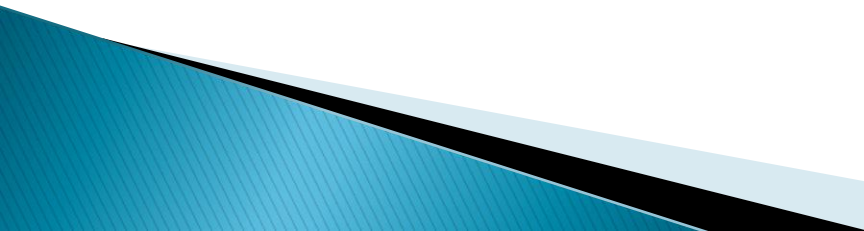


4th Eastern Africa Reproductive Health Network Coordination Meeting, April 25–29, 2011, Kampala

Review of EARHN Strategic Plan 2008–12
Facilitated by Grace Musoke–Lwanga, Consultant

Outline of the Review

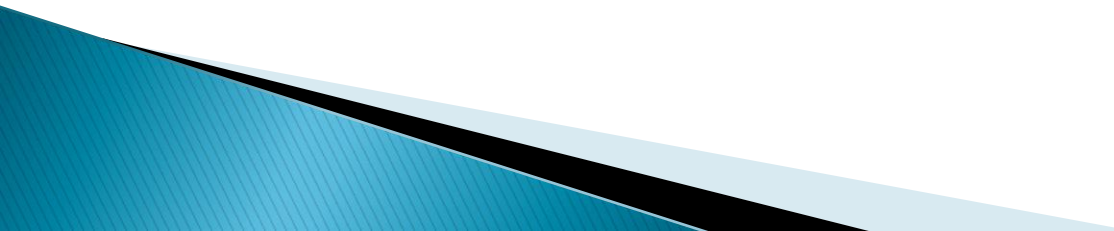
1. Purpose of the Review
 2. Overview of the Performance of EARHN Strategic Plan 2008–12
 3. Important considerations in formulating a Strategic Plan
 4. Validation of EARHN's:
 - Strategic Positioning
 - Priority Areas of Focus, Goal, Objectives and Strategic Interventions
 5. Review of Implementation Strategy
 6. Validation of M&E Strategy and Strategic Framework/Results Matrix
 7. Identification of Emerging Issues for Successor Plan
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Purpose of the Review

- ▶ To assess the performance of EARHN Strategic Plan 2008–12 in achieving set objectives (**Achievements, Constraints, Challenges and Lessons Learnt**)
- ▶ To establish the validity and current relevance of EARHN's Strategic Plan 2008–2012 in terms of Strategic Positioning, Areas of Focus, Objectives and Interventions
- ▶ To assess the functionality of the M&E Strategy
- ▶ To identify emerging issues....opportunities and challenges, to inform the focus; objectives; and strategic interventions of the Successor Plan 2013–18

Overview of EARHN Strategic Plan

Dr. Kyaddondo's presentation followed by consensus building on:

- ▶ Achievements
 - ▶ Constraints
 - ▶ Challenges
 - ▶ Lessons learnt
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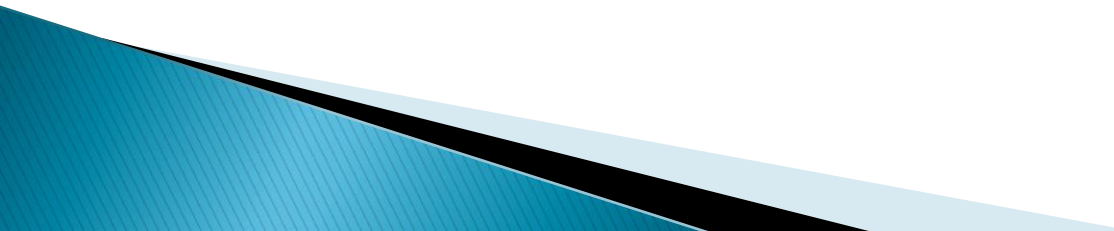
Important considerations in formulating and implementing a Strategic Plan

- ▶ Purpose of a SP (*broad decision platform; facilitate AWPB; Resource mobilization tool; M&E;*)
 - ▶ Stakeholder ownership
 - ▶ Stakeholder participation: lead champion; other players
 - ▶ Key elements / Building Blocks of the SP (see next column)
 - ▶ Stakeholder commitment
 - ▶ Accountability
- ▶ Key Elements /BBs:
 1. Strategic Positioning
 2. Situational Analysis
 3. Priority Concerns / Areas of Focus
 4. Strategic Objectives
 5. Key Interventions / Actions
 6. Implementation Strategy
 7. M & E Strategy
 8. Results Matrix

Validation of EARHN Strategic Positioning

- ▶ EARHN's strategic positioning is defined by the networks' Mandate, Vision, Mission, and Core Values (**Page 7 of the SP document**)

Key pertinent issues include:

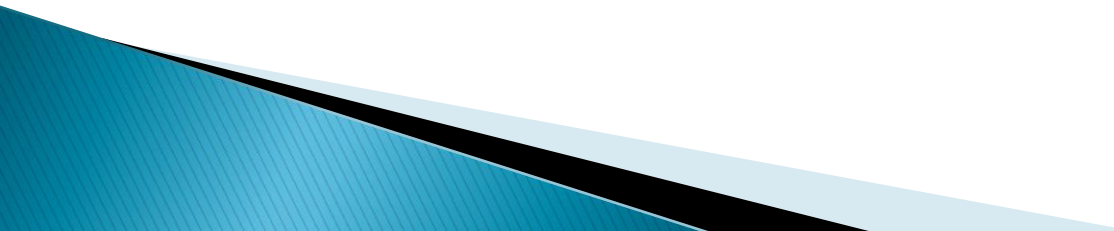
- ▶ *Scope, Validity (recognition & acceptance by key Stakeholders) & Relevance of Mandate*
 - ▶ *Inspirational Impact of the Vision & Core Values*
 - ▶ *Clarity and focus of Mission*
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Validation of Priority Areas of Focus, Goal, Objectives and Strategic Interventions

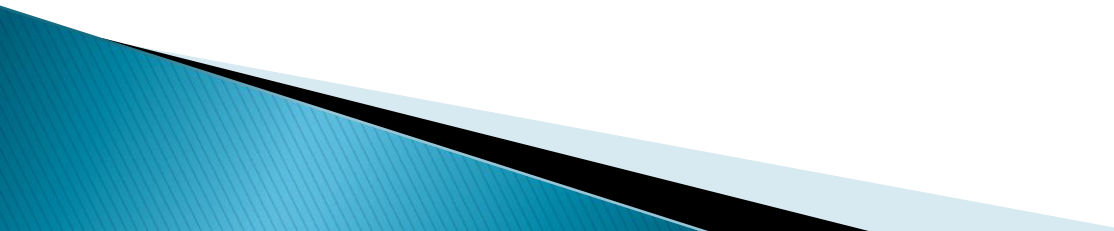
- ▶ The selected Areas of Focus should reflect the priority issues of concern to the Network (Pp8–12)
- ▶ The issues are of concern because they are *mission critical* i. e. central to the successful achievement of EARHN's mandate
- ▶ The rationale and justification for the Areas of Focus emerges from a well-articulated Situational Analysis
- ▶ The priority Areas of Focus inform/provide the basis for the Strategic Objectives and the selected Interventions/Key Actions
- ▶ The objectives should be relatively SMART..*issue-specific, measurable, achievable, realistic, time bound outcomes*

Areas of Focus, Objectives....

We, therefore, need to review:

- ▶ *Validity & Relevance of the Areas of Focus*
 - ▶ *Network's capacity to make a difference*
 - ▶ *SMARTNESS of the Objectives*
 - ▶ *Inclusiveness and innovativeness of the selected interventions*
- 

Functionality of the Implementation Strategy

- ▶ How is the Strategic Plan to be operationalized?
 - ▶ Are the roles and responsibilities of different actors/stakeholders clearly specified?
- 

Validation of M&E Strategy

- ▶ M&E is a strategic mechanism for enabling Board, Management and other stakeholders to determine how well the Plan is performing

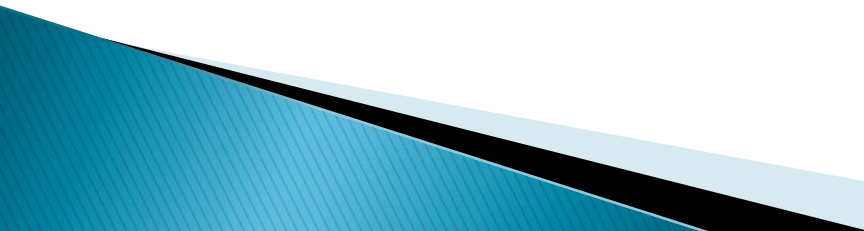
The M&E strategy should:

- ▶ *Have clear indicators of output/outcome*
- ▶ *Have clear roles and responsibilities*
- ▶ *Be sufficiently inclusive—role for both internal and external actors*

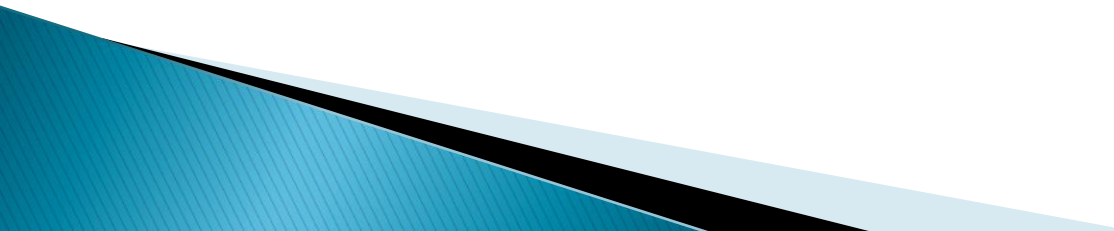
(Page 12)



Strategic Framework/Results Matrix

- ▶ The SFM maps the strategic objectives to strategic interventions, outputs/outcomes, performance indicators, and means of verification of effective performance
 - ▶ The SFM may include budget projections relating to each objective covering the Plan period
 - ▶ The SFM facilitates formulation of more specific Country/Annual Work Plans that should respond to specific/emerging opportunities and challenges
- 

Emerging Issues for Successor Plan

- ▶ What are the emerging concerns and why?
 - ▶ What are the new opportunities and challenges facing EARHN?
 - ▶ What **can** the Network handle? What **will** the Network handle? **New Areas of Focus**
 - ▶ What innovations need to be introduced to enable EARHN to enhance its advocacy role?
- 



Country experiences – Burundi

- ▶ Improving CPR trend albeit with regional variations
- ▶ Improved assisted delivery trend
- ▶ Challenges..demographic issue
- ▶ Main RH activities
- ▶ Provincial mtgs with governors & religious leaders
- ▶ National mtg chaired by President..Declaratn
- ▶ Ministerial trip to Kigali
- ▶ Good practices..transforming remote health centers into training centers for IUDs
- ▶ Initiation of PBF with focus on RH
- ▶ 4 yrs without commodity stockouts..leading to improved use of IUDs

Ethiopia...

- ▶ National development plan with MDG targets
- ▶ Conducting advocacy activities in collaboration with partners...national and others...MPs, supportive legislators...amended laws...tax relief on commodities...training for media partners...some funding for the media to communicate in local languages...use of drama, etc to create awareness
- ▶ Best practice...localization of RH to community level
- ▶ Have conducted 2 demographic surveys and planning a third by oct.
- ▶ CPR expected to reach thirty %
- ▶ Enhancing immunization coverage
- ▶ Currently focusing on IUDs..great demand by women....improved FP services at community level
- ▶ Challenges....meeting MDG 5 targets...mothers not using services...lack of transport...govt has bought 800 ambulances for the districts...high pop growth rate..financial constraint

Kenya..sept 2010–april 2011

- ▶ Now called national council for pop and dev
- ▶ Key indicators for CPR..tremendous improvement...though resource allocation priority changed to HIV/AIDS..fertility rate going down...MMR worsened
- ▶ Achievements..Advocacy and coalition bldg..1 national conference with a communique..further high profile flwp palnd..1 MPs briefing; mtgs with regional leaders;media briefings; members trained; advocacy kit developed for national leaders and regional (county) leaders; newsletter; advocacy strategy developed
- ▶ Action also taken for SO2 (mtgs,
- ▶ Facilitating factors: stakeholder database; govt support; MPs political cmtmt; dev partner support
- ▶ Constraints: resources; inadequate communic channels, minimal participatn and contrib by EAHN members
- ▶ Lessons: need for multiple funding sources; delays in preparation of annual w/plans delays implementation; govet ownership of RH progs key to success

Lessons fm Kenya

- ▶ Expand IEC progs to reach men and women;
- ▶ encourage leaders at all levels to speak out;
- ▶ step up resource mobiliz efforts

Rwanda

- ▶ Rwanda Parliamentarians Network on Popo and Dev
- ▶ In line with EARHN strategy
- ▶ FP Policy 2006–2010
- ▶ Best practices: strong political cmtmt for right polciy environmt; community health worker critical; innovative flwup;; community distribn system; rapid sms system for MCH reporting..many other supporting policies...leading to improved health
- ▶ Challenges; geographic accessibility, youth use of FP, misconception; funding; keeping regional and global commitments

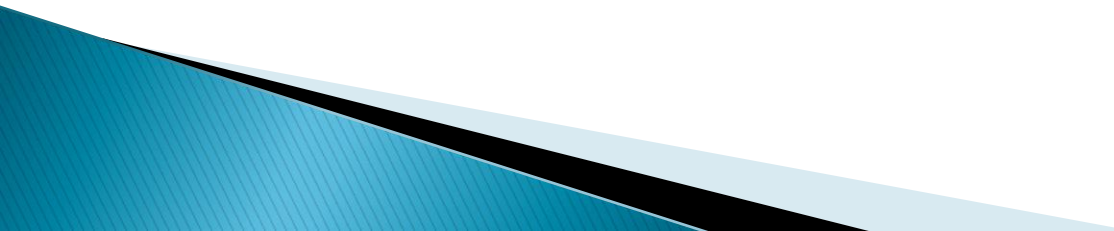
TZ

- ▶ TFR..5.4 with regional variation..MMMR 415; CPR for all women 28.8 for traditional and 2three for modern methods
- ▶ Different players operating in specific areas and being coordinated by govt
- ▶ Challenges: geographical access;

Uganda

- ▶ Focus on reducing unmet need for FP and boosting uptake...CPR at 24
- ▶ Planned activities
- ▶ Achievements
- ▶ Lessons learnt: sustained political cmtmt; policy guidelines for depo provers; govt support to NMS; active collab btwn govt and csos; targeting grassroot communities; women empowerment through micro credit, skill dev and FAL
- ▶ Networking with MPs got govt to commit thirty million dollars out of the one hundred thirty million world bank loan to maternal health

Common themes

- ▶ Improving trends
 - ▶ Strong advocacy progs
 - ▶ Role of reproductive health commodity security
 - ▶ Uniqueness...TZ, Rwanda, Ethiopia
- 

Malawi

- ▶ FP repositioned as a key strategy for social and econ dev...key interventions:
- ▶ Incorporation of FP into the pre-service training curriculum
- ▶ Strengthening of health facilities to meet demand
- ▶ CPR improved to 46% in 2010 from 26% in 2004
- ▶ Task shifting on obstetric and neonatal care..improved antenatal care PMTCT increased to 68%...

Comments fm pax

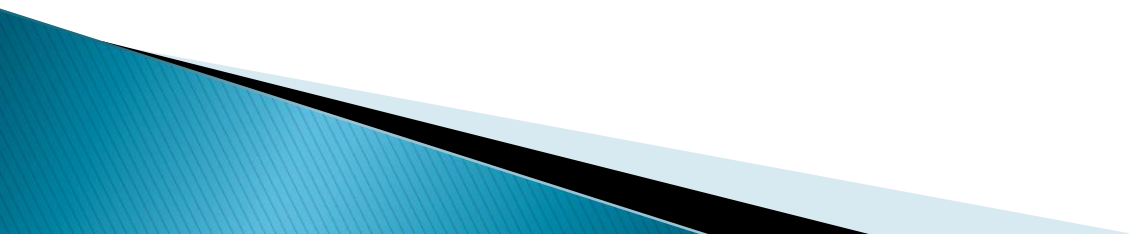
- ▶ Rwanda...what is the problem occasioning the proposed FP policy review?...*expiry of the old policy in 2010 ..identify new challenges, roll out*
- ▶ TZ...hailed the coordination role of govt. but wonders how easy it is to do so successfully?...*govt deals wt central coordination offices of the varoius agencies..joint visits, etc*
- ▶ General...all except Uganda focused on RH and not so much on pop and dev
- ▶ Eastern African countries doing well on RH..hear more from rwanda on rapid sms...*implemented on 1 district so far..in partnership with UNICEF as part of an e-Health Project to handle emergencies..uses mobile phones*
- ▶ Lots of similarity and complementarity btwn EARHN and the Packard Foundation...uganda and kenya..what is govt's contrib to FP/RH?...ug govt \$0.5m (2009) for contracptves to fill the funding gap...up to \$1.9m for 2010; kenya largely dependent on donors but fr 2010/11 govt comted \$6.725m
- ▶ What is crucial is ensure that resource reallocations don't just impair one social sector to address another

Ghana

- ▶ West africa reprod health network...16 countries...draft strategic plan 2009...similar elements to that of EARHN..to be updated and finalized
- ▶ Ghana ...FP Commod strategy in place...advocacy seminar for MPs but more need to be done...some meetings, a three year work plan ...active youth participatn..reviewed key RH docs
- ▶ Challenges..similar to east africa..funding, more political will and comtment

Pax comments...

- ▶ Learn more on performance based financing
- ▶ Resistance to community based injectables by nursing council in kenya...no security risk?..Angela (FHI) as long as there is a gap, then community health workers are inevitable and useful...uganda has not faced any problems yet..continuous documamtation and dissemination of success...global trend is fr self-injected depo provera



Overview of EARHN Strategic Plan...Dr. Betty Kyadondo

- ▶ Objectives of the Meeting
 - ▶ Why network...similar challenges
 - ▶ RH problems...
 - ▶ Reviewed the EARHN vision, mission, mandate, goal and strategic objectives, M&E strategy
- 