

# SUSTAINABILITY PLAN

Course material  
EURGen-RefLabCap and the FWD-AMR RefLabCap projects

September 12<sup>th</sup> 2022



# **WELCOME AND THE FOCUS OF THIS COURSE**



# During the meeting - We will follow six principles during the session

**1**

## **UNINTERRUPTED ATTENTION**

Join the course in a space where you can sit uninterrupted throughout the whole meeting.



**2**

## **PARTICIPATE ACTIVELY**

Do not work on other tasks simultaneously, but focus on the ongoing course.



**3**

## **MUTE YOUR MICROPHONE**

Mute yourself while listening to avoid distracting sounds in the meeting.



**4**

## **VIDEO IS MANDATORY**

Always have video on to increase engagement and the feeling of being in the 'same' meeting.



**5**

## **INTERACTION IS REQUIRED**

Lean in and participate in exercises and discussions.



**6**

## **STATE YOUR NAME**

Always start speaking by first stating your name so that everybody knows who is talking.



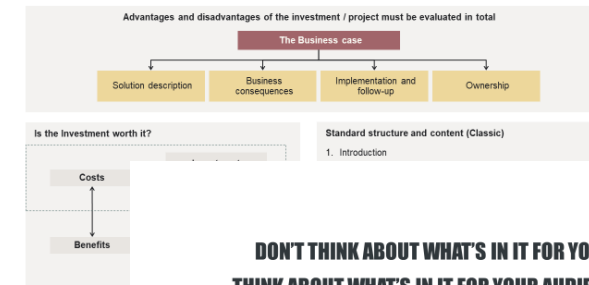
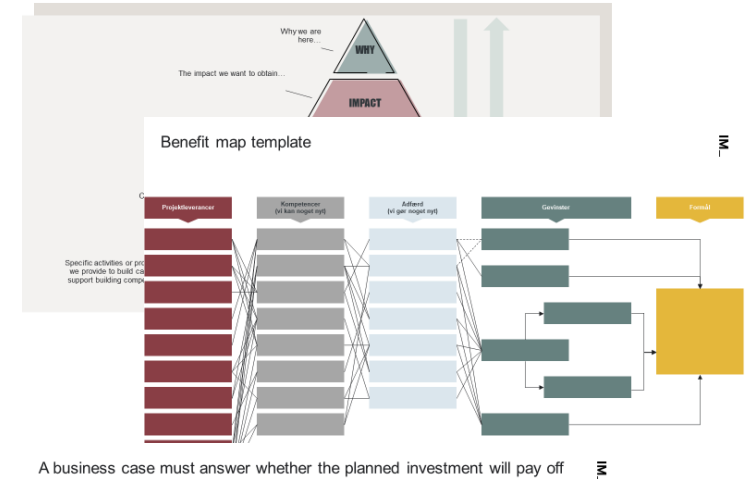
# PROGRAMME SEPTEMBER 12TH

- 1 Welcome
- 2 Recap from Day 1 and reflections on the use of the templates
- 3 Introduction to the business case and its elements
- 4 How to make a business case
- 5 Introduction to stakeholder management and how to optimize output of it
- 6 How to make a stakeholder strategy
- 7 Thank you



...for a detailed programme – ref next slide...

An overview of value creation – The Benefit Hierarchy



**DON'T THINK ABOUT WHAT'S IN IT FOR YOU.  
THINK ABOUT WHAT'S IN IT FOR YOUR AUDIENCE.**



# Your preparation to the course

- In order to get the best possible outcome of this course we encourage you to bring a case that you can use during the course exercises. This will enable you to apply tools and methods on your own activities.
- We are aware, that you have been asked to fill out an action plan template as part of the EURGen-RefLabCap and the FWD-AMR RefLabCap projects.
- You are welcome to pick some “tasks” or one or more “core functions” from this template to use them as a case for the course, if you find them well suited to this purpose.
- Most important for the case is that it consists of one or more tasks or activities, that are temporary in nature and that are funded by someone else.
- The exercises during the course will focus on how the tasks/activities can be related to the elements of a business case and to stakeholder management

case

# EURGen-RefLabCap and FWD AMR – RefLabCap projects

Case : '**WGS data storage**' – content description

## **Aims/objectives:**

*Provision of:*

- IT-infrastructure,
- Data management,
- Data flow (patient->result),
- Data analyses,
- Data validation, and
- Meta data-linkage
- Long-term secure storage

- **Used** to implement molecular surveillance and outbreak detection of resistant priority pathogens
- **Designed** to have capacity for current and future needs (e.g. activity levels)
- **Submitted** to institute management, IT administration, ministry of health, other funding bodies
- **Describes** needs, costs, benefits and risks



# SUSTAINABILITY PLAN AND THE FANTA MODEL

- RECAP



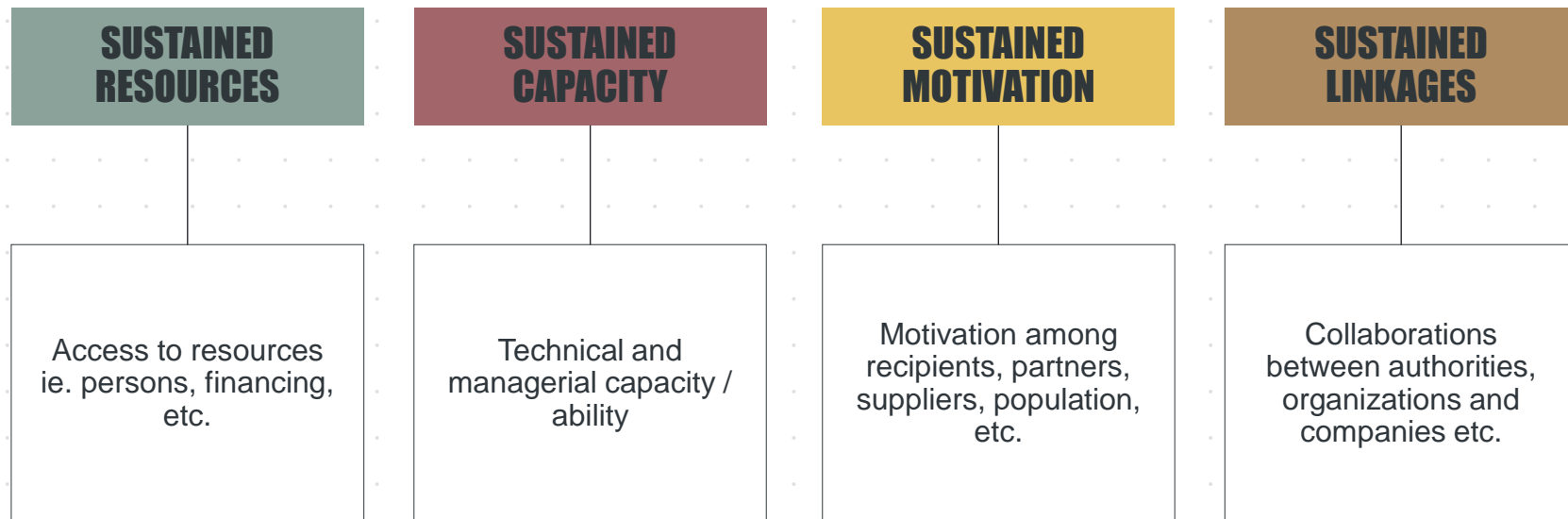
# What is a sustainability plan?

**A SUSTAINABILITY PLAN** is a specific plan describing how your project or program (or task) intends to withdraw while assuring that the achievement of development or innovation goals are not jeopardized and that further progress toward these goals is made.

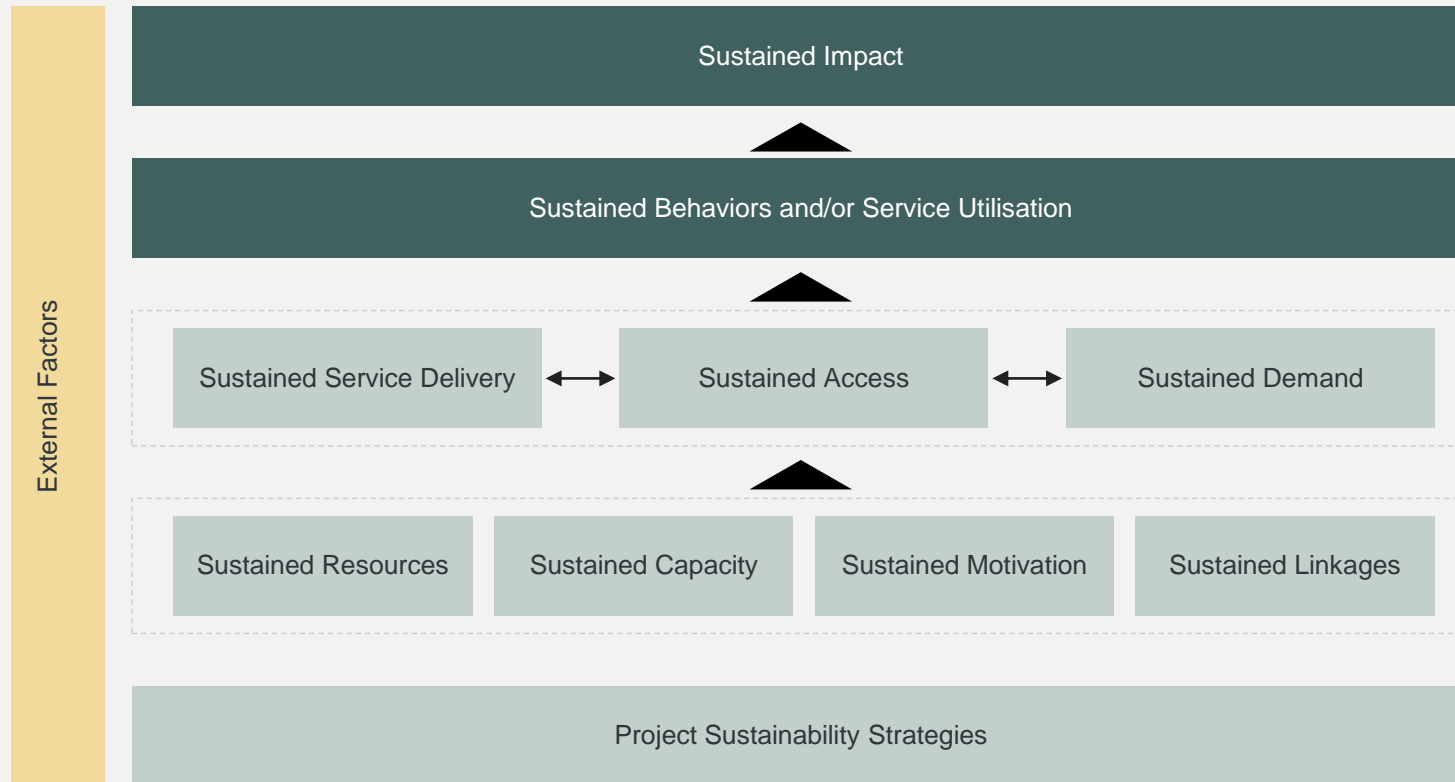




# What is sustainability?



# The FANTA - model



- Service delivery: That a service is provided to a recipient
- Access: That the recipient has access to the service
- Demand: That the recipient demands the service

- Resources: Access to resources ie. persons, financing, etc.
- Capacity: Technical and managerial capacity / ability
- Motivation: Motivation among recipients, partners, suppliers, population, etc.
- Linkages: Collaborations between authorities, organizations and companies etc.

**EXIT-STRATEGY**

**- RECAP**

**Exit**



# Guiding principles when planning an exit or activities for obtaining funding supporting sustained impact of your tasks or core functions

1

Plan for sustainability from the outset

2

Think about sustainability early on

3

Consult with partners and stakeholders regularly

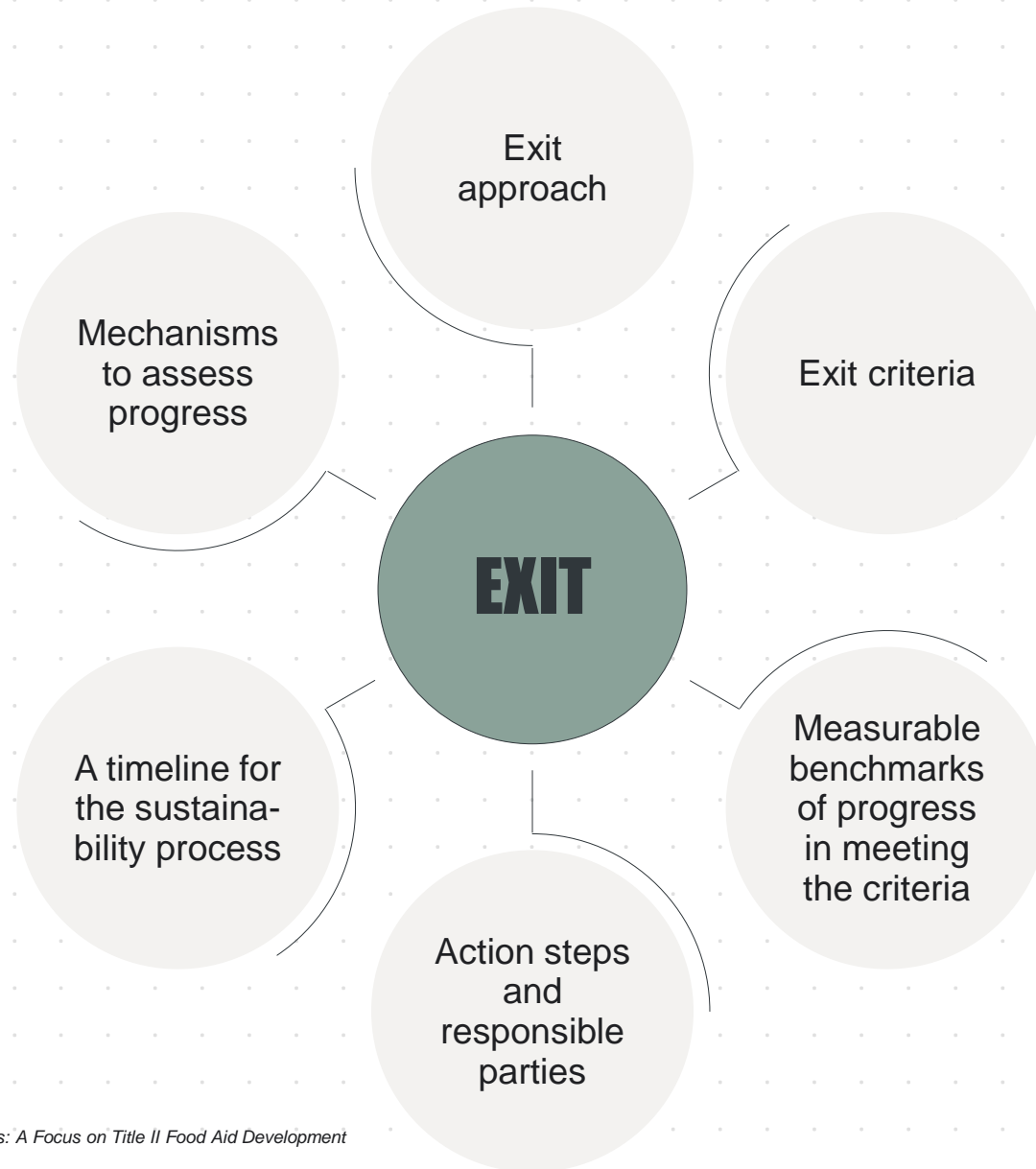
4

Communicate constantly

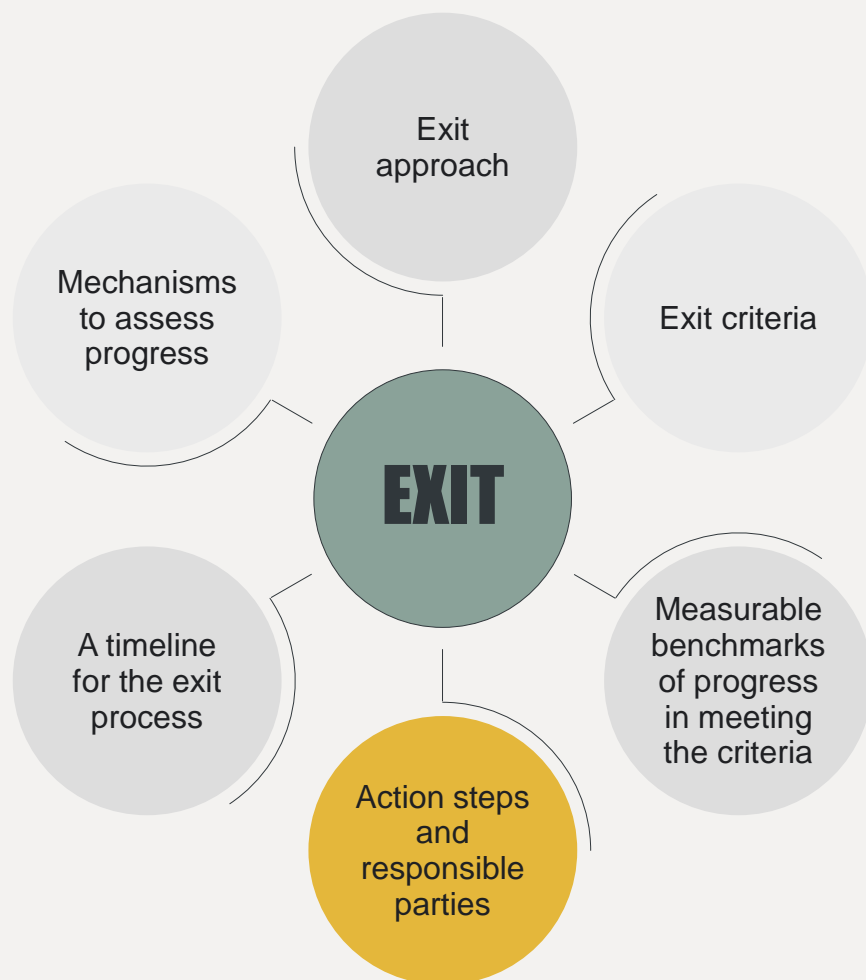


The principles are not an instruction - but they can help guide our behavior in your work

# A clearly defined exit strategy requires identification of 6 elements...

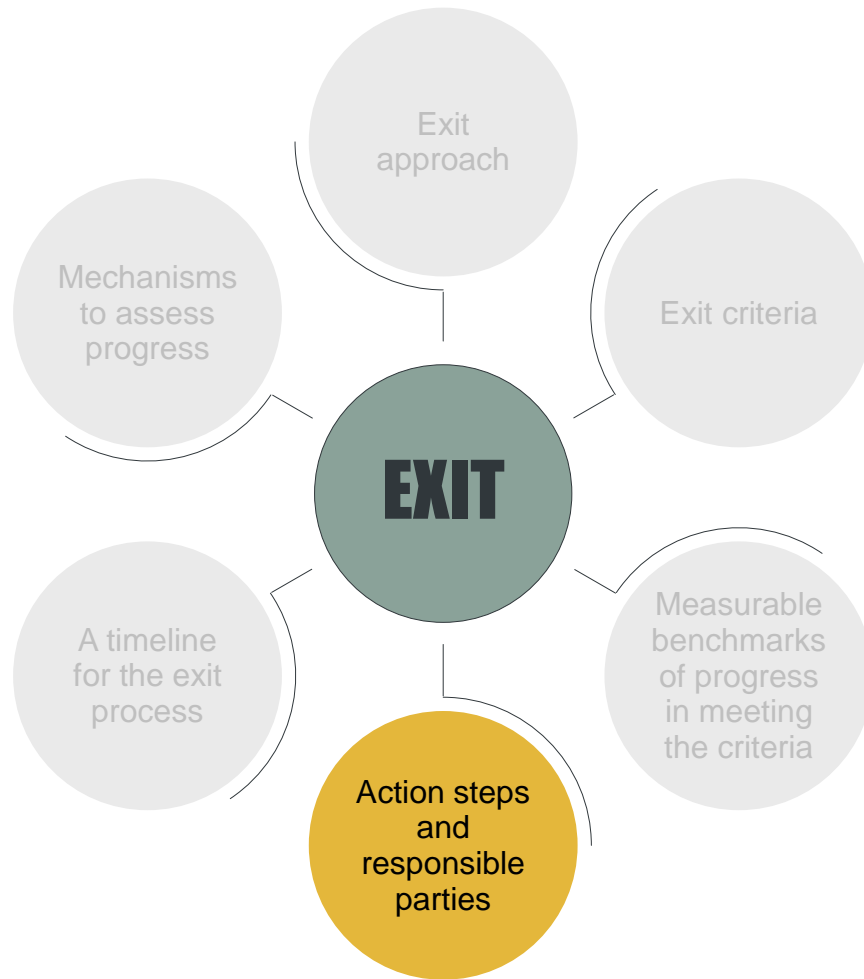






# ACTION STEPS

# Action steps are the specific activities that we initiate to ensure sustainability



## Action steps - examples

### *Project-related activities to ensure sustainability*

- Implementing solutions developed by the project
- Test and adjustments to solutions
- Capability building in partner organisations – e.g. education and training activities, process development etc.
- Relationship building between partners to continue activities in operations

### *Important activities in 'Phase Over' exits – regardless of type of project*

- Business Case
- Communication strategy and approach
- Stakeholder management
- Risk management
- Program- and project management
- ...

# BUSINESS CASE



# **ELEMENTS IN A BUSINESS CASE**



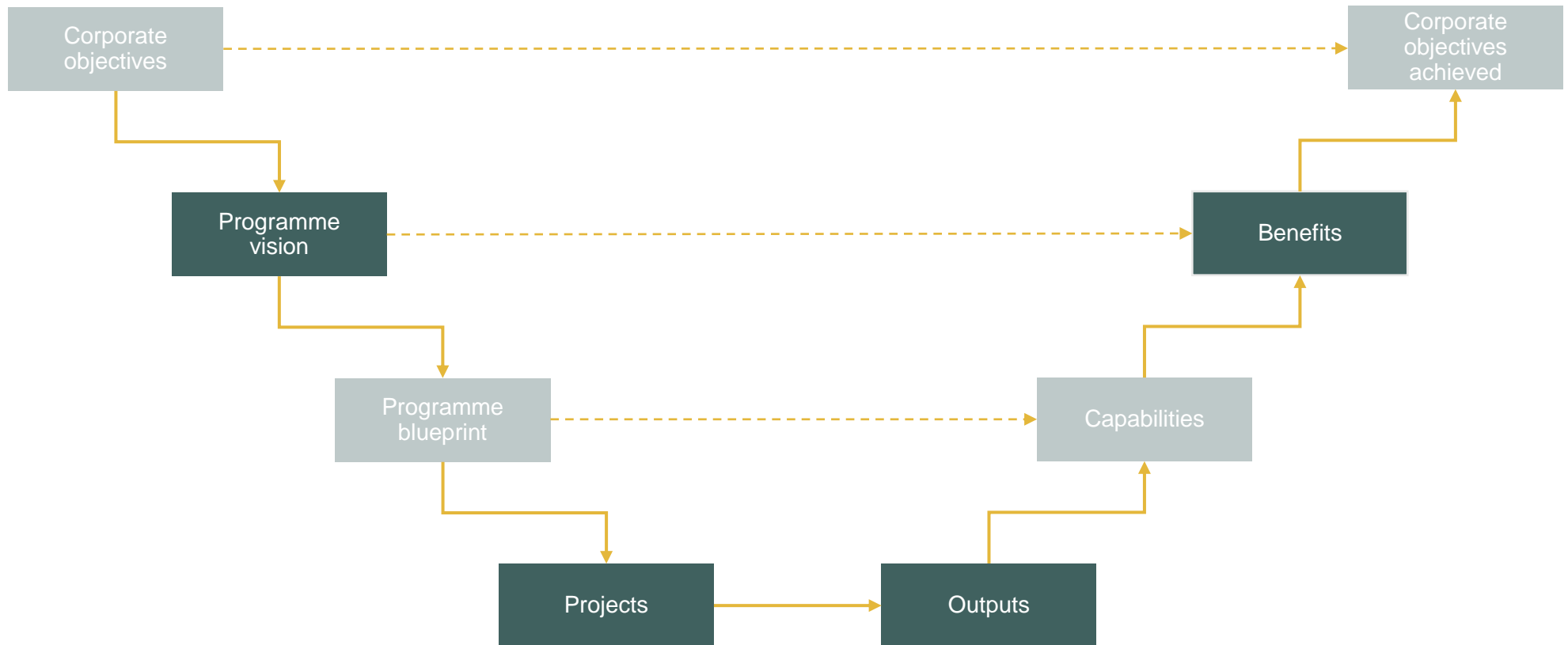


A business case is used to document the justification for the undertaking of a project, based on the estimated **COSTS** (of development, implementation and incremental ongoing operations and maintenance costs) against the anticipated **BENEFITS** to be gained and offset by any associated **RISKS**”

*Source: Managing Successful Projects with PRINCE2*



# Programmes and project – the logic of a programme



Source: *Managing Successful Programmes (MSP)* (modified)

# Business cases – typical content, programme and project level

PROGRAMME LEVEL		PROJECT LEVEL
The strategic objectives of the programme	✕	Reasons for undertaking the project
The expected benefits	✕	The expected benefits
Overall risk profile	✕	Major risks
Estimated costs	✕	Costs
Overall timescales	✕	Timescale
Investment appraisal (e.g. ROI, net present value) and funding	✕	Investment appraisal (e.g. ROI, net present value) and funding
Options and approaches that have been considered	✕	Business options

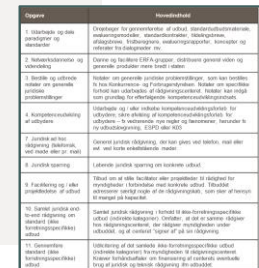
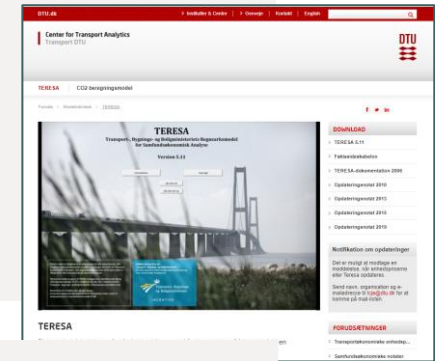
Source: *Managing Successful Programmes (MSP)*

Source: *Managing Successful Projects with PRINCE2*

# W



- [illegible]



# Guiding principles when making af business case

- 1 The project has a clear purpose and a "theory of change" which creates a connection between deliverables, behavior, benefit and purposes.
- 2 The business case focuses on both business and human impact
- 3 The business case has several functions and supports both decision on initiation, project management and benefit realization
- 4 The business case is accepted by key stakeholders
- 5 The business case describes all the essential prerequisites
- 6 The business case reflects financial uncertainties and risks
- 7 Benefits are realized over time

# THE BENEFITS IN THE BUSINESS CASE

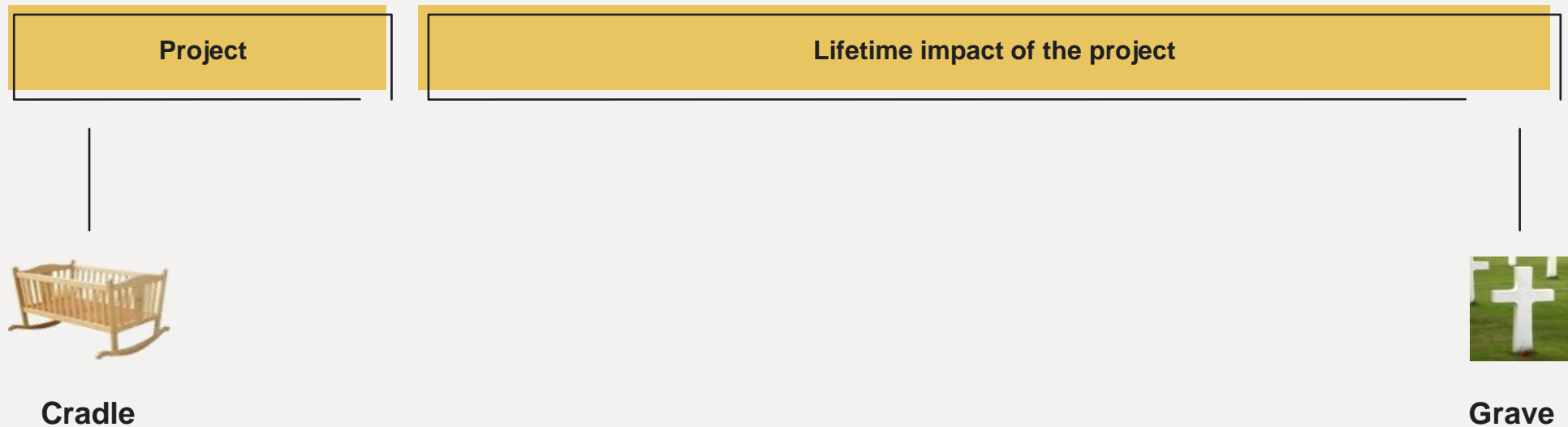








Cost does not have a learning curve... .. but impact does...

# THE IMPORTANT QUESTION TO BE ASKED:

Does the project offer more benefits than costs from cradle to grave?



# Benefit categories in the Danish state's business case model

	TYPE OF BENEFIT	EXAMPLE	DETAILS
	Qualitative benefits	<ul style="list-style-type: none"> <li>Relatives get a better opportunity to support the citizen through better insight into treatments, an overview of the situation</li> </ul>	<ul style="list-style-type: none"> <li>Measurable, but often in other units e.g satisfaction scale</li> <li>Improves non-economic parameters, such as satisfaction or increased utilization rate of a particular service</li> <li>Included in Program Basis and Program Clarification Document - not directly in the business case calculations</li> </ul>
	Societal benefits	<ul style="list-style-type: none"> <li>Open IT architecture and ecosystem provide opportunities for smaller IT vendors to provide solutions</li> </ul>	<ul style="list-style-type: none"> <li>Does not have a direct effect on a public authority's budget, such as financial gains for GPs and business.</li> </ul>
	Productivity benefits	<ul style="list-style-type: none"> <li>Common goals across parties reduce that a single part recommend opposite efforts which make the patient process more expensive</li> </ul>	<ul style="list-style-type: none"> <li>Excess time that remains in the individual authority and is used to, for example, process more cases, shorten the waiting time or solve new tasks</li> <li>It is a question of the benefit realization strategy and the planning of how to realize the profits in question, whether a temporal benefit is classified as a productivity or financial benefit</li> </ul>
	Financial benefits	<ul style="list-style-type: none"> <li>Reduced ongoing costs of operating new infrastructure solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Included directly in the business case and made measurable in monetary units</li> <li>Is budgeted and attributed to a specific, public account</li> <li>Is "cashable" - ie. can be materialized through a budget cut and applied to other cross-cutting priorities.</li> </ul>

# Benefits - examples

*example*

Increased food security

Reduced corruption

Increased employment

Reduced incidence of  
disease X

Better nutrition

Increased safety

Reduced mortality

Saved travel time

Increased confidence

Increased growth

Increased customer  
satisfaction

Reduced employee  
turnover

Reduced costs

Better financial results

Better reputation

# 'WGS data storage' – examples of benefits

## **Benefits**

- Secure storage
- GDPR legislation compliance
- Backup procedures
- Prerequisite for accreditation
- Easy access to data
- Sustainable service
- Enable analysis of historic samples (reruns)
- Links to metadata
- Data sharing across organizations
- International data sharing
- Reduced need for freezer storage of isolates
- Data available for research

Etc....

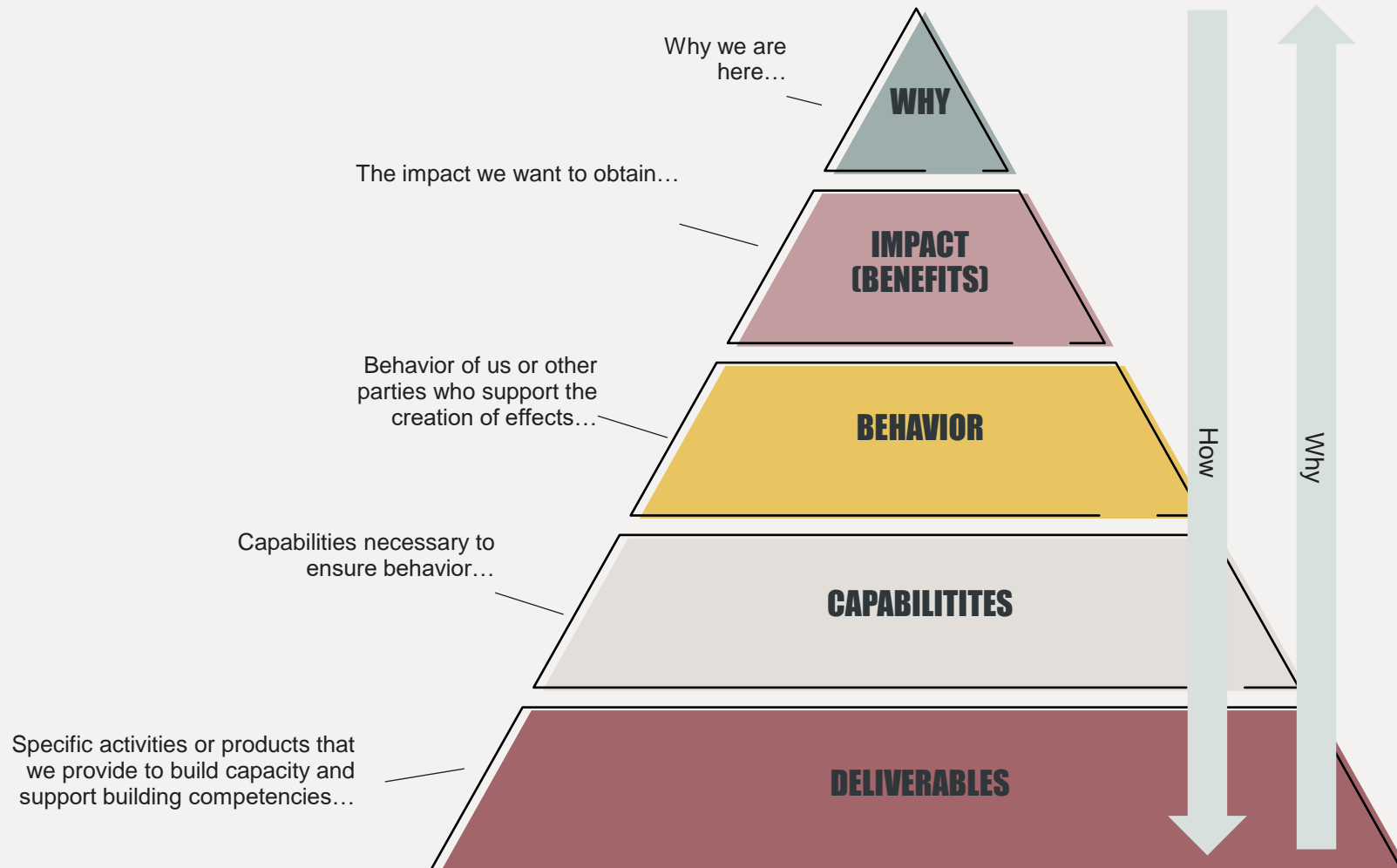
# EXERCISE 1

- Define a number of relevant benefits in your program or project
- Describe them in a measurable way (increased, reduced, etc.)
- Describe how to measure the benefits

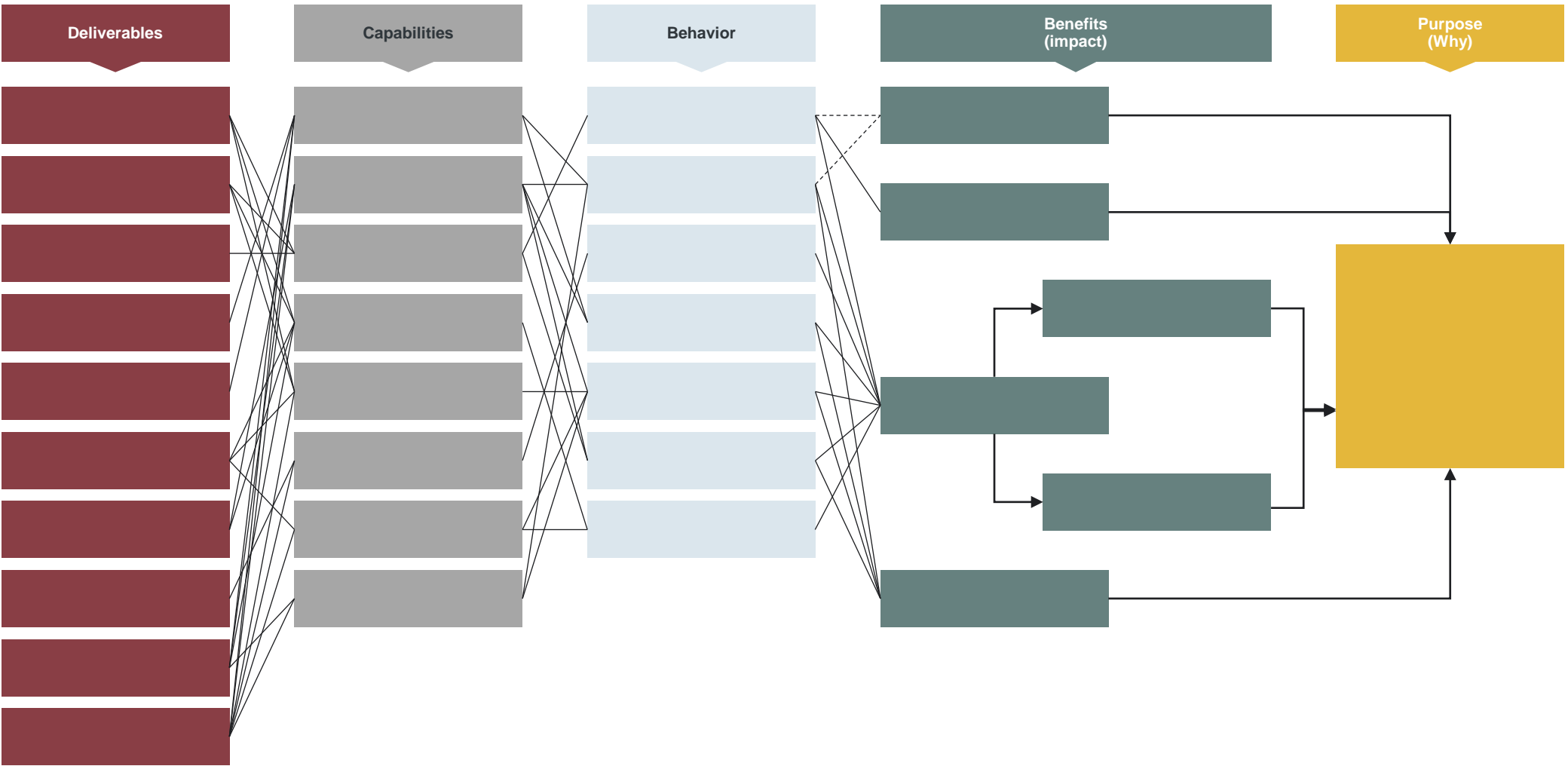




# An overview of value creation – The Benefit Hierarchy

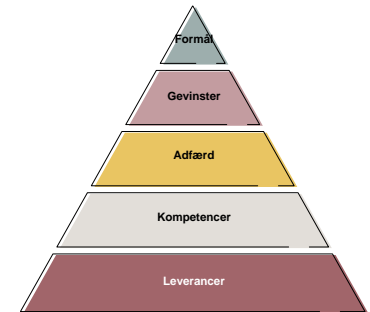


# Benefit map template

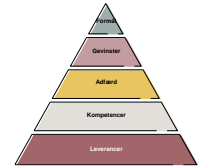


# EXERCISE 2

- Make a break down of your program or project into a benefit hierarchy
- Describe benefits, behavior and capabilities as positive statements that can be measured
- Describe at least one benefit in each of the five categories



# The Benefit Hierarchy in my project



IM

## 1: PURPOSE

- ...
- ...
- ...

## 2: BENEFITS

- ...
- ...
- ...

## 3: BEHAVIOR

- ...
- ...
- ...

## 4: CAPABILITIES

- ...
- ...
- ...

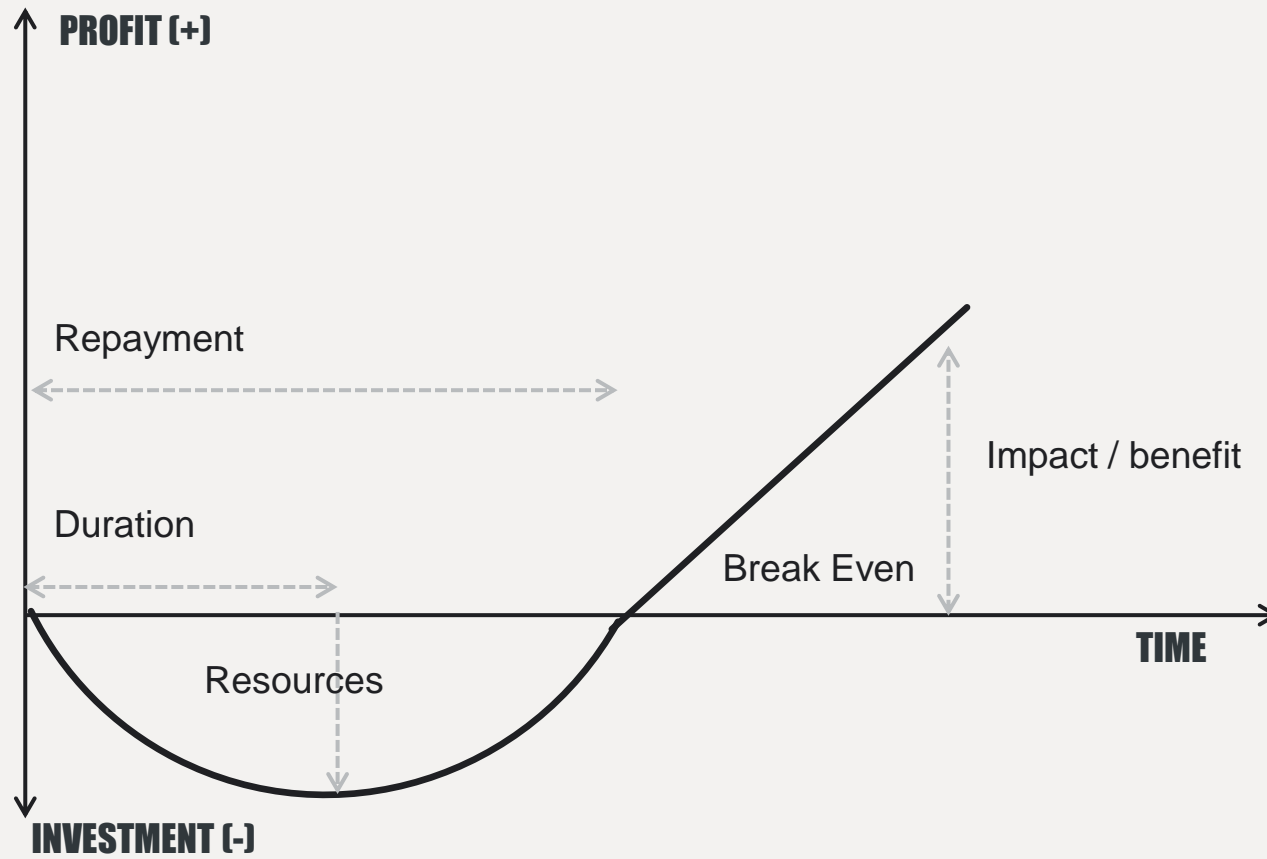
## 5: DELIVERABLES

- ...
- ...
- ...

# THE INVESTMENT IN THE BUSINESS CASE

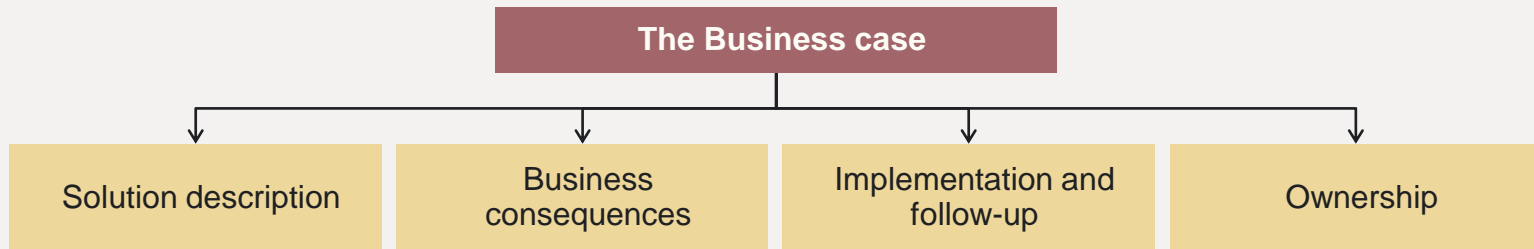


# Three scenarios - *Do nothing*, *Do little*, *Do more*

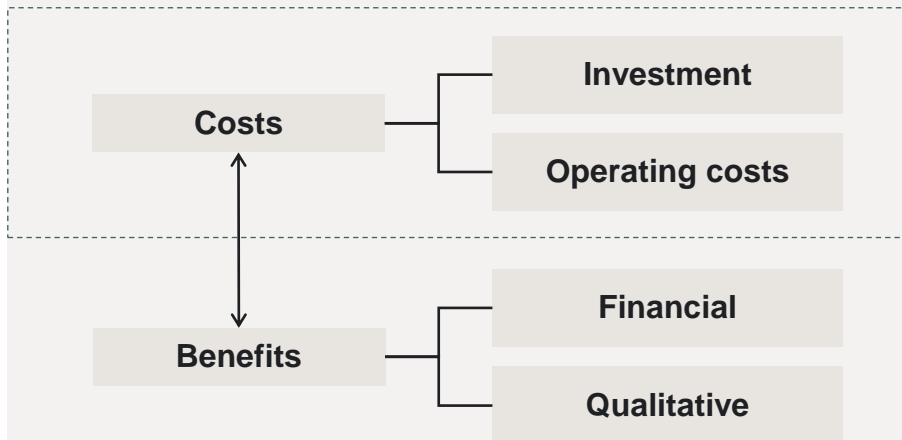


# A business case must answer whether the planned investment will pay off

Advantages and disadvantages of the investment / project must be evaluated in total



## Is the Investment worth it?

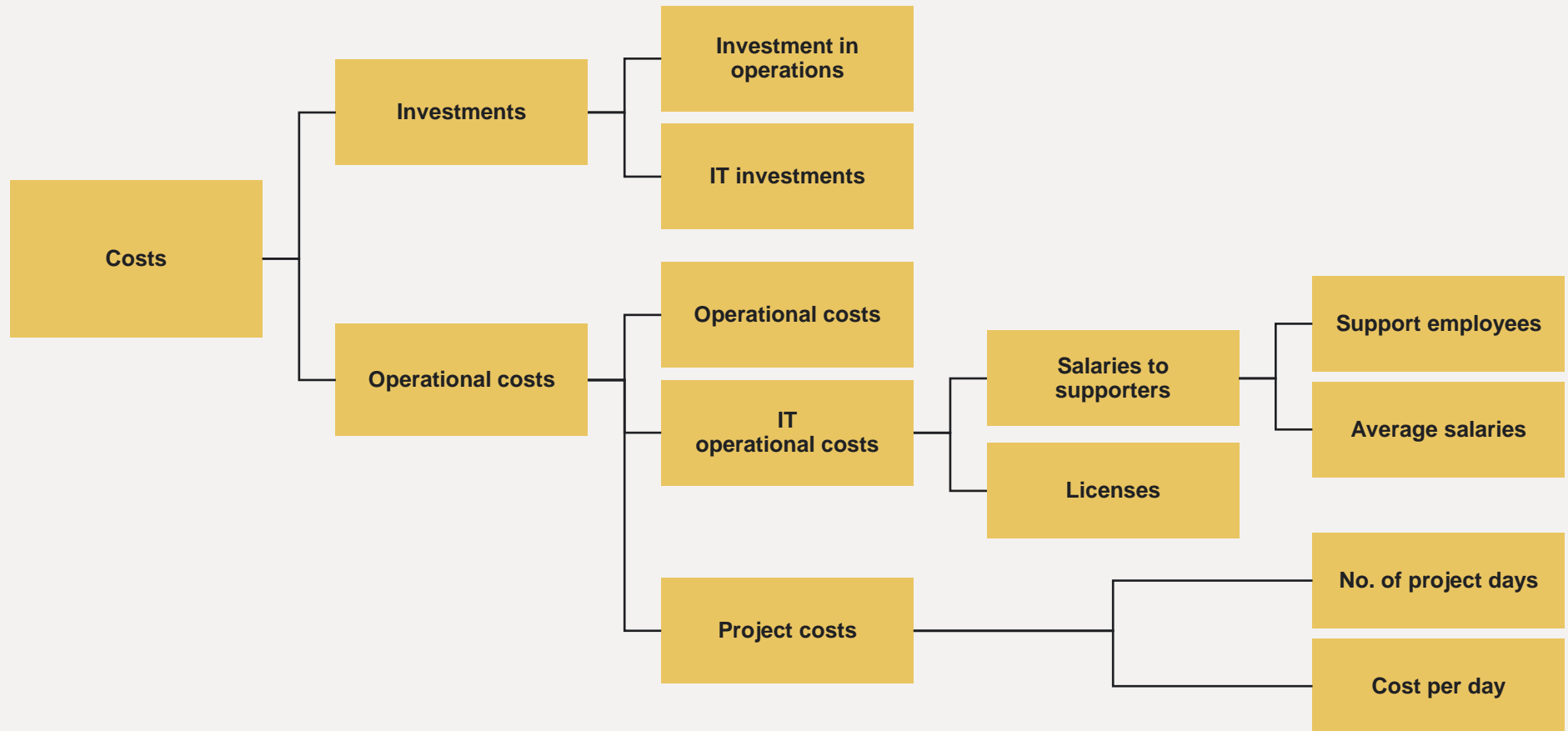


## Standard structure and content (Classic)

1. Introduction
2. Assumptions (assumption diagram)
3. Possible solutions (Do nothing, Do little, Do more)
4. Benefits (Business and human)
5. Costs (resources, money, negative impact)
6. Time horizon for investment and return
7. Risks

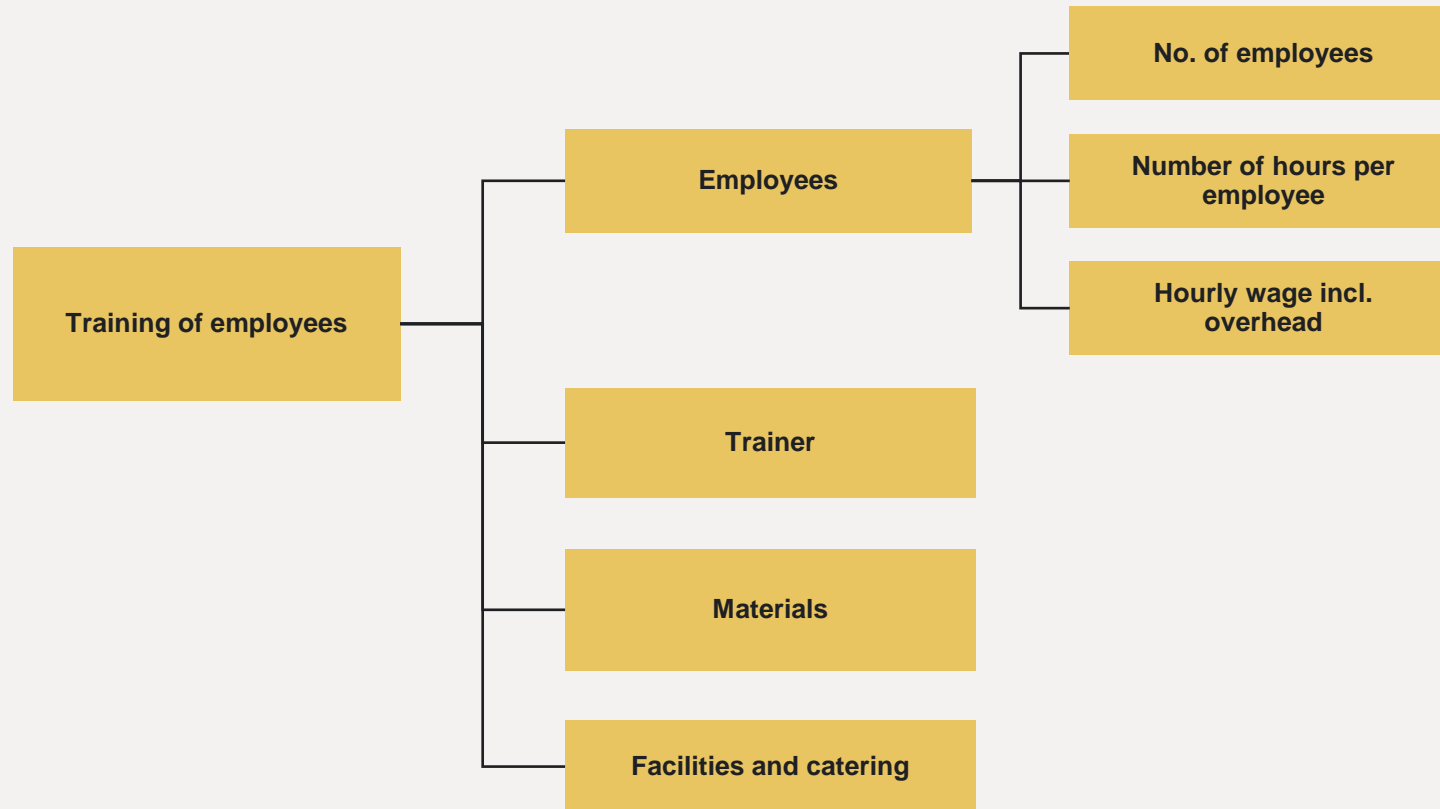


# The Assumptions Chart



*Note: Financial benefits can (of course) be broken down in the same way as costs.*

# A simple example of costs in a training project



# Advantages when using an Assumptions Chart



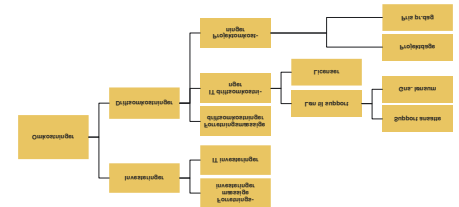
- Creates an overview of the basic rationale of the business case
- Provides decision makers with a quick overview, making it easier to provide feedback on improvements, errors and omissions in the business case's basic assumptions and contexts
- Is a **reading guide** when the spreadsheet is to be read by external stakeholders
- Provides a visualization that can advantageously serve as a basis for preparing the economic calculation model
- Provides an overview of assumptions in order to assess their impact and risks
- Strengthens the **dissemination** of the business case

# Relevant sources of cost estimation

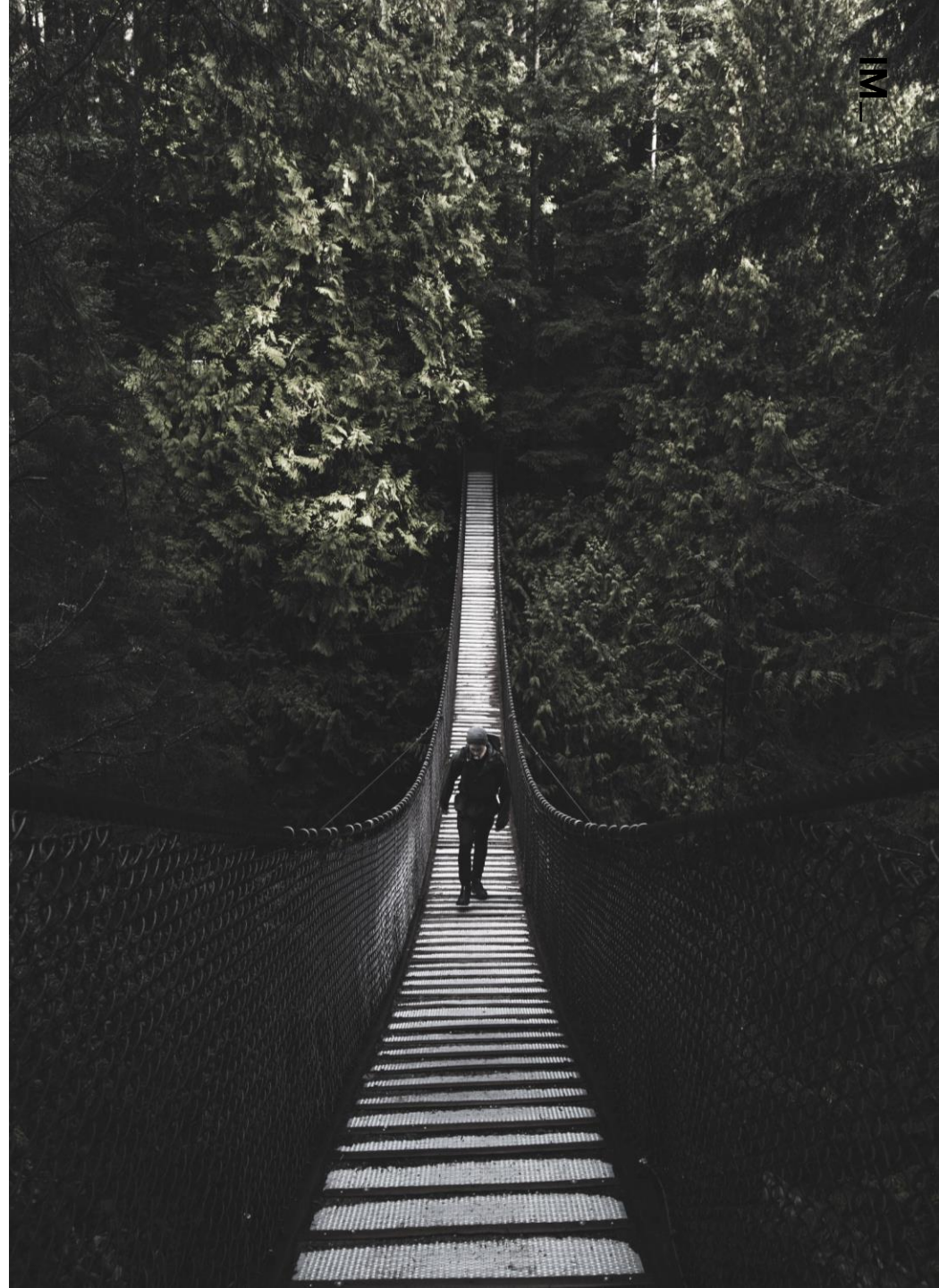


# EXERCISE 3

- How does the cost-side assumption chart look like for your program or project?
- Draw it by hand or use flash cards
- How can costs be estimated?



**RISK**



# Risks - examples

*example*

Lack of key ressources

Lack of skills

Political instability

Lack of motivation

Political opposition

Organizational complexity

Institutional interests

Competitive projects

Professional complexity

Unproven technology

Poor program or project management

New regulation

Fragile financing

Difficult IT integrations

Dependencies on other parties



# EXERCISE 4

- Define a number of risks in your programme or project
- For each risk describe how they can be mitigated



# EXERCISE 5

- How does the business case for your program or project look like compared to the elements of a business case in the template?



PROGRAMME LEVEL		PROJECT LEVEL
The strategic objectives of the programme	✕	Reasons for undertaking the project
The expected benefits	✕	The expected benefits
Overall risk profile	✕	Major risks
Estimated costs	✕	Costs
Overall timescales	✕	Timescale
Investment appraisal (e.g. ROI, net present value) and funding	✕	Investment appraisal (e.g. ROI, net present value) and funding
Options and approaches that have been considered	✕	Business options

Source: Managing Successful Programmes (MSP)

Source: Managing Successful Projects with PRINCE2



## 1: THE OBJECTIVES OF THE PROGRAMME / PROJECT

- ...
- ...
- ...

## 2: THE EXPECTED BENEFITS

- ...
- ...
- ...

## 5: (OVERALL) TIMESCALE

- ...
- ...
- ...

## 3: OVERALL RISK PROFILE

- ...
- ...
- ...

## 6: INVESTMENT APPRAISAL AND FUNDING

- ...
- ...
- ...

## 4: (ESTIMATED) COSTS

- ...
- ...
- ...

## 7: ALTERNATIVE OPTIONS

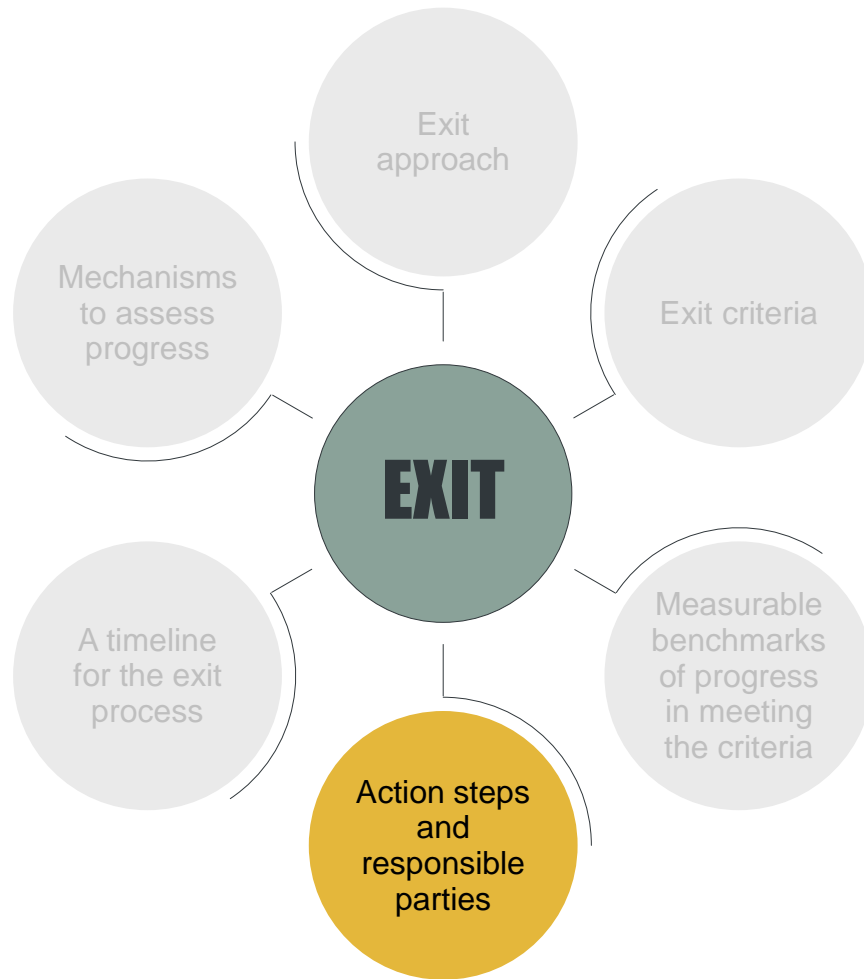
- ...
- ...
- ...

# LUNCH BREAK

Until 12:30



# Action steps are the specific activities that we initiate to ensure sustainability



## Action steps - examples

### *Project-related activities to ensure sustainability*

- Implementing solutions developed by the project
- Test and adjustments to solutions
- Capability building in partner organisations – e.g. education and training activities, process development etc.
- Relationship building between partners to continue activities in operations

### *Important activities in 'Phase Over' exits – regardless of type of project*

- Business Case
- Communication strategy and approach
- Stakeholder management
- Risk management
- Program- and project management
- ...

# STAKEHOLDER MANAGEMENT



# Why is stakeholder management important?

All projects have stakeholders that may influence the success of the project.

Stakeholders can be either **internal** or **external**.

A stakeholder...

- ...will either support or oppose the project

- ...gain or lose from the project

- ...see only threats even though they will gain

- ...might be indifferent

- ...may become either a supporter or a blocker, depending on how you and your project team engages with them

In order to **succeed** in creating sustainable impact and in your exit strategy you need to do **stakeholder management** during **the entire project**.





# The different types of stakeholders?

Stakeholders may influence in different ways and for different reasons. Typically stakeholders can be divided in four categories.

## ***Project governance***

- Audit/assurance
- Programme team, project team, programme board
- Steering committee, senior project owners

## ***Influencers***

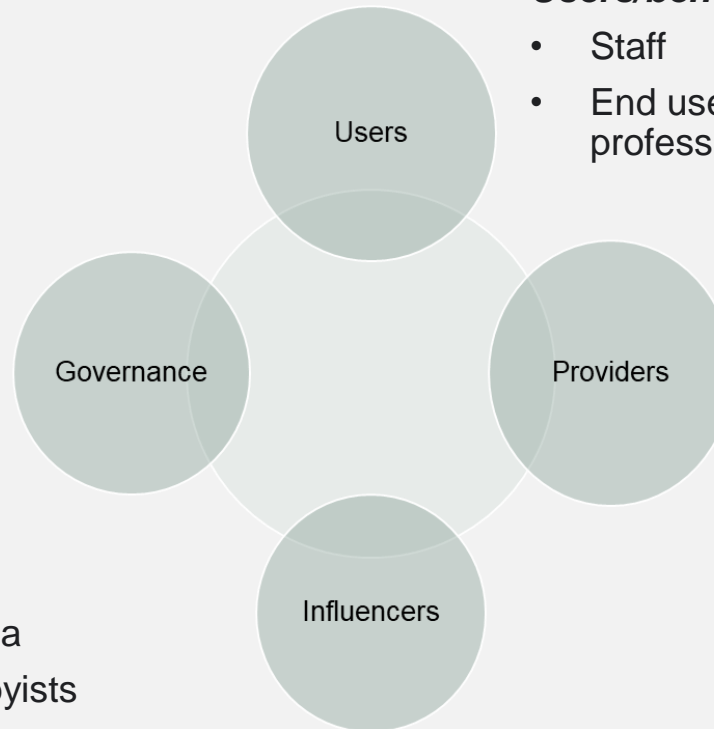
- Politicians
- Foundations
- Trade unions
- Media
- Lobbyists
- Other scientists
- Scientific societies

## ***Users/beneficiaries***

- Staff
- End users – e.g. population, customers, professional service providers

## ***Providers/suppliers***

- Working on the programme
- Supplying to the end state



# 'WGS data storage' – examples of stakeholders

## **Stakeholders**

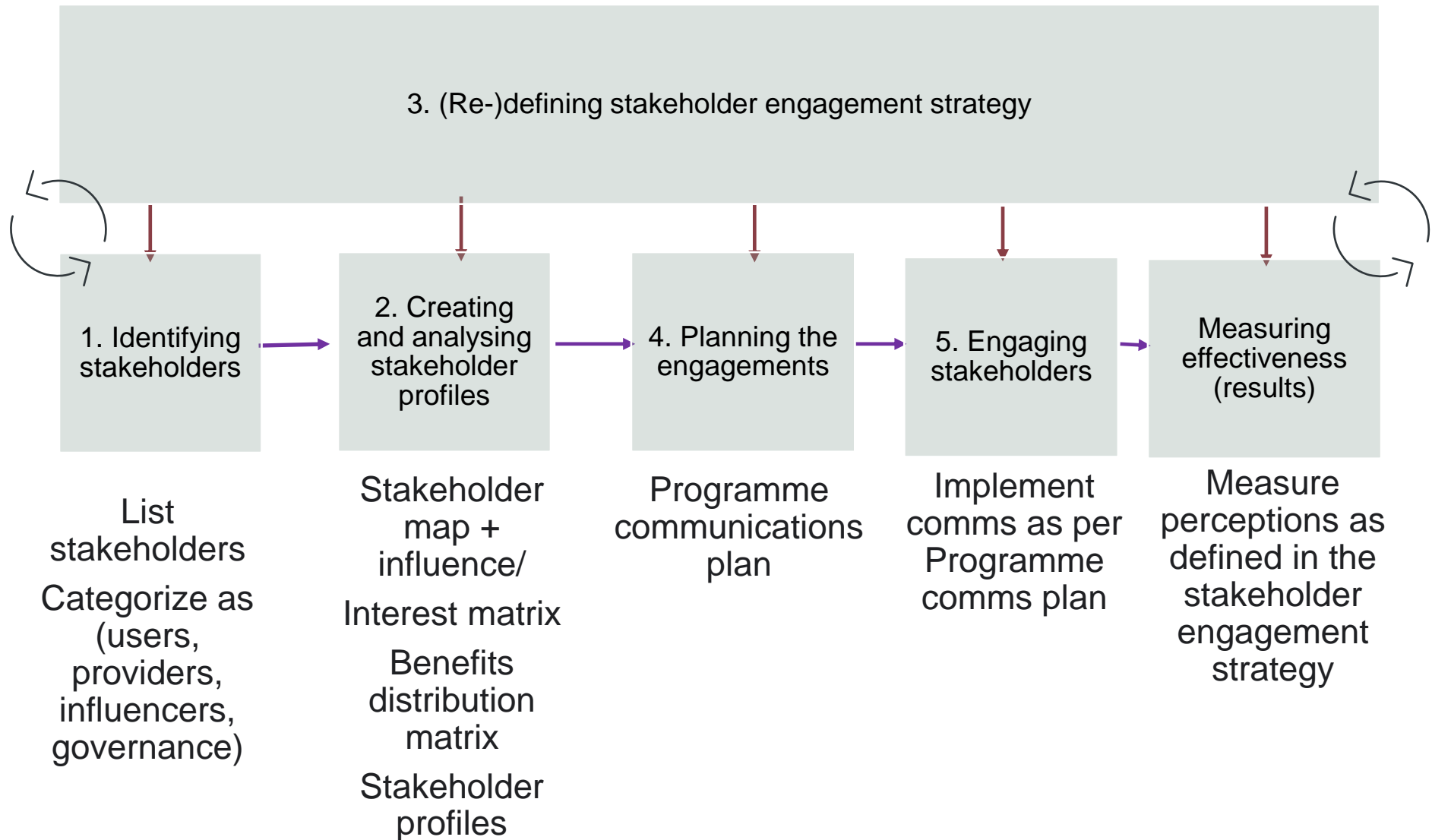
- NRLs (AMR and other labs)
- Server providers (public/private)
- Cloud providers
- Hospitals
- Clinical microbiology and other laboratories
- National health service
- Ministry
- Public health institutions
- Universities
- Collaborating international partners
- Etc....

# EXERCISE 6

- Identify the most important stakeholders in your project
- Divide the stakeholders into the four categories: *Users*, *Providers*, *Project Governance* and *Influencers*



# The stakeholder engagement cycle

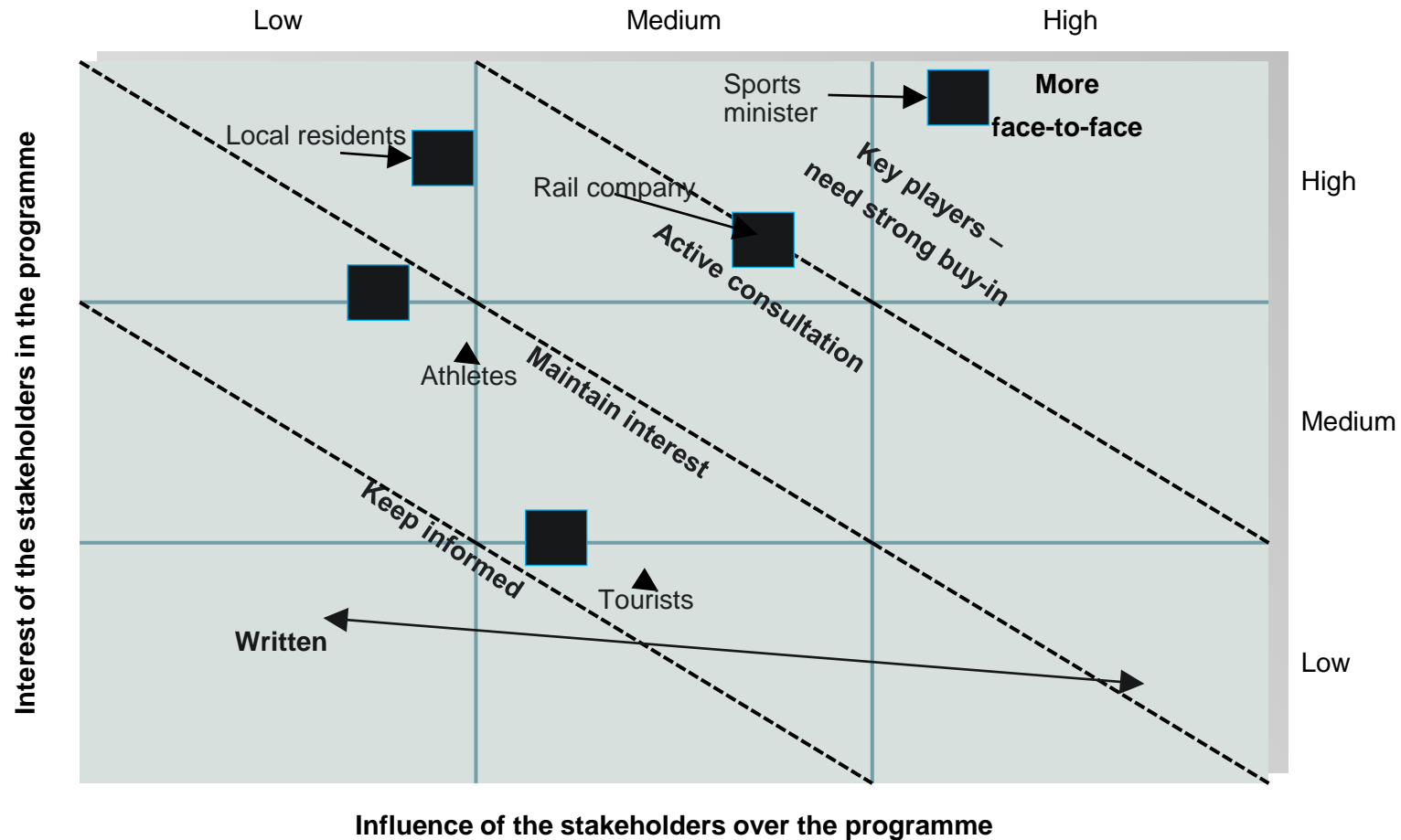


## 2. Create and analyse stakeholder profiles – Stakeholder map

*example*

Interest areas ----- Stakeholders	Sports facilities	Transport	Image	Local economy	Housing	Hotels
Planning department		√		√	√	
Government	√	√	√	√	√	√
Tourists	√	√	√			√
Athletes	√		√			√
Local residents	√	√		√	√	
Rail company		√		√		
Local businesses		√	√	√		

# A stakeholder map contains an interest-influence matrix



# EXERCISE 7

- Use the list of identified stakeholders in your project
- Make a stakeholder map based on how you see the *interest* and *influence* of each stakeholder in your project *today*



Stakeholder management is about involving your stakeholders in order to improve the sustainability of your project

## **ENGAGEMENT**

- Goes beyond just communication
- Involves stakeholders in decision-making and implementation

## **OBJECTIVES OF THE COMMUNICATION PROCESS**

- Keep awareness and commitment high
- Ensure expectations do not drift out of line with what will be delivered
- Explain what changes will be made and when
- Describe the desired future end state



# Communicating to your stakeholder - How do you want to impact each of them?

**KNOW**

**What facts do you  
want to get across?**

*35 percent of test persons  
show positive response*

**THINK**

**What reflections do  
you wish to start?**

*This is a promising result*

**FEEL**

**What emotions do  
you wish to create?**

*I'm proud to be involved  
with this project*

**DO**

**What actions do you  
want to achieve?**

*Go to project site to read  
more*

# The design star for targeted communication

## 2. STAKEHOLDER PREFERENCES

Who are you communicating to? Should you aim to trigger the rational, experimental, practical or relational dimension?



## 5. TIMING



Are you communicating at the right time? Is your stakeholder at a place where they have the capacity to listen and engage? Are you leaving time for the decision-making process to play out?



## 1. PURPOSE

What do you want to achieve with this piece of communication?

## 3. CONTEXT



What is the context you are communicating into? What are the cultural codes? Are you able to tap into some of the big topics on their agenda? Is your recipient exposed to pressure or expectations from their own stakeholders? Are you engaging with informal decision-makers?

## 4. FORM

What are your stakeholders' preferences in terms of format for the communication? How do they like to receive their communication and how do they best absorb it? Can you use specific wording that speaks to their world?



## **SIMPLE**

Make it easy for your recipient to engage with the story by keeping things simple. Use layman terms where possible. Refer to everyday situations.

## **SHORT**

The shorter, the better.

## **EMOTIONAL**

Work to engage your audience on an emotional level. Pride, caring, sense of community, ambition and courage are examples of emotions you can speak to.

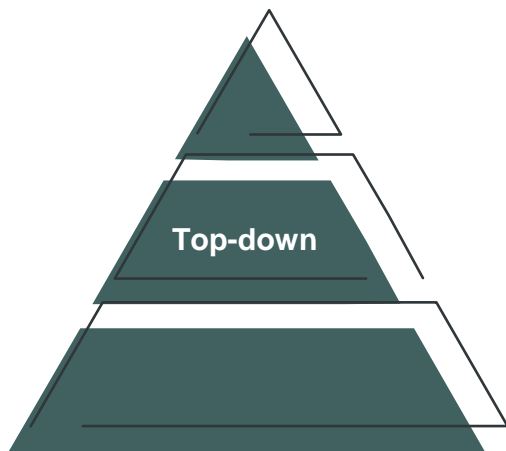
## **ORIGINAL**

Dare to separate yourself from the herd. Identify formats, topics, words and perspectives that make your audience remember your story.

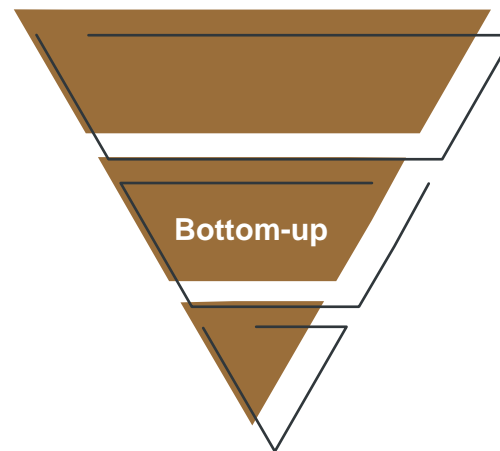
# The art of storytelling: **THE FISH**



# The art of storytelling: Top-down vs. Bottom-up



- Starts with the most important, the core news
- Adds on background information, which gets less and less important the longer the text is
- Main conclusion right at the start
- Talks to the **rational** being in us
- Example: Reuters news article, corporate announcements, newsletter



- Starts with scenic episode that exemplifies the case and builds up to the main conclusion
- Plays with atmosphere and describes details
- Main conclusion at the end (of first paragraph)
- Talks to the **emotional** being in us
- Example: Background reportage, inspirational executive speech, core story

The communication plan helps us keep track of communication to different stakeholders

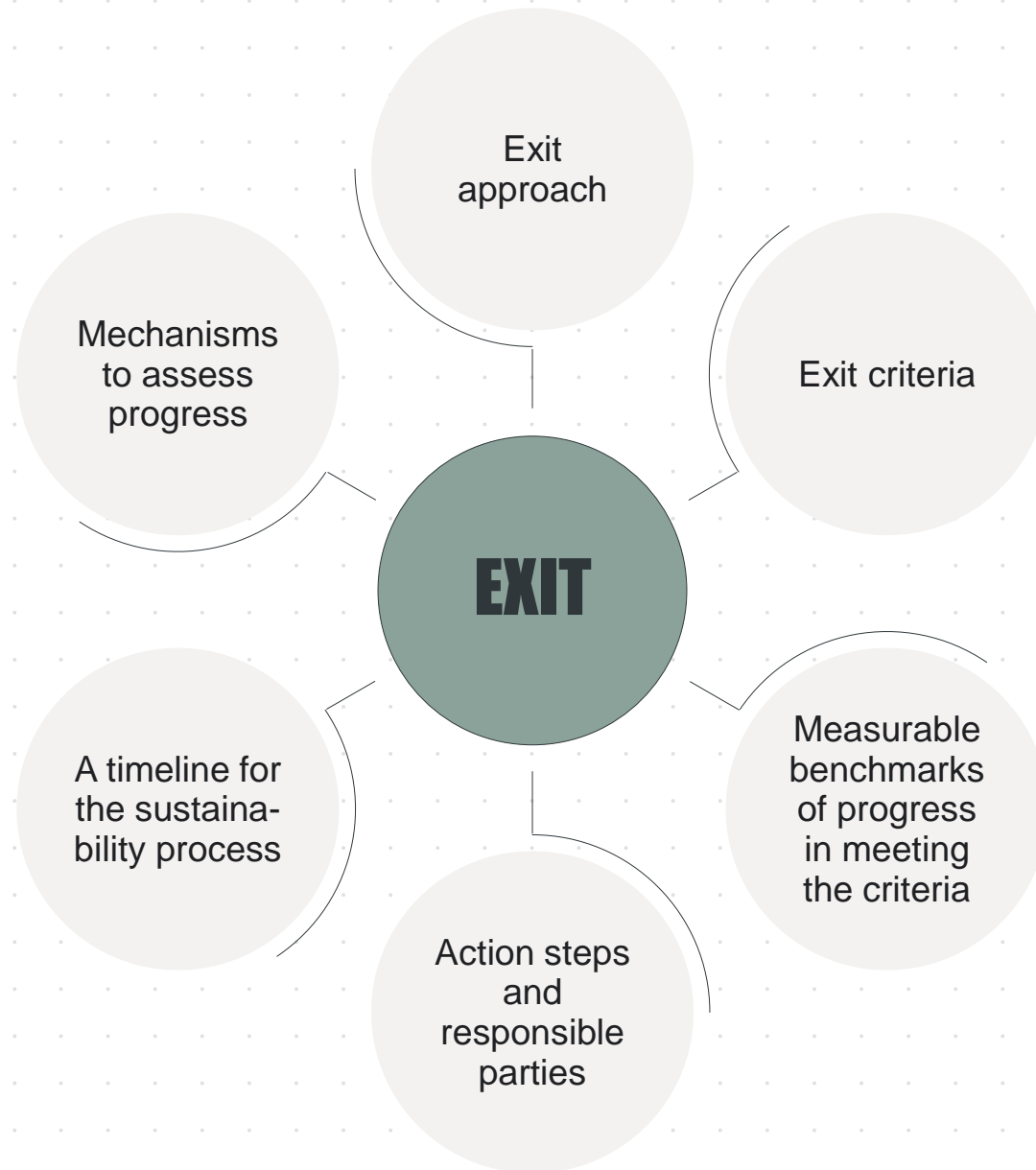
COMMUNICATION ACTIVITIES								
Note:								
#	Project name	Project track/milestone	Key message (WHAT)	Stakeholder group (WHO)	Channel/Format (HOW)	Date (WHEN)	Person responsible (name)	Comments
1	XX	XX	Success story – we have made new features in the TRM dashboard to help our leaders	XX stakeholder	Mail + project timeline	15.11.2021	Project Lead	
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								

# EXERCISE 8

- Make an initial stakeholder communications plan based on the stakeholder map created in the previous exercise
- Which important milestone are to be communicated?
- How many different communication channels do you need?
- Do you aim to move any stakeholder within the interest/influence matrix?



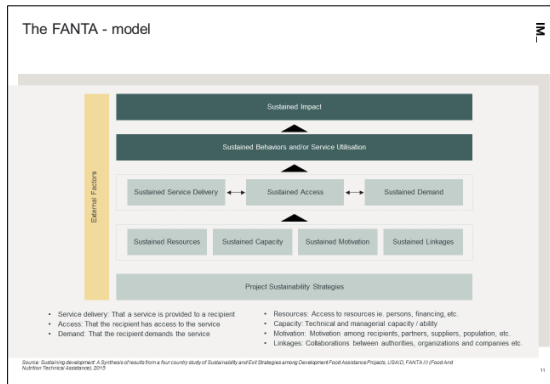
# A recap for the elements covered in our two sessions



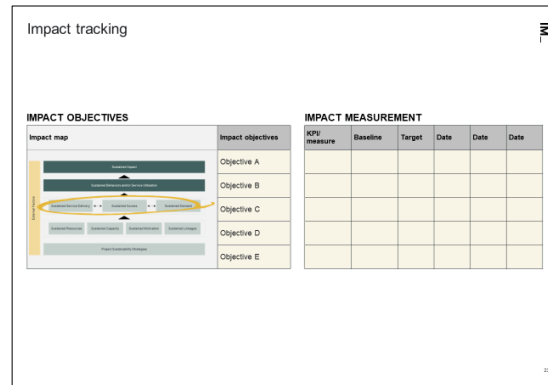


# Our two sessions in May and today have covered four important topics in order to create a **Sustainable Impact Plan** and choose your **Exit Strategy**

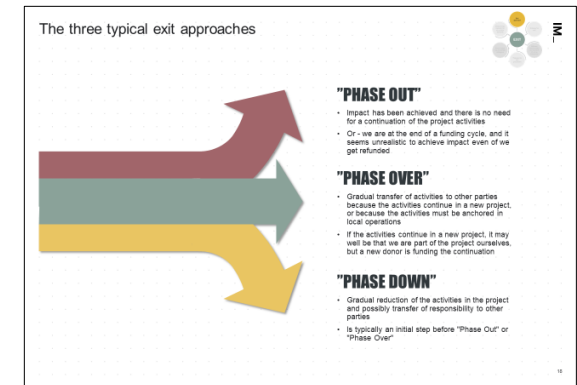
## How to define the desired sustainable impact of your project



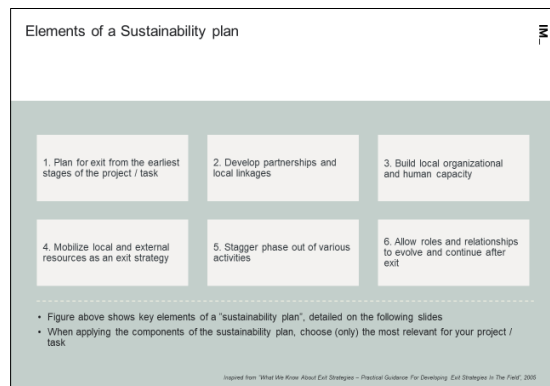
## How to track the impact during the project



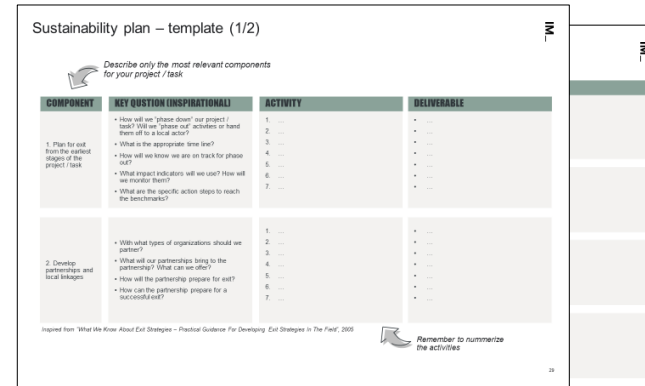
## Different types of exit strategies for your project



## The elements of a sustainability plan

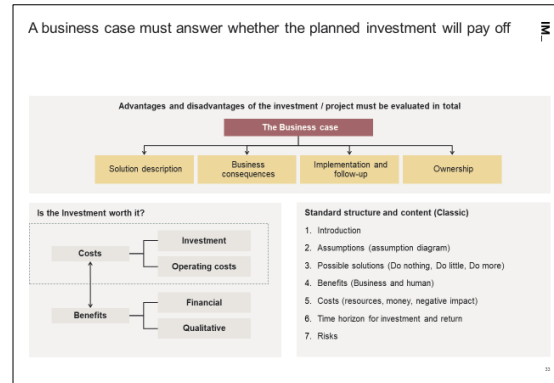


## The content of a sustainability plan

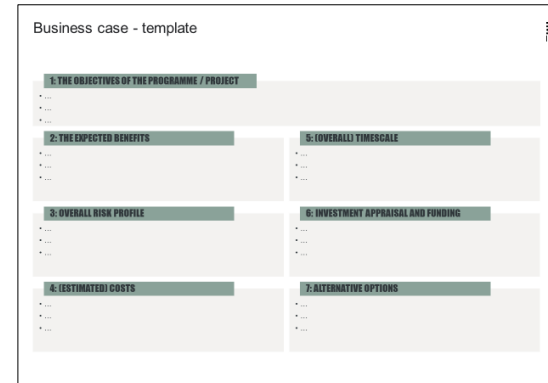


# Our two sessions in May and today have covered four important topics in order to create a **Sustainable Impact Plan** and choose your **Exit Strategy**

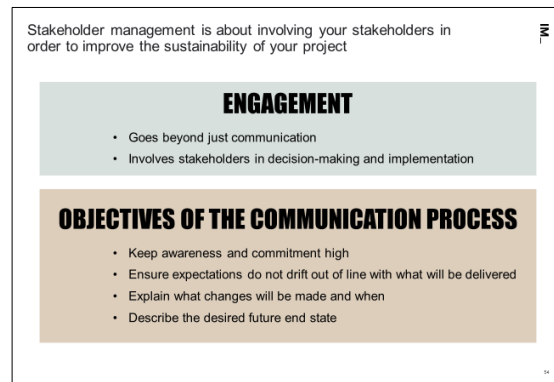
## The elements of a business case



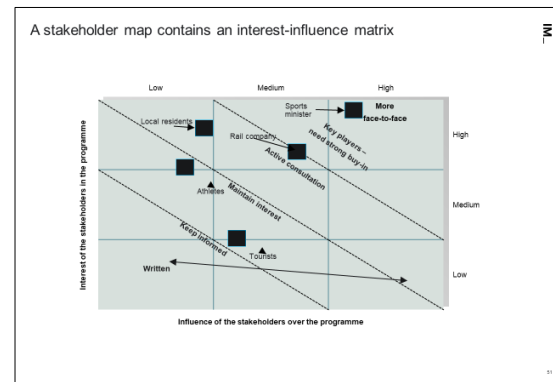
## How to make a business case



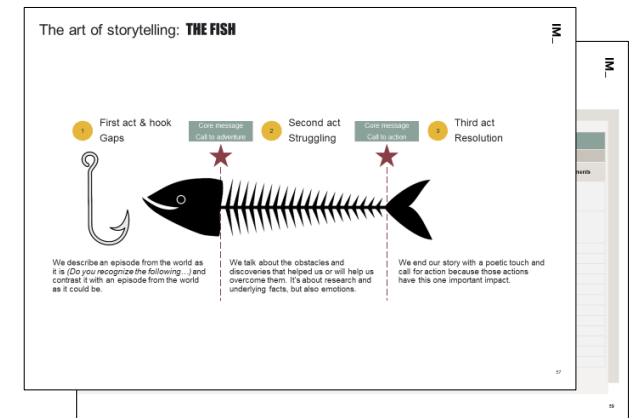
## The elements of stakeholder management



## How to identify and map your stakeholders



## Stakeholder communication and the communications plan



## Contact information

If you would like to know more feel free to contact us:

Søren Lillelund Bech  
Tlf. +45 6124 4816  
sobe@implement.dk

Philip Schwalm  
Tlf. +45 3085 8039  
psc@implement.dk

**IMPLEMENT**  
CONSULTING GROUP\_

