



**NATIONAL FAMILY PLANNING BOARD  
SEXUAL REPRODUCTIVE HEALTH AUTHORITY  
Consultant to facilitate and develop a corporate Plan 2017-2020**

## **1.0 BACKGROUND**

In 1967, in recognition of problems associated with population growth and the need for family planning among Jamaicans, the Government of Jamaica created the National Family Planning Board (NFPB). Throughout the ensuing years, family planning gained greater visibility and importance for Jamaica's development agenda. The NFPB, empowered by the National Family Planning Act (1970), became the Government agency responsible for preparing, implementing, coordinating, and promoting family planning services in Jamaica.

In 2010, faced with a fiscal crisis, the Jamaican government recommended to Parliament that the NFPB be subsumed into the Ministry of Health as a part of its public sector rationalization proposal. At that time the Ministry of Health was seeking to streamline and strengthen health systems, within the wider governance objectives of rationalizing resources and transforming service delivery. As part of this move, establishing integrated and cohesive sexual and reproductive health services emerged as a necessary response to local and international changes in policy direction towards more efficient and effective horizontal rather than vertical programming. In that same year, Jamaica's new classification by the World Bank as an upper middle income country meant that access to assistance from international donors like the Global Fund, which provide most of the funding to the former National HIV/STI Programme (NHP), would be limited going forward.

In a case study commissioned by the Ministry of Health that assessed the process of integration leading to the formation of the Sexual Health Agency, the writers summed up the situation:

*At the national level, integration of family planning and HIV/STI programming did not gain traction until 2010. At this juncture, the sustainability of both the Ministry of Health's NFPB and NHP came into question. In different ways, broad economic forces threatened the two entities, inspiring leaders within the MOH to brainstorm a way to achieve another challenging but widely embraced ideal: cutting costs while improving efficiency and effectiveness.<sup>1</sup>*

A NFPB Policy Paper (2012) also pointed to these factors as reasons why a decision was made to integrate the NHP into the NFPB in Jamaica.<sup>2</sup>

The Sexual Health Agency was therefore conceptualized and developed out of economic necessity and a need to ensure the sustainability and demonstrate the relevance of entities with a sound track record providing dedicated service (vs. a merged/consolidated service with the MOH) to the specific

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<sup>1</sup> Carr, Dara and McClure, Kathy. 2014. National Family Planning-HIV Programme Integration in Jamaica-Creating a New Sexual Health Agency. Washington DC. Futures Group. Health Policy Project. pg. 2

<sup>2</sup> Williams, D. 2012. From Vertical to Integration: Integrating the National HIV Programme with the National Family Planning Programme in Jamaica makes sense. National Family Planning Board.

mandates of HIV and AIDS and sexual and reproductive health (SRH) with a focus on Family Planning. The anticipated efficiencies and cost savings generated through the integration of both entities were also a very important consideration in light of the public sector rationalization plans being proposed by Government.

The announcement of plans for the new integrated agency, engendered varying expectations among stakeholders regarding the role of the agency. For example, the World Bank in its Implementation and Completion Report (2013) for Jamaica's Second HIV/AIDS Project, noted as lessons learned that:

- 'Integration of the HIV response into sexual reproductive health programmes within the ambit of the primary health care response can lead to broader reach and deeper sustained impact.
- The integration of the National HIV/STI Programme (NHP) into the National Family Planning Board (NFPB) to form one executive agency with responsibility for sexual and reproductive health will support the sustainability of the HIV Prevention Component
- The integration of the HIV response into the National Family Planning Board to create a "One Authority" will also help to ensure sustainability.<sup>3</sup>

On 26 March 2013, *vide* Cabinet Decision No. 12/13, approval was given for the integration of certain components of the National HIV/ STI Programme into the NFPB. The components that were integrated were:

- Support to Treatment and Care Services
- Prevention
- Enabling Environment and Human Rights
- Monitoring and Evaluation

This merger resulted in the creation of an organization responsible for ensuring and guaranteeing the sexual health of Jamaicans through the formation of a Sexual Health Agency—Sexual and Reproductive Health Authority/ "One Authority"— that provides for strengthening the links between HIV and Sexual and Reproductive Health programmes and services through joint policy-making, planning and advocacy. The integration gives effect to one of the key strategies outlined in Vision 2030 Jamaica--National Development Plan which is to "expand and improve integration of family planning, maternal and child health, sexual and reproductive health and HIV into primary health care".

The NFPB is now designated as the "National Authority for Sexual Reproductive Health" and its functions include:

- Providing sex education and encouraging the development thereof;
- Undertaking research and dissemination of information in relation to family and population planning;
- Reducing STIs including HIV;
- Improving contraceptive choice and safety; and
- Promoting healthy sexuality

The term 'National Authority for Sexual Reproductive Health' was coined to reflect the notion that Jamaica would have a National Coordinating Body that brings together the work of all partners

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<sup>3</sup> Implementation and Completion and Results Report for Jamaica's Second HIV/AIDS Project. Document of the World Bank. September 30, 2013.

involved in STI, HIV, family and population planning and generally sexual health (SH) issues, and which represents international best practice guidelines for SRH and HIV programming. The label “**National Authority for Sexual Reproductive Health**” indicates that the NFPB will have the power to collaborate with and support programmes and initiatives implemented by various Ministries, Departments and Agencies (MDAs) and disseminate and promote information on the specific SRH areas which fall under its expanded mandate. These specific areas are:

- Improving contraceptive choice and safety.
- Reducing STIs (including HIV) and reproductive tract infections.
- Promoting healthy sexuality including adolescent sexual health and
- Reducing harmful practices in an environment where human rights are respected and protected.

To date, the integration of the HIV Programme into the NFPB may be described as administrative as well as operational. These changes do not automatically result in the delivery of integrated services at the clinic and community level. For the country to truly experience the aforementioned benefits of integration of HIV and family planning there needs to be an expansion of integration on a wider scale at the national, regional and parish levels and to strengthen existing integrated services at the respective levels. In order to offer a comprehensive integrated programme of work the Government of Jamaica approved the expansion of the cadre of staff of the NFPB with the addition of sixteen new posts.

At this juncture, as the NFPB redefines and strengthens its brand identity and embarks fully into integration at the service delivery level it is necessary for the organisation to direct its corporate planning process into the development of robust, evidence-based Strategic Business and Operational Plans that will guide the organisation over the next three (3) years.

It is necessary to hire a consultant with robust corporate planning and analytical experience and skills to assist the organisation in this direction.

## **2.0 CONSULTANCY OBJECTIVES**

The objectives of developing the Corporate Plan are mainly to: -

- Define mission, vision, values, objectives and strategy including preparation of SWOT and other relevant analyses including a political, economic, social, technological, legal and environmental (PESTLE) Analysis
- Develop a Corporate Plan 2017-2020 and Operational Plan 2017-2018
- Define rebranded identity, Unique Selling Proposition
- Develop a sustainable resource mobilization strategy

## **3.0 KEY INFORMATION ON CONSULTANCY**

NFPB-SHA is the Contracting Authority and shall approve any contractual amendments and payment requests.

- **Type of Consultancy** – Firm
- **Duration** – The duration of the Consultancy will be for a period of up to fourteen (14) weeks, subject to the completion of the Deliverables herein mentioned. The deliverables must be met within the stipulated timeframe in order to meet other institutional requirements dependent on the Plan.
- **Supervision:**

- The Executive Director of NFPB-SHA will act as the Project Sponsor, ensuring that the necessary business resources are available for the duration of the project.
- The Chairman of NFPB-SHA will be responsible for the review and sign-off of the final plan.
- The Director, Communications/PR will be the key point of contact for all requests and clarifications, and team members will shadow this project to ensure transfer of knowledge.

**Qualifications of Consultants** – The successful firm and engagement team, must have extensive corporate strategic, planning experience, including the ability to conduct any required research, coordinate and facilitate the planning process, and create a corporate strategic, planning document suitable for private and public review and presentation.

To this end:

- Key consultant must have a Master’s degree in strategic planning
- Consultants must provide evidence of experience in corporate strategic, planning/tracking of execution in private and public sectors inside and outside of Jamaica.
- Consultants should provide evidence of experience in providing a similar service to other clients of similar size, experience, and/or industry.

#### **4.0 SCOPE OF WORK AND SERVICES REQUIRED**

The work expected of the consultant includes the following critical elements:

- A. Review of the existing Mission and Vision Statements to ensure relevance.
- B. Review of existing Strategic Business Plan and Operational Plan to determine status of key objectives, initiatives, metrics and timelines.
- C. Meetings with key internal and external stakeholders to determine their outlook and views on the existing strategy and execution, as well as proposed strategies for future use.
- D. Within the context of global and local sexual and reproductive health priorities (particularly HIV/AIDS/STI, family planning, adolescent sexual and reproductive health), assess the political, legal and socio-economic development landscape to assist in facilitating discussions with stakeholders as well as with developing the strategy.
- E. Facilitation of strategic, corporate planning Retreat/sessions to discuss the key elements of the Plan. The stakeholder groupings for such sessions may include, but is not limited to: Staff, Senior Management team, the Board of Directors.
- F. Formulation of Corporate Plan and its related Operational Plans, which outline the short, medium and long term Objectives, Priorities and Action Plans, in keeping with the recommended outline for Government of Jamaica Strategic Plans.
  - i. The Plan should include international benchmark considerations and any low hanging fruit/quick wins.
  - ii. Formulation of key performance measures and metrics must also be a key element of the plan to ensure that progress is regularly reviewed.
  - iii. The Plan must also be summarized in a Roadmap that can be easily tracked and monitored through its lifetime,
- G. Formulation of Resource Mobilization Strategy

- H. Presentation of the proposed Corporate Plan and Operational Plan to the Board and/or Executive team of NFPB-SHA for discussion towards adoption, revision and finalization.

The NFPB-SHA recognizes the multitude of approaches that can be used to develop a comprehensive corporate plan; however, the selected team will be expected to adapt or customize an approach that will best meet the needs of NFPB-SHA.

The project will be considered complete when:

- Mission & Vision Statement has been agreed.
- Corporate Plan has been fully documented and the recommendations and the foregoing is presented to and accepted by all relevant stakeholders
- Corporate Plan 2017-2020 and its related Operational Plans must include SWOT and PESTLE Analyses (Jamaica and NFPB-SHA), identify key stakeholders, key SRH organization business drivers, risk management issues, key objectives, key strategies for target areas, key initiatives, quick wins, key metrics, timelines and tracking templates within the context of sexual and reproductive health (particularly HIV/AIDS/STI, family planning, and adolescent sexual and reproductive health) and the sustainable development landscape.
- Roadmap for implementation has been fully documented and agreed.
- Documents have been tailored for both internal and external usage (private & public sector)

## **5.0 DELIVERABLES (OUTPUTS), SCHEDULE AND PAYMENT ARRANGEMENTS**

The key deliverable of this project is a Corporate Plan.

The consultant will be selected under a **Fixed Budget (SFB) method** stipulated in the Government of Jamaica Handbook of Public Sector Procurement Procedures for the Procurement of Consulting Services (Volume 3: Section 1.2.3 and is open to all eligible consultants which is available on the at the following Ministry of Finance’s website: [www.mof.gov.jm](http://www.mof.gov.jm)). Payment will be made in keeping with the submission and acceptance of the deliverables. In view of the Scope of Work outlined below, the following schedule is being proposed in Table one (1):

**Table 1:**

Deliverable	Proposed Timeline <sup>1</sup>	Review	Weight
<ul style="list-style-type: none"> <li>• Inception Meeting</li> <li>• A detailed Work Plan</li> <li>• Template of the Roadmap</li> </ul>	End of Day 3	1 day	10%
Inception Report on matters (A-D above)	End of Week 3	5 days	20%
Completion of all facilitated Planning Sessions (E above)	End of Week 7	-	30%
Draft Corporate Plan including Resource Mobilization Strategy and Presentation (F and G above)	End of Week 11	3 days	30%
Finalize Corporate Plan including Resource Mobilization Strategy in all required versions.	End of Week 14	- - -	10%

To effect payment, relevant invoices and supporting documentation should be submitted with the deliverable.

**Diversity:** The NFPB-SHA is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDS status.

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<sup>1</sup> Includes review time