

Africa Unit

Management Development Plan (MDP)

ZNFPC

The Strategic Plan for Family Planning Program

Zimbabwe, 1997 - 2001

Family Planning Management Development (FPMD)

Project Number: 936-3055

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Office of Population, USAID

Management Sciences for Health

165 Allandale Road

Boston, MA 02130

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**MANAGEMENT DEVELOPMENT PLAN  
(MDP)**

**ZNFPC  
THE STRATEGIC PLAN  
FOR FAMILY PLANNING PROGRAM**

**ZIMBABWE, 1997 - 2001**

Family Planning Management Development (FPMD)  
Cooperative Agreement No.: CCP-3055-A-00-5000-00  
Management Sciences for Health  
400 Center Street  
Newton, MA 02158

## **I. Background**

The five-year Strategy for the Zimbabwe National Family Planning Programme (1991-1996) comes to an end this year. This strategic plan was developed in 1991 with funding from the World Bank and technical assistance provided by staff of Management Sciences for Health's first Family Planning Management Development (FPMD-I) project (1990-1995). The current FPMD project has received funding from USAID/Harare to assist with the development of a new five year strategic plan for family planning (1997-2001), to be completed by the end of calendar year 1996.

## **II. Goals and Objectives**

The goal of this technical assistance is to produce a national strategic plan for the Zimbabwe family planning program that is jointly developed, reviewed, accepted, and used by the key players in the national family planning program of Zimbabwe to guide and direct program development and implementation.

## **III. Specific Objectives of this Assistance**

1. An environmental assessment which collects information and data about trends in reproductive health and family planning and presents its findings and environmental trends in a "user friendly" report in order to support the next steps of the strategic planning process.
2. Key players in the family planning sector actively engaged in the strategic planning process, by participating in a task force or smaller workgroup.
3. Collaboration with The Population Council by incorporating the major findings of the second Situation Analysis in the environmental assessment and by having jointly planned, funded, and implemented workshops to develop strategic directions.
4. Strategic plan is created based on information from environmental assessment and situation analysis, reviewed through a consensual process with the key players in family planning and reproductive health, approved and published.
5. Strategic plan is disseminated and linked to the implementation of planning activities.

## **V. FPMD Approach to Technical Assistance**

Working with key counterparts in the Zimbabwe National Family Planning Council (ZNFPC), the Ministry of Health (MOH), and others, FPMD will provide technical assistance for the development of a national family planning strategic plan, using both FPMD staff members and local consultants.

The process which FPMD will introduce will be highly participatory. FPMD sees its role as twofold: facilitative and technical. FPMD will work with ZNFPC and other key players to structure opportunities for the Zimbabweans to review their current strategic plan and develop its new one; keeping the process on track, on target, and on schedule. As a source for technical resources, FPMD will also assist in identifying and providing local consultants as required and appropriate in the environmental assessment. FPMD will also provide technical and facilitative services for the strategic planning workshop and during the development of the strategic plan.

As the major family planning organization in Zimbabwe, ZNFPC will have the lead role in developing this plan. Key players from the sector will be included throughout the process so that the result will truly be a national family planning plan, "owned" by those who will be responsible for implementing it. FPMD envisions that a task force comprising ZNFPC, MOH, and others will oversee the environmental assessment process and results, the strategic planning workshop, and the work of the component task forces.

## **VI. Activities and Interventions**

The following activities and interventions will be undertaken by a team, formed of Zimbabwean personnel of the ZNFPC, MOH, and other key players in the family planning program, collaborating with staff and consultants of the FPMD project of Management Sciences for Health. These activities are proposed and designed to result in a strategic plan which will be a living document, used to guide all aspects of the national family planning program during the period 1997-2001.

### **1. Environmental Assessment**

The purpose of this assessment is to gather baseline information for the new plan. It will comprise two parts: First, an in-house ZNFPC review of its current strategic plan: its progress and achievements, impact, lessons learned, constraints, etc. Secondly, there will be an identification and assessment process of external factors and trends which impact upon the family planning sector and which must be taken into account when developing the new strategic plan. This

## VI. Activities and Interventions (cont.)

review will include donor priorities and funding expectations; other strategic plans being developed (for example, Reproductive Health; AIDS/HIV); Health sector reform, etc. While these two components are described here separately, there will be considerable interaction between the two, since, for example, outside factors have influenced the implementation of the current strategy.

It is expected that ZNFPC will be able to conduct much of the strategic plan review on its own, with well defined and focused outside assistance. Outside resources may be of greatest value to assist in the external assessment, where many interviews and a significant documentation review will be required.

In order to carry out the Environmental Assessment, a preliminary list of strategic categories and questions has been developed by FPMD and the Executive Director of ZNFPC, Dr. Alex Zinanga, to guide the information gathering process. Input will be sought from further sources and will be refined, finalized, and approved by ZNFPC.

**Dates:** September - October 1996

**Technical Assistance:** FPMD will assist in the planning, structuring and oversight of the Environmental Analysis. FPMD will also make available on-site consultants to assist in the process, with some specific tasks and roles suggested later in this document. The final Scope of Work will be developed in collaboration with ZNFPC.

### 2. Situation Analysis:

This Population Council activity will provide the strategic planning team key input as to the functioning and quality of family planning service delivery. The strategic planning workshop is being timed so as to draw upon the Situation Analysis data.

**Dates:** In progress by Population Council and ZNFPC Data Interpretation Workshop to be held late October - early November 1996

**Technical Assistance:** The Population Council

### 3. The Strategic Planning Workshop

This will be held immediately following the Situation Analysis Data Interpretation Workshop, while the results presented are fresh in participants' minds. The purpose of this activity is to bring together the key players in the

## VI. Activities and Interventions (cont.)

Zimbabwe family planning programme to agree on the goals, objectives, major strategic directions and component parts for the next five year plan, using the results of the Environmental Analysis and the Situation Analysis as the foundation for making these decisions. Small task forces will be appointed at this workshop to develop the component parts in detail.

This coordination of the Situation Analysis and the Strategic Planning workshops has the added benefit of allowing cost sharing by the CAs, reducing transportation costs, and lessening

**Dates:** Immediately following the Situation Analysis Data Interpretation Workshop

**Technical Assistance:** FPMD will provide facilitative and technical resource persons

### 4. Component Task Forces

Small groups will be charged with the detailed development of the individual components of the strategic plan. These groups will work under the direction of ZNFPC and MOH, with members drawn from throughout the family planning sector. The work of the small groups will be in a format which provides guiding principles for the development of a national implementation plan. Technical assistance will be provided by FPMD -- in ways identified in collaboration with ZNFPC -- to the content development of the various components. FPMD will also provide coordination and oversight during this stage of the process.

**Dates:** November 1996 - January 1997

**Technical Assistance:** FPMD will provide technical resources as identified and defined, coordination and oversight.

### 5. Plan Consolidation: After the component parts have been finalized, they will be consolidated into a final overall plan, with FPMD providing technical assistance.

**Dates:** January 1997

**Technical Assistance:** FPMD will provide technical resource people to assist in this process.

## VII. Environmental Assessment Questions

In order to be able to develop a realistic and appropriate strategic plan for Zimbabwe's family planning programme for the period 1997-2001, it is imperative to understand the environment,

## VII. Environmental Assessment Questions (cont.)

both internal at ZNFPC, and external, in which this plan will be designed and implemented, and to review the progress, impact, and lessons learned from the 1991-1996 strategic plan. The following categories and questions are illustrative, the beginnings of a framework for defining the types of information required to provide a "360 degree" understanding of the environment. With clearly defined categories and questions, it will be possible to solicit information from a wide variety of sources and organize it in a useable form and format; it will enable the strategic planners to recognize trends and events which will influence the selection of the major strategic directions of the new strategic plan.

### 1. Government Health Policies

- a. The status of the Health Policy Reform process, decentralization, levels of authority. What will family planning look like in a decentralized system of health care? How will the Rural District Councils be involved?
- b. Integration of services: what will be integrated? Who will be in charge of decisions regarding inclusion of FP services into integrated packages/supervising? Budget limitations?
- c. Status of ICPD recommendations
- d. Relationship of FP strategic plan to other strategic plans including Health Sector Reform, Reproductive Health, AIDS/HIV, others
- e. Who will handle contraceptive management and supply, including condoms for HIV/AIDS, STD programmes. What are government priorities about these programmes and supplies?

### 2. Demographics/Population

- a. Results of MCH Survey when available
- b. AIDS/HIV/STD latest information, studies on economic and social impact, projections, etc.
- c. Migration trends affecting location of reproductive cohort (MWRA): shift to urban? From drought ridden rural areas to more fertile rural areas?

### 3. Family Planning Programme

- a. Phenomenon of programme "plateauing"
- b. First Strategic Plan: impact; lessons learned; things to keep or to change, etc.
- c. Integration/shift to reproductive health services: changes required
- d. Roles of ZNFPC, MOHCW in family planning: service delivery, CBD programme, logistics, etc.
- e. Roles of other service providers: churches, NGOs
- f. Role/restrictions on private sector provision of FP service
- g. Roles/restrictions on nurses in provision of FP services

## VII. Environmental Assessment Questions (cont.)

### 4. Quality of Service Delivery

Current status, issues, and needs for quality as examined and analyzed in:

- a. The Situation Analysis by ZNFPC and Population Council
- b. Quality of Care survey by the MOH/MOH

### 5. Financial Sustainability

- a. Funding patterns: Which donors are continuing/increasing/scaling back/pulling out?
- b. Strategic directions/intentions of donors: what do they plan to fund? For how long?
- c. What alternative funding mechanisms are in place or are needed? Do they need to be pilot tested?
- d. GOZ funding intentions?
- e. Cost of services in relation to populations served: what is most cost effective; (what is most costly: can it be maintained)?
- f. Costs of integration RH/FP, integrated PHC?

**PROPOSED FPMD WORKPLAN  
FOR ZIMBABWE FAMILY PLANNING PROGRAMME  
STRATEGIC PLANNING EXERCISE**

**Activity 1.** Finalize draft of MDP, including refinement of strategic questions, for review and approval by ZNFPC

**Date** August 1996

**Staff** B. Tobin  
S.C. Huber  
M. Smit

**Activity 2.** Develop guidelines/tools for ZNFPC in-house assessment of current strategic plan

**Date** August 1996

**Staff** S.C. Huber  
S. Vriesendorp  
B. Tobin

**Activity 3.** Meet with The Population Council to coordinate workshop plans and dates

**Date** August 1996

**Staff** B. Tobin with  
L. Ndhlovu

**Activity 4.** Identify potential local consultants to work with ZNFPC on environmental assessment

**Date** August - early September 1996

**Staff** S.C. Huber  
M. Smit

**Activity 5.** Initial trip to Zimbabwe for B. Tobin.

**Date** late August/early September 1996 depending upon availability of key people

**Staff** B. Tobin with input from  
FPMD/Boston and  
USAID/Harare and  
ZNFPC

## **PROPOSED FPMD WORKPLAN, Activity 5 (cont.)**

Trip activities to include:

- a. Introduction to key players (USAID, ZNFPC, MOH, etc.)
- b. Reach consensus on MDP and process with ZNFPC and USAID/Harare
- c. With ZNFPC, finalize the questions to guide the environmental assessment; plan the in-house assessment of their current strategic plan and the external assessment
- d. With ZNFPC, identify those areas of the environmental assessment for which technical assistance would be beneficial and develop the Scope of Work
- e. Identify and select local consultant to work with ZNFPC on assessment
- f. Identify primary counterparts at ZNFPC and MOH as well as members for the Strategic Plan Task Force; confirm participation by ZNFPC on Health Sector Reform Committee
- g. With ZNFPC and Population Council, identify key participants for the SP workshop (ZNFPC to send briefing letters and invitations to Data Interpretation/Strategic Planning workshop)
- h. Discuss with ZNFPC plans for approval process for Strategic Plan and its integration into larger MOH plan

### **Activity 6. Environmental Assessment:**

**Date** late August/early September 1996 depending upon availability of key people

**Staff** B. Tobin with input from  
FPMD/Boston,  
USAID/Harare and  
ZNFPC

- a. Task Force in place to oversee process
- b. Content and format requirements finalized
- c. ZNFPC conducts in-house assessment of current strategic plan, including progress, impact, constraints, lessons learned, etc., using local consultant/facilitator as determined.