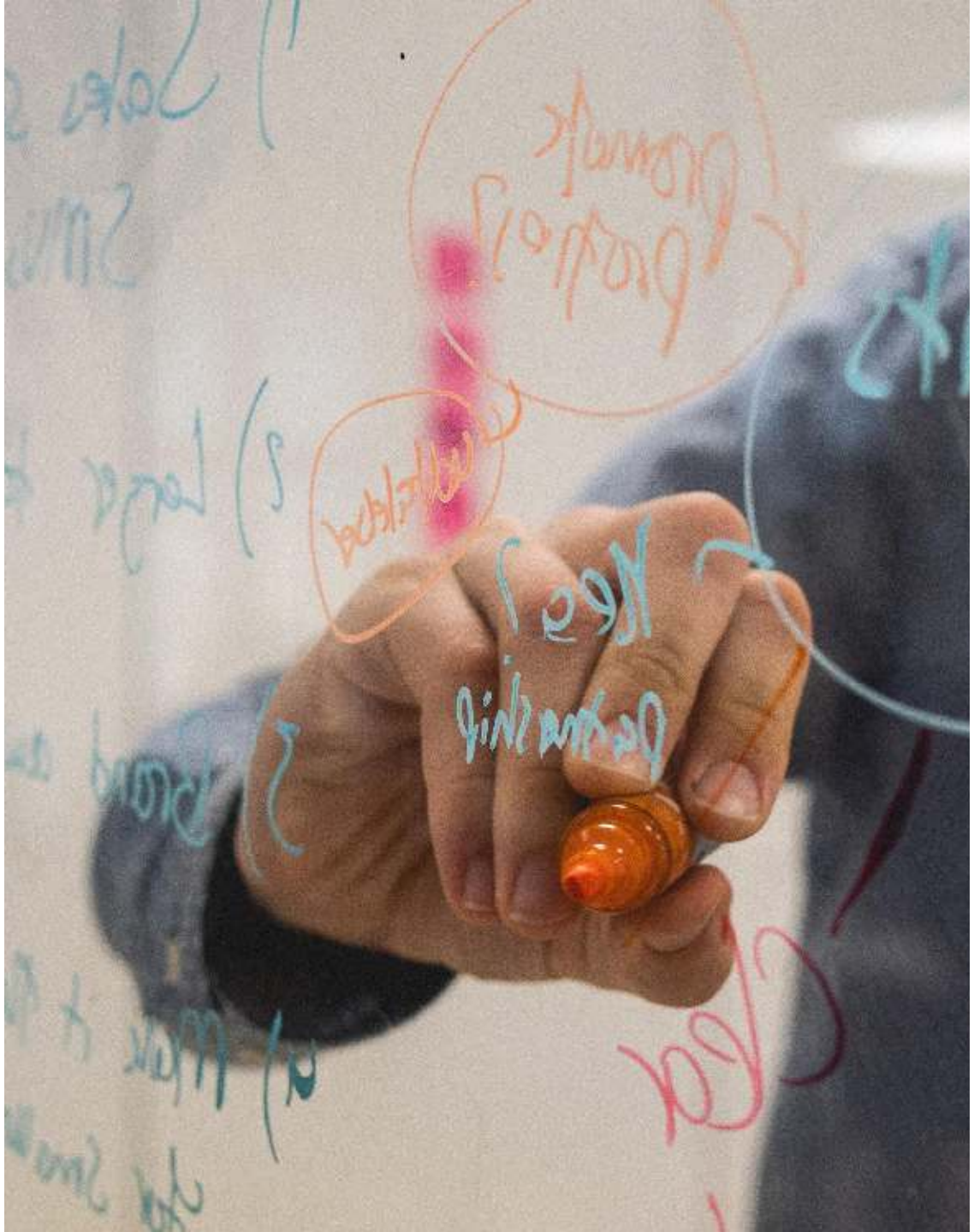
03 **Interpretation and Use.** We asked intended users how new approaches, strategies and techniques are incorporated into their work, what makes it challenging to incorporate new approaches, strategies, and techniques, and factors that influence use and uptake of new guidance.

- *How do you incorporate new processes/approaches/techniques into every day work?*

04 **Data Visibility and Use Tools.** We inquired specifically about preferences, awareness and use related to data visibility and use tools.

- *What makes it hard for you to implement data visibility and use tools?*

Section 03



Findings

Emerging Themes

Design of Global Goods. The process for designing global goods and the design of global goods themselves are pain points for using global goods and implementing the best practices.

Learning Preferences. An important consideration during development and dissemination of global goods are the desired learning preferences of end-users such as face-to-face trainings.

Access. Logistical issues, language, and lack of clarity for central repository act as barriers to accessing global goods.

Use. New approaches, techniques and management practices are more likely to be adopted if embedded within Ministry guidance rather than global technical goods.

Data Visibility and Use Tools. Tools are not often tailored to specific contexts. Competing approaches pose a challenge to adoption of data use best practices.

Design of Global Goods

Relates to the processes and decisions related to format, creation, and dissemination of global goods

- One of the thematic areas came from discussions around the design of global technical goods. Questions arose around what and who drives the priorities for developing global goods?
- There is a need to develop global goods through a more inclusive process that understands the challenges and gaps faced by end users and creates resources to fill those gaps in collaboration with the end users.
- Currently, global goods are developed at the global level with minimum input or guidance from EPI teams. This process makes it challenging to tailor the goods for end users. Global goods can also be very text heavy with minimal examples of local context implementation.
- Additionally, global goods can be outdated and static. A more dynamic process or design of global goods can reflect new trends, share new learnings, and update the tools to respond to the new gaps and challenges as they arise.

> ***Conciseness, easier language, Very difficult to have a one document that serves all countries. Documents need to be in-line to different systems that people are using"***
>
> EPI stakeholder, Laos

Learning Preferences

The behaviors, motivators, and drivers of how users approach learning new strategies and techniques

- Historically, global goods are shared by email without a face-to-face or training component. This may lead to difficulty recalling learnings from global goods. A lack of recall discovered in the consultations raises the question about the most effective way to teach on the content in global goods.
- Respondents implied that face-to-face trainings are more effective and encourage stronger recall. The COVID-19 pandemic provided an opportunity to not only reiterate best practices but also shift approaches to transfer of knowledge. Currently, there is a push for more remote ways of working. However, there was an expressed preference for in-person training that needs to be carefully weighed with the desire to do things virtually.
- Perhaps videos to accompany global goods or considering how we make virtual spaces work better for everyone can balance the desires of our end-users with desires of donors.

> ***We have limitations related to the resources (financial and others) when it's time to replicate the knowledge to the subnational level staff***
>
> EPI stakeholder, Mozambique

> ***Interactive trainings with certification are best way to inculcate updates or new guidelines as participants are more engaged as opposed to self-taught."***
>
> EPI stakeholder, Zambia

Access

The current awareness of global goods such as what they are, where to access them, who produces them, etc.

- Most stakeholders consulted were not aware of the plethora of global goods developed. Global goods that were embedded into everyday tasks and official Ministry documents were more likely to be accessed.
- There were some logistical barriers such as internet access and registration for website access to reach global goods. Language was another barrier preventing users from accessing tools.
- A lack of knowledge around a central repository for global goods that is promoted by all stakeholders makes it difficult to know where and how to access global goods.
- There is also a gap around dissemination including what information to pass down, how to pass down information to subnational levels of a system, and who to pass that information to.
- The way tools are disseminated was also a barrier as users felt there was no ownership over the tool.

> ***Some material are produced outside of the country and in case we request a change it takes forever."***
>
> EPI stakeholder, Mozambique

Use

The way new approaches, techniques, and practices are incorporated and applied into daily practice.

- In general, there was poor uptake of global technical goods.
- Global goods vary in their use cases, some acting as advocacy documents to promote policy changes while others are tools to facilitate implementing a new practice or approach into everyday work. This posed a challenge to uptake of global goods.
- Intended users were more likely to adopt new approaches, techniques and management practices if they were embedded within Ministry policies and standard operating procedures.
- There was a lack of clarity on how to use the tools and also how to disseminate them.

> ***[There is a] Lack of demonstrative videos to make it easier to understand some content."***
>
> EPI stakeholder, Mozambique

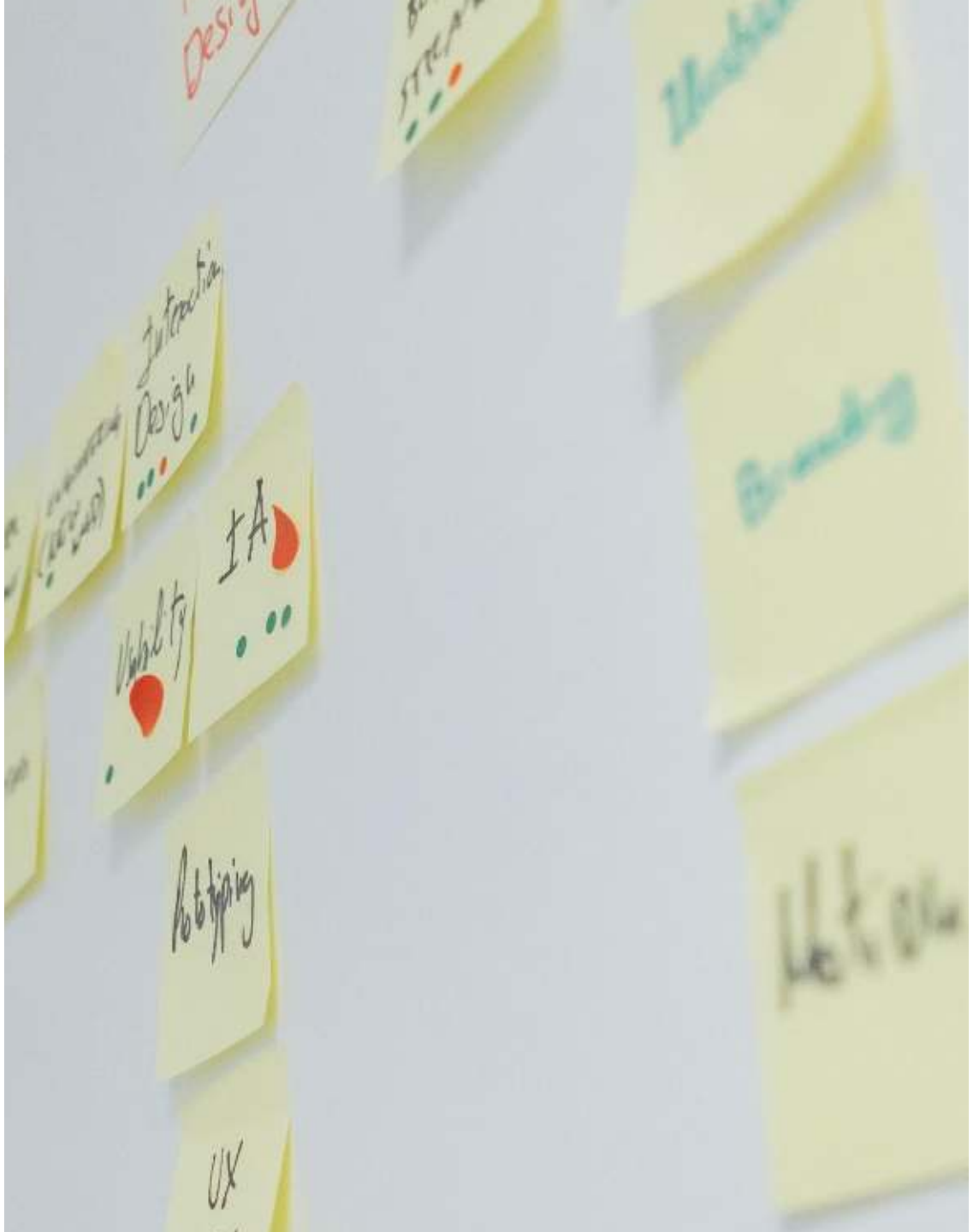
> ***Lack of reference points, networks, or focal persons to get support for additional information or clarity."***
>
> EPI stakeholder, Zambia

Data Visibility and Use Tools

The current awareness and use of data visibility and use-focused global goods and how to make them more usable.

- Data visibility and use tools had similar challenges. In regard to data use tools, they varied greatly by organization and implementing partner with each having a slightly different techniques for data use tools.
- The data visibility and use tools were not adaptable to a particular context making them challenging to use. They lacked a co-creation process and flexibility.
- We should consider how to leverage existing channels of dissemination to get input and involve the users in the development of these tools.

Section 04



Looking Forward

Opportunities for design

How Might We?

The findings lead to a number of opportunity areas for designing solutions.

Learning Preferences:

How might we better balance differing stakeholder requests?

There is a need to find middle ground between learning preferences for face-to-face training and a desire to transition to remote opportunities. It is important to make virtual spaces work better for all audiences by using videos or recorded webinars for dissemination.

How Might We?

The findings lead to a number of opportunity areas for designing solutions.

Design:

How might we simplify global good documents to be practical and easy to use?

Some global goods are text heavy posing a challenge to deciphering key pieces of information. Clearly articulating the purpose and intended use case of a global good can make sure the goods are used as intended.

Different audiences will use the goods in different ways. Those who develop global goods can create mechanisms to support ease of use in deciphering who and how should use the goods and in what way.

How Might We?

The findings lead to a number of opportunity areas for designing solutions.

Design:

How might we improve to create an inclusive process of global goods creation?

One way to ensure the goods are designed for end users is to include end users in the process. There are ways to leverage existing channels to solicit feedback or change the funding mechanism so end users have a stronger say in which global goods are developed and what they look like.

How Might We?

Use:

How might we develop generic global guidance tools which can be adapted to country specific environment?

There is a need to better contextualize global goods and allow them to be tailored to better reflect a particular context.

Perhaps by offering core components and then components that can be adapted to a specific context.

How Might We?

Use:

How might we build on or iterate or improve on the existing global goods? How can we create opportunities for reflection?

One gap area is around maintaining existing global goods. Rather than reinventing the wheel, there is a need to update and iterate on current global goods.

As global goods are used, we must respond to feedback and improve them.

How Might We?

Access:

How might we disseminate the global good for the end users/target groups?

There is an opportunity to leverage existing networks and channels to disseminate global goods. Stronger and more consistent communication from donors, implementing partners and ministries can support ease of access and stronger dissemination.

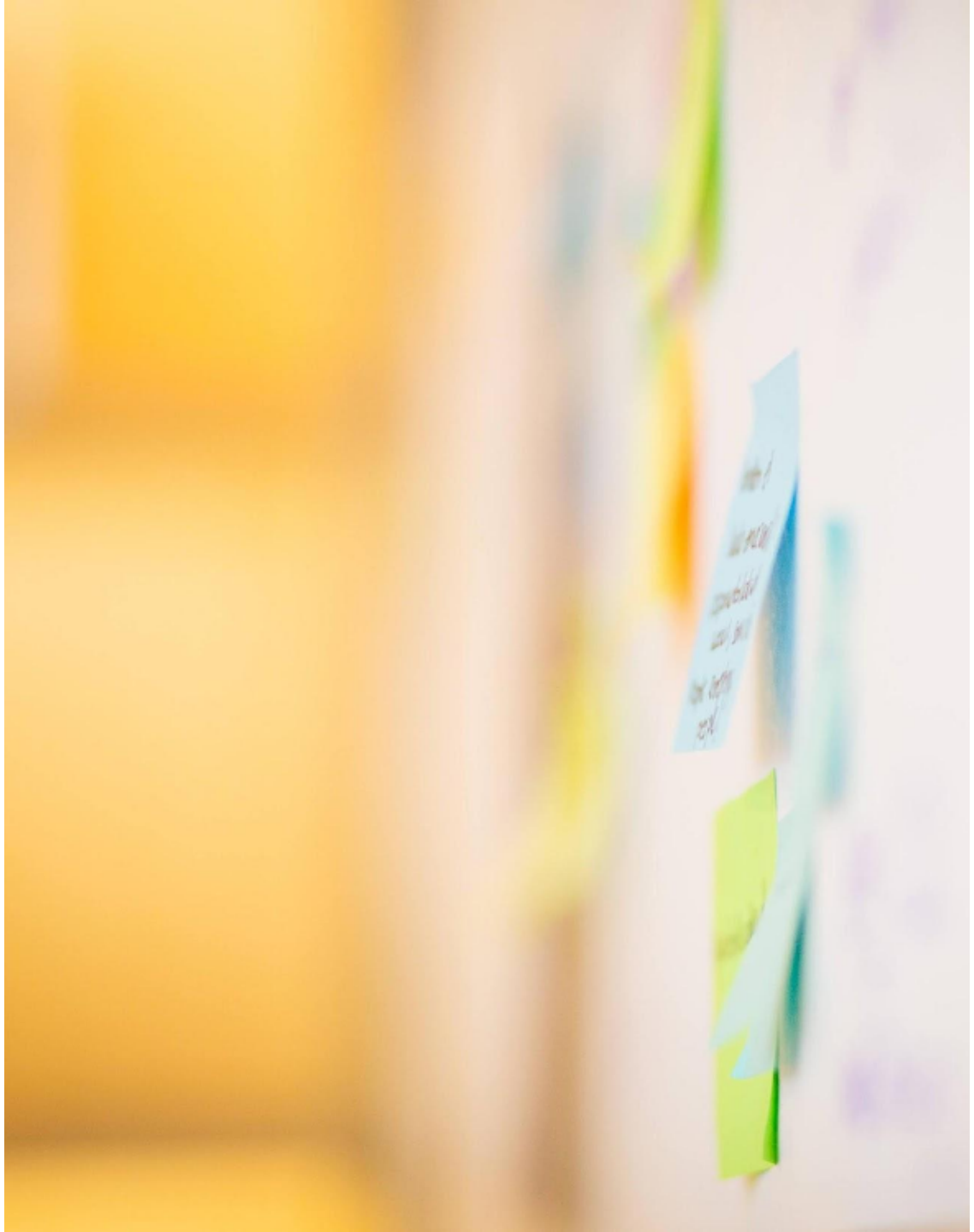
How Might We?

Access:

How might we better leverage communities of practice to help disseminate and co-create global goods such as IAPHL or TechNet?

Communities of practice exist and members in these communities of practice are intended users of global goods, however, there remains a gap between development of global goods and implementation or use of global goods. There is a need to explore how we might redesign these communities of practice so they are more relevant and in-touch with end users' needs. There is an opportunity to use these communities such as IAPHL and TechNet to engage users in identifying challenges, contributing to developing global goods, providing support or training. These networks can tap into the existing knowledge, experience and expertise of a wider range of intended users.

Section 05



Co-Design Workshop

Exploration of findings and concepts

05

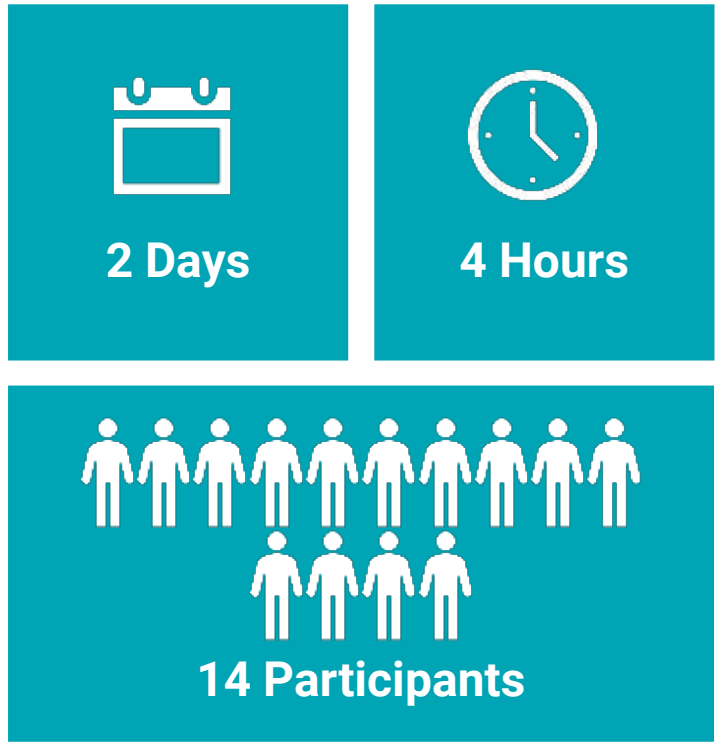
Introduction

Purpose of the workshop

The purpose of this co-design workshop was to bring together **EPI managers, supply chain technicians, logisticians, and other governmental decision makers,** CHAI, JSI, VillageReach teams to explore opportunities to tackle the design challenge. The workshop was held over two **2-hour sessions** on 28 and 29 June 2022 and involved **14 participants,** representing various organisations and roles.

Following the workshop, ThinkPlace & JSI captured **recommendations and solutions** that can be taken forward for prototyping and testing in future programming.

Please note the following slides do not capture the conversation verbatim, rather they presents a snapshot of key discussion questions and activities.



Our Co-Design Approach

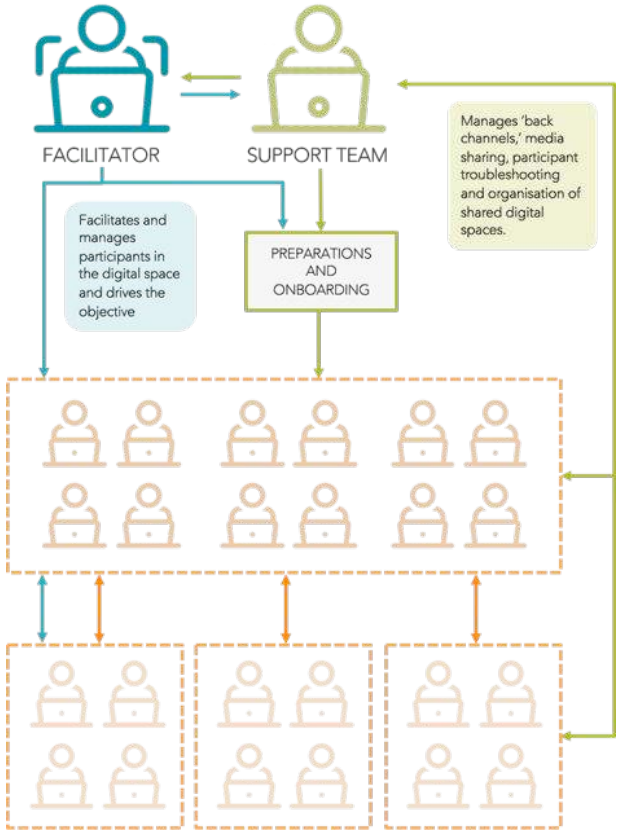
The purpose behind co-design

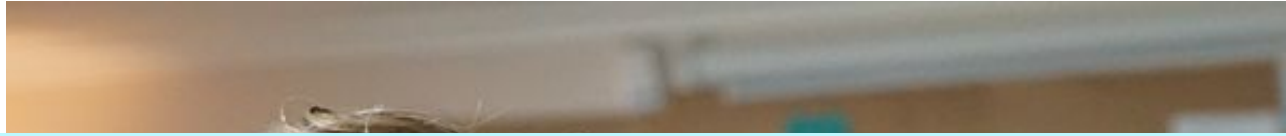
ThinkPlace embed a 'co-design' approach which allows us to convene multiple perspectives from different parts of a complex system in order to (a) build empathy across the system and (b) forge shared ownership over a solution by co-constructing the solution together.

Working in this way not only products a better design outcome, but it also de-risks the intervention in the long term by stimulating local ownership and contextualisation from the outset.

How we collaborate in a virtual environment?

The diagram to the right demonstrates a typical structure for our co-design sessions. Facilitators drive the session objective, with the help of the support team. There is then a main participant group and then a number of smaller breakout groups to help generate discussions.





Guiding Principles of Co-Design

How to apply our principles

Enhancing capability remotely requires innovative and novel approaches. We deeply understand this, and it has informed the approach we have chosen to take:

Meaningful engagement is key.
We understand that any engagement is only as good as the experience it generates for those who participate in it. Starting with a strong understanding of who our participants are, we will design the sessions with the goal of making the experience meaningful for them as individuals and as a group. This means we need to take into account both their soft and hard skills as well as the kind of pedagogical methods that best suits them.

Empathy is important to co-design, and also to the discussion sessions.
We have proven tools and techniques for engaging diverse audiences and producing real, tangible outcomes workshops and discussion sessions. Our approach is centered on principles of empathy and respect that encourages participants to adopt a mindset for being open to new concepts and challenging themselves.

05 Design Challenge

How might we improve the development and use of global guidance documents and global goods among intended end-users such as EPI managers, supply chain technicians and implementing partners?”

Understanding the Challenge

Key opportunity areas

After presenting the key insights, the following three questions were the focus of this co-design session. The main participant group split into three breakout rooms, with each room discussing what ideas could be generated to address each opportunity area.

Group One	Group Two	Group Three
How might we create a more inclusive process for developing global guidance and global goods?	*How might we develop global guidance tools, which can be adapted to country specific needs?*	*How might we embed global goods within Ministry of Health policies and procedures to encourage stronger uptake of techniques, approaches etc?*

05 How might we create a more inclusive process for developing global guidance and global goods?

Group One

Brainstorm Results

Top Idea:

- ***Country Level Community of Practice***

Overview of Concept

Country Level Community of Practice:
The aim is to bring together people, ideas and knowledge, where understandings of global guidance can be shared and adapted to specific local contexts. The Country Level Community of Practice would facilitate and guide the process, pulling input in from all key members.

The group would also follow up on global guidance principles that have been adopted to evaluate what is and isn't working. This will be shared through several guides, focusing on knowledge management and adaptation, as well as the incorporation of global guidance principles.

Additional ideas generated:

- Task force to implement and evaluate document management
- Short and long term courses for health care workers
- In-country focal point to develop materials
- In-country visits to contextualise and exchange ideas
- Video training
- Experience exchange between stakeholders

Idea 1: Country Level Community of Practice

Detailed explanation of activities, beneficiaries and indicators

The Country Level Community of Practice would firstly involve identifying a person who can connect with stakeholders at all level and help them to gain an understanding of the best practices on knowledge management. They will act as the focal point person and will help to incorporate community of practice updates into existing meetings on Immunisation as well as through existing platforms used to disseminate information. EPIs will also need to be assigned to a specific practice or department, with ongoing responsibilities to the Ministry of Health being fully considered. This will help in the contextualization of global goods and guidance.

This idea would benefit a number of different stakeholders, including:

- EPI managers at all levels, due to their able to streamline the process of global guidance
- Immunisation partners, who would be able to access a channel to share what's going on in each country
- Logistians at all levels, who would be able to do better stock management, have a more reliable supply due to the adoption of best practices

In terms of demonstrating the change that this idea would create, our discussions highlighted a number of key indicators which could be utilized, including:

- The number of links to peers across provinces
- The number of people actively involved in the groups
- The number of questions asked about the new guidance, perhaps through peer-to-peer responses

Biggest Risks?

- Might not get information validated or contextualized
- Lack of political support
- Knowledge management is time consuming
- Might not be enough capacity or resources to add more tasks for people to complete

05 How might we develop global guidance tools, which can be adapted to country specific needs? Group Two

Brainstorm Results

Top Idea:

- ***Retrospective Learning for the Future***
- ***Global Goods Helpdesk***

Overview of Concept

Retrospective Learning for the Future:
Involves the evaluation of past implementation in specific countries to understand how global guidance tools can be adapted to particular contexts in the future.

The aim is to encourage reflection and learning through reviews at the country level, where the challenges and successes of particular implementations can be identified. This process can then help to inform future implementations that a specific organisation is updating or refining, enabling them to be more adaptable to the specific needs of a country.

Global Goods Helpdesk:
The developed of a global goods helpdesk, where global guidance resources and tools can be shared between countries and then adapted and tailored to their specific needs and contexts.

Additional ideas generated:

- Involvement of people at the sub-national level
- Establishment of an existing source for sharing resources around global goods
- Transparency on the tools which are most useful on the ground

Idea 1: Retrospective Learning for the Future

Detailed explanation of activities, beneficiaries and indicators

The Retrospective Learning for the Future model would firstly require the creation of a generalized, user–friendly assessment criteria to evaluate in-country implementation on their use of global goods. This could be a qualitative approach to complement traditional evaluation and would be undertaken periodically.

Whilst a new platform could be generated, this evaluation tool would be incorporated into existing structures to reduce financial costs and prevent the creation of parallel systems. An element would then be added so that reviews could be left on global good tools and to create an interactive process, where stakeholders could comment on which implementation should be taken forward in specific countries and/or how they could be adapted. Community feedback mechanisms would be incorporated and the engagement of key partners would be necessary to dissemination the tool among country level stakeholders. Implementing partners would be assessed separately to determine their representation and marketing of the tool.

There are two main groups of beneficiaries with this idea, including:

- Stakeholders who the global goods specifically target, these would mainly be those at the country level
- Implementing partners due to the fact that they will be able to take a more self-reflective and critical approach, whilst keeping the target audience in mind

In terms of demonstrating the change that this idea would create, our discussions highlighted a number of key indicators which could be utilized, including:

- The findings and learnings from the evaluation of global goods, trying to also incorporate community feedback
- Buy-in from the Ministry of Health as this implementation would need support. This might require the Ministry of Health to be assigned as a partner in the implementation process.

Biggest Risks?

- Hard to ensure that we're evaluating the global goods, and not just the implementation of the good and its uptake as a result of the enabling environment
- Hard to determine success of implementation of global goods and to determine which factors specifically effect the success in each country. The process of evaluation can be quite complicated.

Idea 2: Global Goods Helpdesk

Detailed explanation of activities, beneficiaries and indicators

Whilst the Global Goods Helpdesk could be an entirely new operating platform, the most efficient way would to implement it would be through its incorporation into a pre-existing global knowledge management system, for example, TechNet. Yet, the aim would be to make it more dynamic and responsive to human needs.

The helpdesk would allow you to: request global goods; support the rolling out of global goods guidance and tools; answer frequently asked questions; and assist in data sharing between countries to tailor to specific needs. The helpdesk would ultimately support the roll out of global goods and obtain feedback from the ones that have already been implemented, with the team being able to see iterations of tools and their adaptation for different contexts.

This idea would benefit a number of different stakeholders, including:

- Stakeholders who the global goods specifically target, these would mainly be those at the country level
- In country partners as they can see what areas of support the Ministry of Health requires in order to implement global goods
- Developers of global goods who are able to identify areas they need to improve on and which global goods are the most relevant in each country
- Ministry of Health who can use it to better implement certain global goods due to the information obtained from the helpdesk

In terms of demonstrating the change that this idea would create, our discussions highlighted a number of key indicators which could be utilized, including:

- Tracking engagement with helpdesk, for example, the number of clicks or downloads of resources
- Survey or questionnaire on the effectiveness of the helpdesk for global good implementation in specific countries
- Voting system of global goods, where you are able to see which ones are being used across countries and identify global goods and guidance which has been easily adapted

Biggest Risks?

- Issues related to funding as the development of a helpdesk would be very expensive
- Complicated to maintain and monitor due to the number of partners, countries, resources and people involved
- Ensuring that people running the platform and responsive to requests and have the time and capacity to rank resources and adapt them for specific country contexts

05

How might we embed global goods within Ministry of Health policies and procedures to encourage stronger uptake of techniques, approaches etc?

Group Three

Brainstorm Results

Top Idea:

- ***Periodic review of Global Goods***
- ***Process for tailoring Global Goods to Country Context***

Overview of Concept

Periodic review of Global Goods:
This would involve the reviewing of global goods at regular intervals during the year by the Ministry of Health to track their implementation and effectiveness. By understanding what is and isn't effective within countries, stronger uptake of techniques and approaches can be encouraged.

Process for tailoring Global Goods to Country Context:
Ensuring that the Ministry of Health has tailored global goods and guidance documents to specific country contexts. This would involve regular meetings of technical working groups, EPI staff and the Ministry of Health to identify places where adaptation is most needed to encourage stronger uptake of techniques and approaches.

Additional ideas generated:

- Annual process for reviewing materials;
- Engage Ministry of Health early to determine capacity;
- Conduct workshops specifically for translation to the local context;
- Vetting process for acceptability of technique
- Tailoring to specific regions

Idea 1: Periodic Review of Global Goods

Detailed explanation of activities, beneficiaries and indicators

A Periodic Review of Global Goods would firstly require the development of a tracker to submit requests for evaluations and updates. A standard operating procedure or statement would be created so that the review process would be universal for all stakeholders across all global goods.

There would need to be greater advocacy for the discussion and review of global goods, for example in NLWG meetings. Yet, timing should be limited here to the review of policies and procedures to ensure in-depth discussions and retain focus.

This idea would benefit a number of different stakeholders, including:

- EPIs due to their updated information to use in their work
- Patients as they receive a better service due to the implementation of best practices learned through updated EPI standard operating procedures
- Smaller countries, especially those where it is difficult to find resources to cover all of these topics
- Partners as they'll spend less time developing resources

In terms of demonstrating the change that this idea would create, our discussions highlighted a number of key indicators which could be utilized, including:

- Dedicated personnel to review/initiate review process
- Review is added as an agenda item on recurring NLWG meetings
- Policies are updated to reflect global goods
- Global goods are being used (self-reported use of global goods)

Biggest Risks?

- Time-consuming as it takes a lot of work to update documents that are not actively being used
- Sustainability and longevity is a foreseeable issue as the review may run for a few years and then drop down in priority as it gets less prioritized by stakeholders

Idea 2: Process for tailoring Global Goods to Country Context

Detailed explanation of activities, beneficiaries and indicators

The process for tailoring Global Goods to Country Contexts requires firstly determining best practices and techniques, identifying areas where adaptation is needed and what components of a global good need to specifically be altered. A country-regional technical working group of EPI staff would need to be created to provide a forum for updates surrounding global goods and what specific tailoring would look like in practice.

There are four main groups of beneficiaries with this idea, including:

- EPIs as it becomes easier and more relevant to implement promoted best practices
- Patients due to the increase quality of services received
- Smaller countries as they are able to learn from others that they might not have had a chance to
- Partners due to their direct relationship and collaboration opportunities

In terms of demonstrating the change that this idea would create, our discussions highlighted a number of key indicators which could be utilized, including:

- Investments in regional working groups and collaborations
- Global (regional) good are being used
- Behaviors have changed as a result of best practices

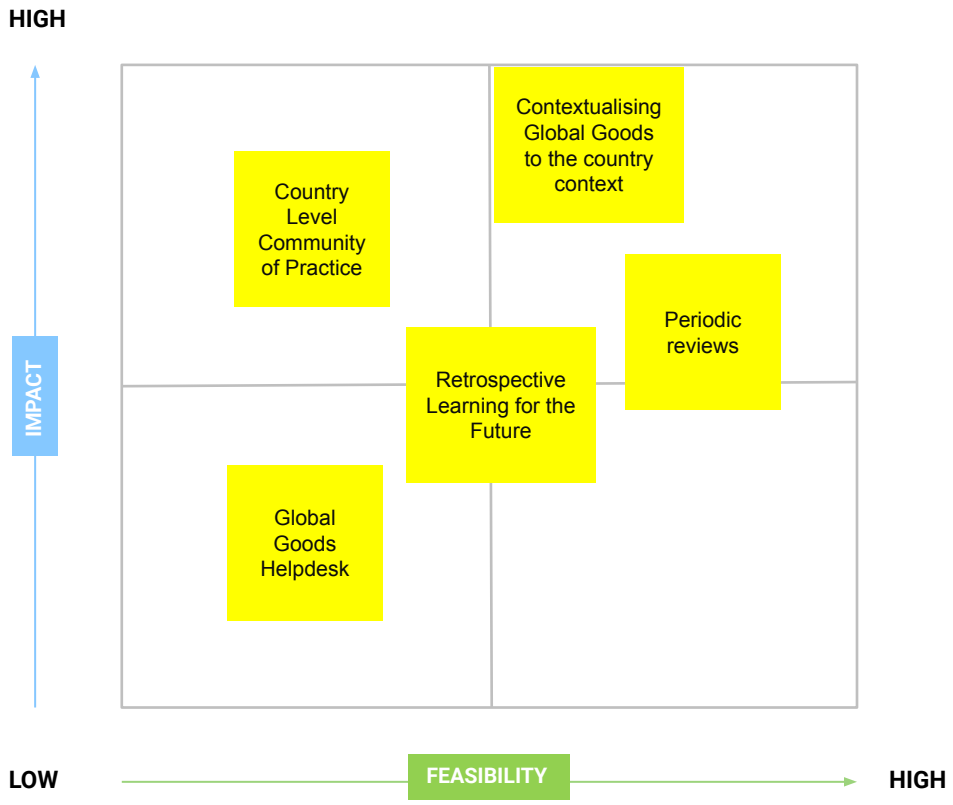
Biggest Risks?

- Time and resources spent on updating global guidance goods and documents, especially with competing priorities
- Lack of effective dissemination throughout the health system
- Challenge of adapting a global good to a specific country context

05

Prioritisation and Mapping Ideas

Workshop participants were then asked to place the ideas along a prioritisation matrix, mapping the impact and feasibility of each intervention. The outcome of this exercise can be seen below.



What do we mean by Impact?

If each of these ideas could be done without any difficulty or costs, which would have the most positive impact?

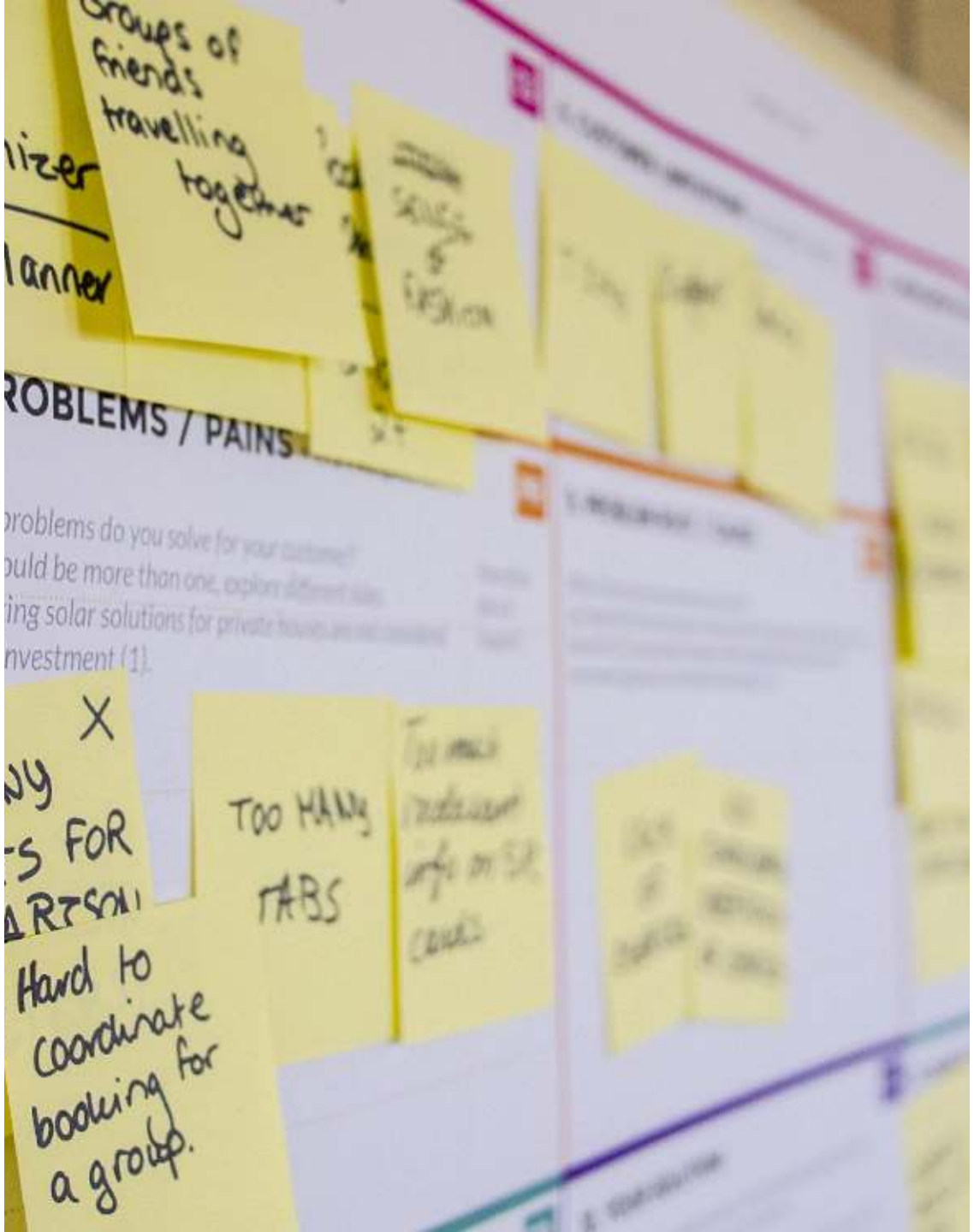
What do we mean by feasibility?

Regardless of their importance, which ideas are more feasible than others? (Consider cost, time, effort and complexity)

The prioritization and mapping is an example of the diverging and converging nature of HCD. During the ideation phase, when participants are coming up with ideas, we diverge. As we refine these ideas and being to prioritize, we start to converge to create a list of most impactful and most feasible ideas.

Section

06



Solutions & Recommendations

Improved development & access to Global Goods

HCD Protocol Implementation

Recommendations (Adoption of Global Guidance for the iSC)

The following set of recommendations for the adoption of Global Guidance for the iSC have been captured as a result of insights generated through the research and co-design phases. These recommendations can be further developed and refined through prototyping and testing in future programming. Recommendations are based on our interpretation of feasibility and importance. Further consideration is needed by Gavi regarding process, roles and responsibilities, and funding to bring these ideas to fruition.

Integration of global goods and global guidance documents into existing systems

Currently, other Gavi-funded initiatives are creating a repository or catalogue of existing global goods. This catalog may serve to organize global goods, provide a central location for ease of access, and guide users on which global goods might suit their needs.

Yet it is important to ensure there is integration between these repositories, future global good and global guidance documents, and existing systems. This will not only help prevent the duplication of resources but will also ensure that time can be effectively spent on the implementation and evaluation of global goods and guidance documents, rather than the logistics and management behind this.

Ensure there is a clear distinction between roles at the regional and country levels to ensure accountability

In order to ensure ownership and adoption of global guidance for the iSC, roles at the regional and country levels needs to be clearly identified and defined.

With this added component of accountability in their role requirements, there should be limited confusion between key stakeholders tasks and responsibilities. Objectives will be known at each stage of the adoption process and regional and country level stakeholders will be able to clearly communicate any additional needs to one another.

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Recommendations (Adoption of Global Guidance for the iSC)

Continued

Increasing effectiveness of implementation requires contextualizing global goods and guidance documents for specific countries, regions and health system levels

While there are high impact practices related to immunization supply chain management, in many instances, the same challenge will not be fixed by the same solution. This is true for global goods. The promoted techniques, management practices and behaviors shared through global goods might look slightly different across regions, countries, and levels of the health system.

The design of global goods with flexibility and adaptability in mind will allow end users to more easily tailor the goods for their specific needs within their context. This would make adoption and application of global goods more likely and easier for end users. In order to do this, the process for designing global goods and sharing them would need to provide support for contextualization.

The implementation of global goods and global guidance documents should be periodically evaluated and reviewed

In order to determine whether the implementation of global good and guidance documents have been effective, there needs to be a systematic evaluation and review processes.

Not only would this involve the review of global goods at regular intervals during the year by the Ministry of Health to track their implementation and effectiveness, but this would also incorporate the feedback and reflections of those at the country level, where the challenges and successes of particular implementation can be identified. By understanding what is and isn't effective within countries, stronger uptake of techniques and approaches can be encouraged.

Recommendations (HCD Process)

Recommendations were also captured by ThinkPlace surrounding the use of human-centred design to understand the application and impact of global goods, and how the protocol can potentially be brought to scale for other programming in the future. These recommendations were generated from observations and feedback received from partners who participated throughout the process.

Generate buy-in

No technical expert has more knowledge than the users about how to solve the barriers to adoption of global goods. The HCD approach encourages collaboration and participation at each stage of the process. We cannot guarantee sustainable solutions without looking at the problem from different perspectives. This forces us to reexamine our preexisting assumptions and co-design solutions tailored to meet the needs of the users.

> ***"The human-centred approach is very in generating user buy-in. This is an important approach for partner-initiated and supported activities which are planned to be sustained by the host government."***

Making space for creative thinking

It's important to encourage those involved in the HCD process to challenge their existing ways of thinking and think 'outside of the box' to generate innovative solutions. By emphasizing that there are no right or wrong ideas, participants are more inclined to share their thoughts and be creative with their thinking.

> ***"I like the collaborative approach and the space provided for people to explore 'crazy ideas' that may not be crazy after all."***

Recommendations (HCD Process)

Continued

Ensuring there is enough time

When scheduling interviews or co-design sessions as part of the HCD process, it's important to ensure that enough time has been allocated for each section of the agenda. The amount of time given for discussions can often be underestimated, yet in order to get the most out of the HCD process participants need to feel that there is adequate room to generate and engage with ideas.

Managers may often face scheduling challenges with consultations, often having competing priorities for their time. In these cases, a small incentive may be beneficial to secure time.

> ***I wish we had a little more time to flesh out the 'How might we' questions that we used"***

Asking the right questions

It's important to solve the right problem. At the end of the explore phase (exploratory research), the team should come together, discuss what they found and use these findings to inform the design challenge questions. These questions will set your team up for success during the design phase, and ultimately providing solutions to the problem they are trying to solve.

Everyone should contribute to developing these questions, and reflect on some of the following:

- Is it based on an insight we uncovered during our research?
- Is it broad enough to ensure many creative ideas?
- Does it suggest a solution?

Recommendations (HCD Process)

Continued

Remaining agile

The design process is iterative. This means it breaks up the process into phases to allow for frequent reflection, feedback, adaptation and improvement. End users should be consulted frequently – from developing the lines of inquiry to ensure the correct terminology is used during the explore phase through to creating the How Might We questions to ensure the right issue is being solved. Being agile means abstaining from rushing to solutions.