



TOOL SELECTION GUIDE

CHOOSING THE RIGHT QUALITY IMPROVEMENT TOOL



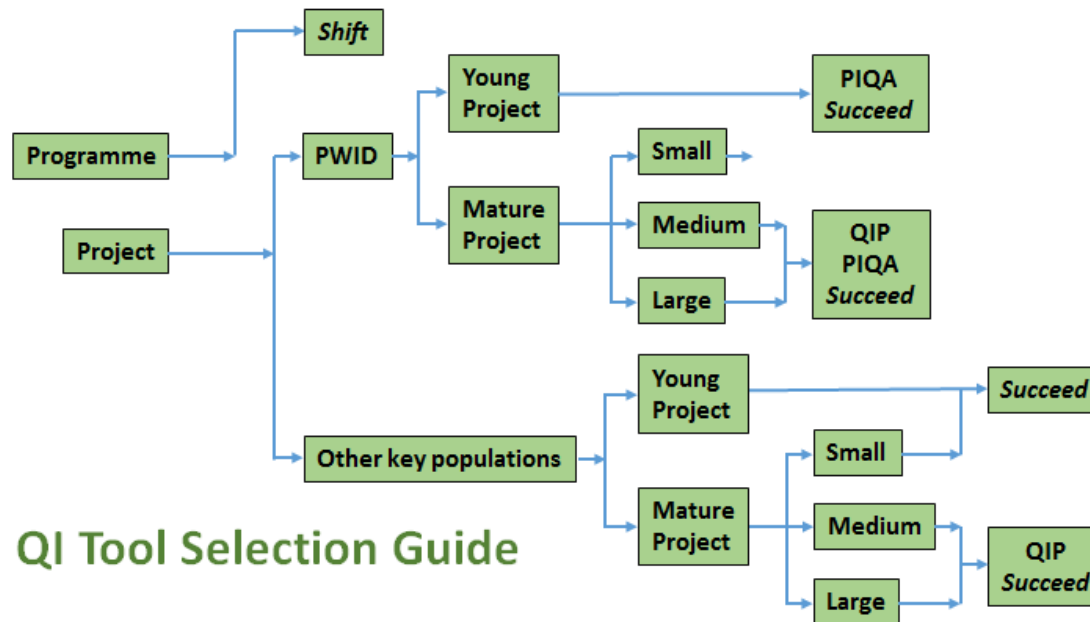
This work is part of the Joint Action on Improving Quality in HIV Prevention (Quality Action), which has received funding from the European Union within the framework of the Health Programme.

This selection guide is designed to help you choose a quality improvement tool best suited to the HIV prevention programme or project you intend to assess and improve. The guide includes three different components:

1. **A simple decision tree** that uses a basic set of factors to suggest different tools based on needs. It will direct you to the tools you should consider.
2. **A brief, side-by-side introduction** to each tool that makes it easy to make an initial comparison.
3. **A set of detailed descriptions of each tool**, broken down into various categories relevant to selecting and using an appropriate tool.
 - The *Applications* column links each tool to the types of projects and programmes that would benefit from its use. It is worth noting that some tools are suitable for a number of different applications. It is also possible to use different tools for the same project or programme at different times in their lifecycle.
 - The next three columns – *Personnel and Expertise*, *Resources* and *Time* – help you understand and assess what will be needed to apply a tool successfully. The combined level of resources can vary significantly given the size and scope of the project or programme being assessed.
 - The column about *Level of Stakeholder Participation* is important because the level of participation, especially by representatives from key populations involved with and/or affected by your project/programme, strongly influences quality. It is important to remember that the meaningful involvement of key stakeholders in the use of a quality improvement tool generally requires some degree of advanced planning, including time to introduce and familiarise them with the tool. However, the added value of their participation should not be underestimated.
 - The last two columns – *Strengths* and *Limitations* – include some additional insights from developers and users of the various tools that you should consider when selecting a tool for your situation.

QI Tool Decision Tree

The first question is whether you are planning to apply the quality improvement tool to an HIV prevention **programme** or **project**. In this context, a programme is defined as an aggregate or collection of projects (e.g. a national, provincial or municipal HIV prevention programme that includes multiple components such as condom promotion, needle exchange, education/information). Projects are generally more focused on a specific activity and/or population. If you are assessing a programme, the decision tree leads directly to the *Shift* tool. If you are assessing a project, you need to decide if it is a project that focuses on **people who inject drugs** (PWID) or some **other key population**.



At different points in the decision tree, you will need to decide if the project being assessed is a **young project** (i.e. rather new, nascent, less experienced) or a **mature project**, a more established project (i.e. developed, experienced). At other points, you will need to decide if the project is **small**, **medium** or **large**. The decision on the size of the project is subjective but it can affect tool selection. In some cases the

decision tree will lead to more than one tool. In these cases it is important to look more closely at the different tools to see which one would work best in your specific situation. Factors to consider include available personnel, expertise, resources, time and the anticipated level of stakeholder participation.

Also, as noted in the decision tree, once a tool has been selected, the methods included in the PQD toolkit can be used to help collect input from community members, project beneficiaries, staff et al. The PQD methods can also be used with these groups — both individually and collectively — to identify different opportunities to improve HIV prevention activities. If you already know and are sure about what you need to improve, you can proceed directly to using PQD.

***Succeed* - Improving the Quality of Prevention Projects**

- *Succeed* is a self-guided self-assessment tool designed for use at the project level. It is particularly useful for projects with limited experience in quality improvement.
- The tool is built around 13 success factors.
- This questionnaire is divided into three sections that are often found in quality improvement tools: Structure, Process and Results.
- The tool also includes three case studies.

QIP - Quality in Prevention

- QIP is a self-guided and externally assessed tool designed for use at the project level. The external assessment provides users with valuable advice from qualified experts.
- The tool is built around an extensive and detailed questionnaire.
- This questionnaire is divided into seven sections: 1) Project description and concept; 2) Personnel and qualifications; 3) Target groups; 4) Planning and preparation; 5) Dissemination and promotion; 6) Process design and 7) Results.

PIQA – Quality assurance for prevention and health promotion projects for people who inject drugs

- PIQA is a self-guided and self-scored assessment tool for use by projects focused on the prevention of HIV, STI, Hepatitis, TB and other infections common among people who inject and/or use drugs. The tool can also be used for other health promotion projects working with this population.
- The tool is built around a brief, straightforward questionnaire.
- The questionnaire includes seven sections: 1) Analysis; 2) Determinants; 3) Objectives; 4) Intervention; 5) Implementation strategy; 6) Evaluation and 7) Contextual conditions.

***Shift* - Improving the Quality of Prevention Programmes**

- *Shift* is a facilitated self-assessment tool designed for use by national and sub-national organisations at the strategic policy and programme level. It can be used by government or non-government organisations (e.g. umbrella NGOs), depending on the oversight and operating structure of prevention programmes.
- The tool is built around a practical, 20-page questionnaire with an accompanying user guide.
- The tool includes eight sections: 1) Know your epidemic, know your response; 2) Key populations; 3) Key stakeholders; 4) Resources; 5) Barriers and enablers; 6) Monitoring and Evaluation; 7) Overall goals and 8) Priorities.
- The tool also includes a Population & Programme Worksheet and a template for Stakeholder Snapshots.

PQD - Participatory Quality Development Toolkit

- PQD is a toolkit with 11 participatory methods for all parts of a project cycle. The approaches are oriented around the needs of key populations and are designed to build and sustain effective collaborations.
- The toolkit is built around proven approaches to draw on local knowledge, secure the participation of the target community, focus on interventions that are oriented around the needs of key populations and build and sustain productive collaborations.
- The toolkit includes a series of case studies.

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Applications	Personnel and Expertise	Resources	Time	Level of Stakeholder Participation	Strengths	Limitations
<p>Appropriate for projects of all different sizes, including small, community-based projects as well as new and/or developing projects</p> <p>Can be used by the implementation team, the management team and individual line managers at any time in the project cycle, preferably after implementation has started</p> <p>Suitable for organisations and individuals who are new to quality improvement</p> <p>Useful when a rapid assessment is required</p>	<p>Best used in a group exercise with a skilled/trained facilitator who has experience with the tool; organisations new to quality improvement should definitely use a facilitator</p> <p>Useful to have a 'project leader' to organise the use of the tool, including the workshop and the follow-up</p> <p>Useful to have a dedicated note taker to document the workshop</p> <p>Requires the participation of people with good knowledge of the project and access to important data</p> <p>Important to involve a range of stakeholders to get different perspectives and identify potential blind spots</p> <p>Requires at least one person with data management skills to track the inputs</p>	<p>Paper-based or electronic version of the tool</p> <p>Production of background materials for group work, if this work is part of the exercise.</p> <p>Capacity to collect additional data, if needed</p> <p>Planned follow-up after the assessment can help ensure that improvements agreed during the process are implemented</p> <p>Useful to set aside a small budget to fund the application of the tool</p>	<p>The amount of time required to complete the exercise depends on the number of stakeholders</p> <p>Preparation time ranges from 10-40 hours, depending on the scope of the assessment</p> <p>Workshop can take 4-16 hours, depending on the scope of the assessment.</p> <p>Workshop could be done in two separate meetings, particularly if there is a need to collect additional data for the discussions</p> <p>It is important to allow sufficient time to use the tool</p> <p>Time required for follow-up with depend on the findings of the assessment</p>	<p>Medium to high</p> <p>Stakeholders ranging from project managers to project beneficiaries can and should be included</p> <p>Straightforward approach encourages participation by various stakeholders</p> <p>A skilled facilitator can help ensure the active participation of the full range of stakeholders</p> <p>Stakeholders can be more or less involved depending on how the tool is used</p>	<p>Step-by-step process</p> <p>Easy to use</p> <p>Open-ended questions promote discussion</p> <p>Explores hierarchies in project management and implementation structures</p> <p>Produces an action plan for quality improvement</p> <p>May lead to strengthened and/or expanded collaboration with project partners (if used with groups of stakeholders)</p>	<p><i>Succeed</i> is <u>not</u> a planning tool</p> <p>Existing assumptions and/or biases may go unchallenged without facilitation</p> <p>Progress may be limited without the involvement of a facilitator</p> <p>Important not to underestimate the value of preparation for the workshop, including familiarisation with the tool by workshop participants</p> <p>Possible to miss important details if the discussion is not open and honest</p> <p>Difficult to know when to stop discussing the open-ended questions</p>

QIP - Quality in Prevention

- QIP is a self-guided and externally assessed tool designed for use at the project level. The external assessment provides users with valuable advice from qualified experts.
- The tool is built around an extensive and detailed questionnaire.
- This questionnaire is divided into seven sections: 1) Project description and concept; 2) Personnel and qualifications; 3) Target groups; 4) Planning and preparation; 5) Dissemination and promotion; 6) Process design and 7) Results.

Applications	Personnel and Expertise	Resources	Time	Level of Stakeholder Participation	Strengths	Limitations
<p>Designed for use by established, well-defined or larger-scale interventions, including projects implemented in multiple locations</p> <p>Designed for use by programme, project or team leaders with inputs from other stakeholders</p> <p>Useful when an external assessment by independent experts is desired or required; the external assessment includes recommendations for improvement</p> <p>Useful to improve the quality of planning and evaluation as well as the quality of implementation</p>	<p>Requires one or more skilled facilitators to fully engage the participants</p> <p>Better results if senior managers lead the exercise or play an active role in it</p> <p>Requires at least one person with detailed knowledge of all aspects of the project and full access to project documentation</p> <p>Most effective if the entire project team, including the full range of stakeholders is involved</p> <p>Requires at least one person with data management skills to track the inputs</p>	<p>Online version of the tool</p> <p>A modest budget to cover the costs of using the tool, including funds for the external assessment and any stakeholder meetings required</p> <p>Production of materials for group work, if this work is part of the exercise</p> <p>Outside facilitator(s) and/or support person may be useful</p>	<p>The amount of time required to complete the exercise depends on the size and complexity of the project</p> <p>At a minimum, it is likely to take 10-15 working days to collect the information required to complete the questionnaire</p> <p>To make the preparation work more efficient, data required for different sections of the tool can be collected and analysed by different participants</p> <p>It can take several weeks for the feedback from the external experts to be sent to the project</p>	<p>Medium to high</p> <p>Stakeholders can be more or less involved depending on how the tool is used</p> <p>The precise language of the tool and dynamics of group work may limit how active and/or involved some individuals are in the process/discussions</p> <p>Participation can be improved by using a skilled facilitator</p> <p>QIP is most effective if the entire project team is involved in the exercise</p>	<p>External assessment provides an objective perspective on the project; feedback from reviewers gives clear directions on project improvement</p> <p>Emphasises the role of stakeholders in the project</p> <p>Helps project teams reflect on what has been done and what can be learned from the different stages of project implementation</p> <p>Helps build an evidence base for what is successful about the project; this information can be useful during discussions with existing and potential funders</p>	<p>Not designed for use during the planning or early implementation phases of a project.</p> <p>Not designed for small or short-term projects with limited resources</p> <p>Requires a significant commitment of time, especially to determine how to address the findings and recommendations</p> <p>Works best with mature projects built around a proven framework and a track record of implementation; new and/or developing projects without a documented history may not benefit from the tool</p> <p>The precise language used in the tool may need to be expertly translated into a national language (from the English or German versions of QIP) to ensure the concepts are communicated accurately</p>

PIQA – Quality assurance for prevention and health promotion projects for people who inject drugs

- PIQA is a self-guided and scored assessment tool for use by projects focused on the prevention of HIV, STI, Hepatitis, TB and other infections common among people who inject and/or use drugs. The tools can also be used for other health promotion projects working with this population.
- The tool is built around a brief, straightforward questionnaire.
- The questionnaire includes seven sections: 1) Analysis; 2) Determinants; 3) Objectives; 4) Intervention; 5) Implementation strategy; 6) Evaluation and 7) Contextual conditions.

Applications	Personnel and Expertise	Resources	Time	Level of Stakeholder Participation	Strengths	Limitations
<p>PIQA is designed specifically for projects focused on the behavioural and social determinants of HIV prevention for people who inject drugs</p> <p>PIQA is not designed for use in medicalised prevention interventions such as substitution therapy</p> <p>Appropriate for prevention interventions and projects aiming to reach and promote the health of people who inject drugs and prevent the spread of HIV and hepatitis among them</p>	<p>Benefits from having a strong champion who has the skills to prepare, lead and follow-up the use of the tool</p> <p>Requires at least one person or a small team with sound knowledge of the various aspects of the project</p> <p>Valuable to ensure the participation of key stakeholders such as implementing partners, affected populations and others with primary knowledge of critical aspects of the project</p> <p>Useful to have a dedicated note taker to document the workshop</p> <p>Requires at least one person with data management skills to track the inputs</p>	<p>PIQA is an electronic tool; however, sections can be printed to share with participants</p> <p>Ability to use an external facilitator with health promotion experience can be useful</p> <p>Capacity to collect additional data may be required</p> <p>Useful to set aside a modest budget to fund the application of the tool</p>	<p>The champion / project leader must invest the time to familiarise him/herself with the tool</p> <p>The amount of time required to prepare for and complete the application of the tool depends on whether stakeholders will be involved; it can range from 6 – 12 hours, possibly in two meetings if there is a need to collect additional data</p> <p>Important to set aside time to follow up on findings resulting from the use of the tool</p>	<p>Low to medium; stakeholder participation may be high if specific plans are made to include direct beneficiaries (i.e. people who inject drugs)</p> <p>Some aspects might be perceived as too technical by direct beneficiaries</p> <p>Very relevant to include implementing partners in the application of the tool</p>	<p>Step-by-step process that is easy to use and creates opportunities to discuss areas for improvement</p> <p>Highlights the strong parts of the project/ intervention</p> <p>Can also yield significant insights on issues that may otherwise be overlooked</p> <p>PIQA's points system can be used for ongoing monitoring of existing strengths to safeguard their quality as well as tracking improvements in implementation</p> <p>PIQA introduces social determinants and the social environment as an important quality aspect in projects for people who inject drugs</p>	<p>Provides a quick measure of the general quality of a project</p> <p>Less effective if direct beneficiaries are not included in the application of the tool</p> <p>Implementing possible improvements requires the participation of primary beneficiaries; PIQA does not include participatory methods or exercises, but these are available in the PQD toolkit</p>

Shift - Improving the Quality of Prevention Programmes

- **Shift** is a facilitated self-assessment tool designed for use by national and sub-national organisations at the strategic policy and programme level. It can be used by government or non-government organisations (e.g. umbrella NGOs), depending on the oversight and operating structure of prevention programmes.
- The tool is built around a practical, 20-page questionnaire with an accompanying user guide.
- The tool includes eight sections: 1) Know your epidemic, know your response; 2) Key populations; 3) Key stakeholders; 4) Resources; 5) Barriers and enablers; 6) Monitoring and Evaluation; 7) Overall goals and 8) Priorities.
- The tool also includes a Population & Programme Worksheet and a template for Stakeholder Snapshots.

Applications	Personnel and Expertise	Resources	Time	Level of Stakeholder Participation	Strengths	Limitations
<p>Designed for use by established or well-defined programmes involving different types of interventions</p> <p>Appropriate for programmes of different sizes, from national programmes to municipal programmes implemented by government or civil society</p> <p>Useful for assessing overall strategies behind different programmes</p>	<p>Depending on the scale of the programme, likely to require a small team with knowledge of the various aspects of the programme; this team should be responsible for all aspects of tool application</p> <p>Designed for use by a programme management team and/or oversight body</p> <p>Essential to ensure the participation of key stakeholders such as implementing partners, affected populations and others with primary knowledge of critical aspects of the programme</p> <p>Requires at least one person with data management skills to track the inputs</p>	<p>Paper-based or electronic version of the tool</p> <p>Capacity to collect additional data may be required</p> <p>Using one or two skilled/trained outside facilitator(s) is strongly recommended</p> <p>Using an electronic audience response system (ARS) is strongly recommended</p> <p>Dedicated budget to support the application of the tool, including funding for the workshop</p> <p>Ability and resources to hold follow-up discussions and necessary training after the assessment can help ensure that improvements agreed during the process are implemented</p>	<p>The amount of time required to complete the exercise depends on the size and complexity of the programme; the whole process may take 3-18 months, depending largely on the level of support from key decision makers</p> <p>At a minimum, it is likely to take two to four weeks to collect the information required to complete the worksheets and prepare the strategic background information. At national level, the process can draw on data used for international reporting efforts (e.g. Dublin, GARPR)</p> <p>The workshop can take one to three days; using ARS can reduce the amount of time required</p> <p>Analysis of the findings can/should be open-ended</p>	<p>Medium to high</p> <p>Stakeholders can be more or less involved depending on how the tool is used</p> <p>The dynamics of group work may limit how active and/or involved some individuals are in the process/discussions; using a skilled facilitator can ensure that all participants have an opportunity to share their perspective</p>	<p><i>Shift</i> encourages open and transparent discussion among key stakeholders, including policy makers</p> <p>Provides policy makers with directly relevant material, which can speed up the policy review and development process</p> <p>Encourages key stakeholders to look beyond their own roles and responsibilities and to broadly consider the quality of an integrated programme</p> <p>Focuses attention on the most important prevention issues and most effective prevention interventions</p> <p>May lead to stronger and/or expanded collaboration with key partners</p>	<p>Five factors for a successful use of the <i>Shift</i> tool:</p> <ul style="list-style-type: none"> - Stable political environment - Support of key policy makers - A strong champion - A commitment to the participation of the full range of stakeholders - Sufficient time and money to properly implement the tool <p>If proper preparations are not made and the full range of stakeholders is not included, some components of a large or complex programme may not be captured in the use of the tool</p> <p>Existing assumptions and/or biases may go unchallenged without an external facilitator</p>

PQD - Participatory Quality Development Toolkit

- PQD is a toolkit with 11 participatory methods for all parts of a project cycle. The approaches are oriented around the needs of key populations and are designed to build and sustain effective collaborations.
- The toolkit is built around proven approaches to draw on local knowledge, secure the participation of the target community, focus on interventions that are oriented around the needs of key populations, and build and sustain productive collaborations.
- The toolkit includes a series of case studies.

Applications	Personnel and Expertise	Resources	Time	Level of Stakeholder Participation	Strengths	Limitations
<p>Suitable for all sizes of projects</p> <p>Useful once a specific need for improvement has been identified; also useful for improving the quality of needs assessments</p> <p>Particularly relevant for projects that want to actively involve key target groups in developing and implementing quality improvements</p>	<p>Project teams must decide how to select and when to apply different methods</p> <p>Having a 'project leader' can be useful when choosing participatory methods for different situations</p> <p>Some methods require support from senior management</p> <p>Some methods require research expertise</p> <p>Most methods require an experienced and capable facilitator</p>	<p>Paper-based or online version of the toolkit</p> <p>Some PQD methods can be done as a desktop exercise</p> <p>Other PQD methods rely on group work, surveys or larger consultation meetings</p>	<p>The amount of time required to complete an exercise depends on the method being used; it can range from several hours to several days or even weeks</p> <p>The step-by-step guides in the PQD toolkit include the amount of time required for each method</p>	<p>High</p> <p>Methods in the PQD toolkit depend on extensive interaction with stakeholders</p>	<p>Encourages more expansive and extensive thinking about stakeholder perspectives</p> <p>Different methods can be very efficient and cost-effective ways to collect stakeholder inputs</p> <p>Case studies provide valuable lessons on how to use the methods</p>	<p>Requires leaders and/or facilitators to understand and engage with the underlying concepts of participation and collaboration to maximise the benefit of using the toolkit</p> <p>May require training if users are not familiar with the concept of participation</p> <p>Some open-ended methods do not use specific quality standards or benchmarks</p>