Developing Costed Implementation Plans

Team Roles and Responsibilities

March 2015

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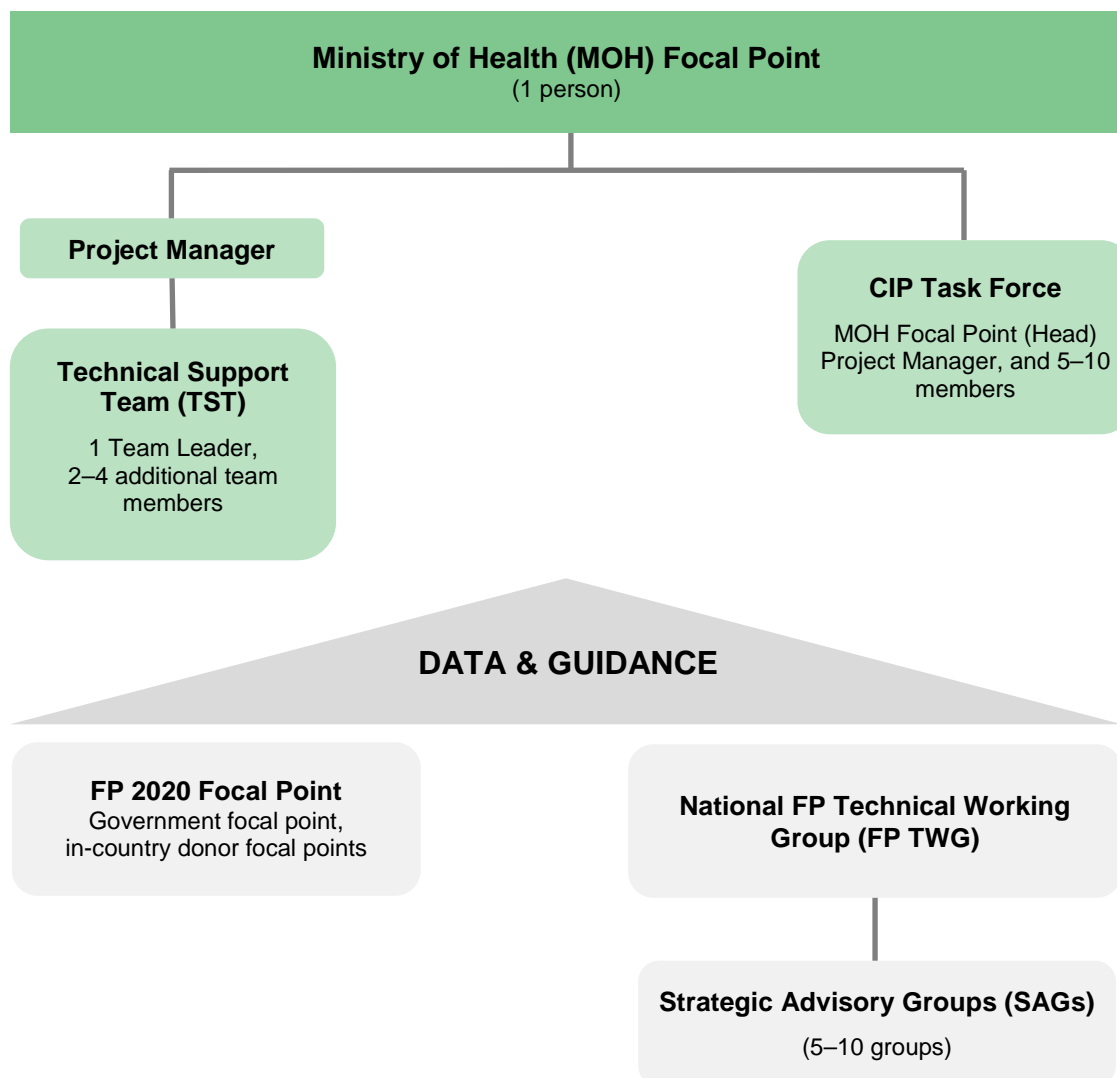**Phone:** 410-659-6300
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OVERVIEW

Effective development of the Costed Implementation Plan (CIP) requires a country-led, systematic, and highly participatory process, involving a range of stakeholders and technical experts led by the Ministry of Health. While the CIP team's exact make-up, responsibilities, and relationships should be tailored to the country's context, this document presents the key recommended groups and positions needed for CIP development, along with proposed scopes of work. Responsibilities for plan implementation and monitoring are assigned and documented in the CIP technical strategy. The organizational chart presented may be altered, but similar arrangements have proved successful in several completed CIP processes.

Proposed CIP Team Organization Chart

Ministry of Health (MOH) Focal Point
(1 person)

Project Manager

CIP Task Force

MOH Focal Point (Head)
Project Manager, and 5–10
members

Technical Support Team (TST)

1 Team Leader,
2–4 additional team
members

DATA & GUIDANCE

FP 2020 Focal Point
Government focal point,
in-country donor focal points

National FP Technical Working Group (FP TWG)

Strategic Advisory Groups (SAGs)

(5–10 groups)

MINISTRY OF HEALTH (MOH) FOCAL POINT

The MOH plays the most crucial role in the CIP development process, providing leadership and oversight based on the government's priorities and coordinating all key stakeholder input and partner resources for plan implementation. The assigned MOH Focal Point chairs the CIP Task Force, which also includes the Project Manager (managing and coordinating the entire effort) and other key stakeholders, usually selected from an existing National FP Technical Working Group (FP TWG) and/or development partners and influential family planning (FP) experts in the country.

Scope of work

- Reviews the CIP development roadmap and proposed CIP team and secures approval from the government for the proposed timeline and staffing

- Identifies and makes available technical and financial assistance, as needed

- Chairs the CIP Task Force and works with key partners to ensure that all groups are sharing information and aligning their programming to the government's priorities and plan

- Chairs all stakeholder meetings and workshops and reviews evidence from partners on which interventions are making progress and are the most effective; this information can help the government and TWG make strategy decisions regarding the selection of interventions

- Liaises with and facilitates optimal engagement of other key MOH departments (e.g., Planning, Clinical Services, Finance and Administration, etc.); government institutions (e.g., Ministry of Education, Ministry of Finance, etc.); and relevant ministries to secure their involvement in accordance to the stakeholder engagement plan; this will ensure participation of the appropriate government focal points for youth, gender, etc., to promote human rights and inter-ministerial coordination, more broadly

- Liaises with and facilitates optimal engagement of subnational leadership, including regional- and district-level administrative authorities

- Reviews and approves key deliverables throughout the development process

- Leads and facilitates the approval process of the final draft CIP

- Facilitates access to ministry records and data (Ministry of Health and other ministries)

- Leads preparations for launch activities at the national and regional levels

- Supervises national consultants to lead technical components of the activity

PROJECT MANAGER

Another role filled by an MOH staff member, or an active implementing partner with considerable understanding of the national FP program, is the Project Manager. The Project Manager is responsible for the day-to-day running of the entire CIP development process and works with the Technical Support Team (TST) and MOH Focal Point to ensure that the project has adequate technical and financial resources and is executed in a timely manner and that all key stakeholders are involved and informed.

Scope of work

- Engages/recruits a Team Leader and supports him/her to manage implementation of the roadmap for the CIP development process

- Provides overall coordination, communication, and logistical support for the entire development process

- Supports the MOH Focal Point to identify and make available technical and financial assistance, as needed

- With guidance from the TST, conducts and manages stakeholder mapping, analysis, and engagement throughout the process

- Facilitates coordination and communication among the CIP team members, including the strategic advisory groups and FP TWG

- Manages communications among partners, donors, and the MOH

- Supports the MOH to convene all identified key meetings/workshops, including taking minutes and disseminating them

- Manages the documentation and archiving of relevant notes, papers, consultation minutes, analyses, and CIP version control, providing the entire TST with easy access to all relevant documents

- Manages the final copyedit and production of the final CIP

- Plans and coordinates the national CIP's launch at national and regional events

- Develops and implements a dissemination plan for the CIP

- Coordinates technical assistance to "transition" the CIP into action during the implementation phase

TECHNICAL SUPPORT TEAM (TST)

The TST comprises members from organizations providing technical assistance. The team supports the plan's development and contributes to implementation planning but is not necessarily involved in plan execution. TST members may vary from country to country, but important skills/characteristics that should be represented include the following:

- FP technical knowledge

- Costing and budgeting experience

- Monitoring and evaluation knowledge

- Productive working relationships with the MOH and implementation partners

- Ability to motivate team members and manage progress

- Ability to dedicate time to the process

The TST is headed by the Team Leader, who reports to the MOH Focal Point. It is highly recommended that this person have considerable expertise in family planning and in-depth understanding of the country context.

Scope of work—Team Leader

- Works with the TST to develop and maintain a detailed roadmap for the fulfillment of task deliverables throughout the CIP development process, including coordinating task execution by different teams according to a timeline and deliverable specifications

- Coordinates and manages inclusive decision-making processes throughout the CIP development process

- Gathers all information required for developing the technical and costing strategy

- With guidance from the TST,

  o Leads the organization and execution of a situation analysis to feed into the development of sound technical and costing strategies and an informed decision-making process; also prepares and presents findings from the situation analysis to the CIP Task Force

  o Develops and/or coordinates the process for developing strategic interventions with strategic advisory groups to address issues identified in the situational analysis

  o Leads the development of the technical strategy narrative (i.e., write-up) and associated implementation plan

  o Coordinates and manages the CIP stakeholder review process, including managing the incorporation of reviewer comments/drafts

  o Participates in generating demographic projections based on the contraceptive prevalence rate (CPR) goal

  o Participates in determining the FP impact on demographic and health indicators

  o Participates in generating strategy-specific cost estimates

  o Leads development of the performance monitoring plan for the CIP

o Facilitates the endorsement process of key deliverables by the MOH and the final draft of the CIP

Scope of work—TST (as a group)

- Develops a CIP inception report and shares it with the CIP Task Force

- Develops/adapts the assessment methodology and data collection tools

- Conducts a desk review of documents identified by the CIP Task Force

- Conducts key informant interviews to validate the desk review findings

- Analyzes and prepares a preliminary situation analysis report

- Develops and coordinates the identification of strategic interventions that respond to issues emerging from the situational analysis

- Conducts projections of the requirements to meet the CPR goal (demographic, commodity, etc.)

- Provides guidance on the data and inputs required for the CIP development process

- Proposes prioritization criteria and a process to decide on thematic areas of focus for the plan

- Works with the Project Manager and MOH Focal Point to conduct stakeholder mapping, analysis, and engagement

- Proposes an inclusive decision-making process/methodology for document circulation, review, consultative meetings, etc.

- Proposes appropriate technical strategies for the identified issues

- Develops the technical strategy narrative (i.e., write-up) and associated implementation plan

- Coordinates and manages the CIP stakeholder review process, including managing the incorporation of reviewer comments/drafts

- Conducts an impact analysis of increased CPR on demographic and health indicators

- Proposes the costing methodology and undertakes costing of the plan

- Develops the performance monitoring plan for the CIP

- Facilitates the endorsement process of key deliverables by the MOH and final draft of the CIP

CIP TASK FORCE

The CIP Task Force is an advisory committee that primarily provides oversight, guidance, and expertise during the CIP development process. It represents the governance and decision-making body of the CIP development process. The Task Force is chaired by the MOH Focal Person and includes other key stakeholders, usually selected from an existing FP TWG and/or development partners and influential FP experts in the country.

Scope of work

- Serves as an advisory body for the entire planning and development process and deliverables

- Provides data and guidance to inform development of the technical and costing strategies

- Participates in key meetings and workshops

- Reviews draft documents

- Supports and participates in the launch activities

NATIONAL FP TECHNICAL WORKING GROUP (FP TWG)

In most countries, an FP TWG will likely already exist prior to the development of a CIP. All implementing and development partners working with the MOH on FP issues are usually coordinated through a National FP Technical Working Group, which may meet monthly, quarterly, or biannually. During the CIP process, this group may need to hold more regular or CIP-specific meetings to review key components of the CIP as it is launched, drafted, and finalized. The FP TWG is an essential component to developing a successful CIP.

Scope of work

- Provides general oversight and approval via consensus on the CIP launch plan, draft document, and final document

- Focuses all development and implementing partners' resources on the plan after its launch

- Continues to play an advisory and guidance role to the MOH and FP stakeholders and supports effective implementation of the CIP through various strategies

- Provides a forum for stakeholders to share information and technical updates on CIP implementation

STRATEGY ADVISORY GROUPS (SAGs)

SAGs are a subset of the National FP TWG. Typically, the groups include seasoned technical experts in key areas of an FP program. SAGs primarily provide technical input for the CIP's development. The groups are usually formed around different technical areas; a maximum of 10 groups is advisable, including contraceptive security, human resources, health systems management, youth, social and behavior change communication, service delivery, advocacy,

private sector, and community representatives. These groups should include representatives concerned with gender equality and human rights and representatives from marginalized populations and underserved communities (people living with HIV, people with disabilities, etc.).

Scope of work

- Act as a source of information during the situational analysis exercise

- Provide technical input related to the strategic interventions, actions, and required resources

- Participate in prioritizing key issues and strategic interventions

- Review appropriate sections of the draft CIP

FP2020 FOCAL POINTS

One of the cornerstones of FP2020 is the efficient use of existing structures and mechanisms wherever possible. In keeping with this philosophy, FP2020 has established FP2020 focal points, including a government focal point and donor focal points (UNFPA, USAID and DFID representatives who are already in-country). Government focal points are designated by ministries of health. The donor focal points work with the government to identify gaps in implementation, align resources to goals, and ensure that FP2020 is grounded in work that is consistent with government priorities and complements efforts by existing partners. The focal points align with the existing FP committees to ensure there is a seamless link to the existing infrastructure and the government's new commitments to family planning.

Scope of work

- Act as a source of information during the situational analysis exercise

- Provide technical input related to the strategic interventions, actions, and required resources

- Participate in prioritizing key issues and strategic interventions

- Review appropriate sections of the draft CIP

- Ensure alignment and coordination with global structures for FP2020 during development and execution of the CIP