Module 4. Management for Integrated NTDPs

Session 1. Best Practices on Managing Integrated NTDPs
Overview

- Roles and responsibilities
- Leadership styles
- Teamwork
- 2 Case Studies
- Benefits and Principles of Integration
- Advantages and disadvantages to Integration
- Sustainability and programme transition
- Community compliance
- Key messages
Who is responsible for managing the integrated NTDP in a country?
Managing the National Integrated NTDP
- best practices-

- Establish government leadership.
- Leadership styles
  - Coordination mechanism: NTD Task Force
- NTD PM: planning, organising, staffing, directing, coordinating, budgeting and timely decision-making.
- Teamwork
- Motivation
- Agree roles and responsibilities of all parties.
- Negotiate MOUs with partners.
What qualities/skills should an NTDs programme manager (PM) have?
Leadership Styles

Think to yourself where your strengths are. How do you use different leadership styles to accomplish what needs to be done? All styles are needed, but in different circumstances suggest appropriate situation for these styles:

- **Autocratic**
  - ‘I say, you do’

- **Democratic**
  - ‘Let’s discuss’

- **Laissez faire**
  - ‘OK, if you want it that way (for now)’

- **Bureaucratic**
  - ‘Send me a memo’

- **Executive**
  - ‘Make it happen!’

- **Diplomatic**
  - ‘OK, perhaps there is another way?’
What are the steps that a country can take to ensure continued leadership and ownership of the process?
Teamwork and Strategies for Teamwork

• Team members conduct activities directed towards a common goal.
• Work closely together or from different locations.
• Communicate well, are informed, and aware of other team members activities.
• Clear roles and responsibilities of all parties.
• Negotiated MOUs with partners, including drug donors.
• Strategies
  – Delegate: assign specific tasks
  – Motivate: energise and direct behaviour of the team(s)
  – Different people/groups are motivated by different things: some may need per diems, others status in their community or wider public ‘recognition’ of their contribution(s)
• Accountability is maintained by the team leader: NTD PM.
NTD PM Case Studies: 1 and 2

- What are the management issues in Case 1?
- What should be done in this situation?
- List 3 management achievements in Case 2.
- Could these frameworks work in your country?
- What could be the challenges in rolling out similar measures in your country?
- What’s the current situation in your country?
- Discuss ways and means of improving non satisfactory management situations.
What areas of NTD implementation are well-suited to integration?
Principles of Integration

• Clarify the government’s priorities.
• Consensus among partners with respect to their NTD goals.
• Integration is not a prescribed formula – it is an attitude.
• An integrated approach allows countries with multiple diseases to optimise use of available resources and minimise the need of special drug distribution activities.
• Efficiencies demonstrated through integration
  – Reduced costs
    • Training, Supervision, Reporting
  – Shared available resources effectively
    • Logistics, M&E
  – Increased geographic coverage
Where would integration not be advisable or counterproductive to programme goals?
Disadvantages and Challenges of Integration

- Combining/coordinating many disease-specific programmes may be complicated by personnel, management, organizational structures, financial and technical reporting timelines.
- Respect the timelines of the various NTDP activities.
- Do not over-load health workers (HWs) with excessive tasks in impossible timeframes.
- Limited human resources and technical capacity will dictate the pace in the early rounds to national scale-up.
- ‘Phase in’ integration and scale up to suit your circumstances.
- Don’t jeopardise mapping or effective coverage.
- Pilot MDA according to national capacity and circumstances.
Benefits of Integration 1

- Cost-effectiveness by pooling limited resources.
- Sharing of training sessions and facilities.
- Pooling of advocacy tools.
- Pooling of social mobilization: TV/radio announcements.
- Utilization of common registers and standard M&E tools.
- Sharing of operational costs and facilities: equipment.
- Sharing of logistics: vehicles, transportation expenses, fuel.
- ↑ impact on poverty and ↓ disease burden as interventions are delivered as a package with synergistic effect and improved outcomes.
- Improved compliance in endemic communities as they will be less frequently called upon to participate/cooperate.
Benefits of Integration 2

- Broader knowledge of multiple disease control for HWs.
- Increased ownership of the integrated NTDP.
- Better cooperation between sectors, ministries (health, education, local government) and local donors.
- Optimization of the use of consultants: social scientists, epidemiologists, entomologists, parasitologists as each will serve >1 programme.
- Improved supervision of community drug distributors (CDDs) and school teachers with fewer resources.
- Strong and consolidated partnership and consensus for control/elimination of NTDs.
How can countries assure funding for NTDPS when donor resources decline?

What happens to STH control after LF elimination is achieved?
Sustainability and Programme Transition

• Importance of national ownership and leadership.
• NTD PMs need to plan early for post-LF elimination control strategies.
  – Keep donors/communities/HWs motivated
    • Different people are motivated by different things
  – Keep partners involved
  – Ensure government policy makers continue support
  – Ensure government budget line for NTDPs
  – Plan the exit strategy early
How should NTD programmes prepare for the possibility of reduced compliance resulting from many years of MDA, adverse events (AEs), serious AEs (SAEs) or rumors?
Communications

- Tailored communication strategies for different target groups during the different phases of the NTDP.
  - What communities need to know before MDA Round 1 will gradually change by MDA Round 5
- Rapid, effective, credible response to AE, SAE and rumours of during MDA.
- Clear guidelines, training for VHV/HWs regarding AE and SAE identification and their management.
- Effective channels of reporting and follow up by the NTDP of AEs and SAEs.
What are the key messages of this session?
Key Messages

• Governments must assert leadership and ownership for long-term success and sustainability.
• Clarify the government’s NTDP.
• Challenges of combining/coordinating multiple NTDPs can be overcome through good leadership.
• Develop consensus among partners with respect to the NTD goals.
• Identify the roles and responsibilities of implementing partners.
• Integration carries out multiple activities with efficient, cost-effective use of available resources.
• Phase-in integration and scale-up according to HRs and capacity.
• NTD PMs need to plan early for exit strategies.