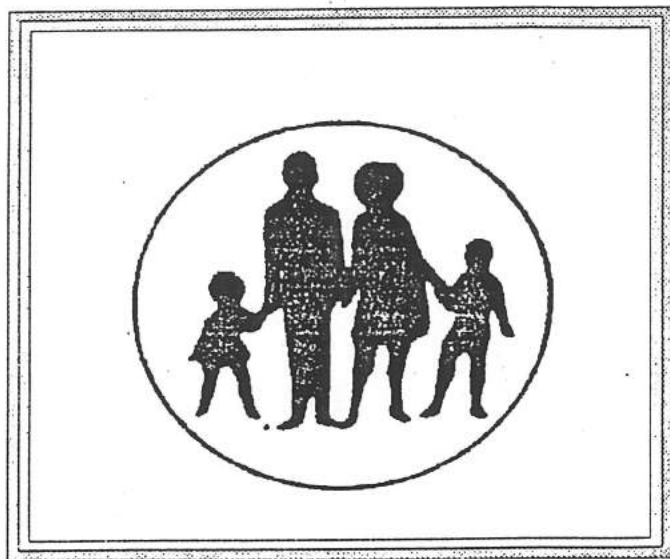


#22272

A PLAN FOR INSTITUTIONAL REPOSITIONING AND STRENGTHENING

Prepared for



The National Family Planning Board

By

Caribbean Applied Technology Centre Ltd.

August 1996

Library Use
Only **

Acknowledgment

Caribbean Applied Technology Centre (CATC) wishes to register its admiration for the National Family Planning Board team and its gratitude for the many courtesies and assistance extended to the consultants over the life of this project.

First, we wish to single out the Executive Director for special commendation. Her easy yet resolute approach, her attention to detail and the ease with which she is accessed despite a busy schedule, were key factors in determining the success of our work.

Next, a big thank you to the Deputy Executive Director who we found to be very approachable and highly responsive to our requests for meetings and information.

Each member of the senior management team displayed a high level of enthusiasm and interest in seeing a successful conclusion to the project. Without naming individuals, we wish to express our appreciation to those who answered our calls even outside of work hours; truly going beyond the call of duty. We also feel compelled to pay the team a complement born of our experience in conducting many such projects. It is never easy getting senior level staff to give so much of their time to attending planning and training sessions, particularly in the summer vacation months. You were exceptional in this regard and for this we are thankful.

To the members of staff who ensured our easy access to their bosses; facilitated our on-site observations, filled out questionnaires and attended training sessions; your cooperation made a difficult job pleasurable.

To the representatives of the interfacing agencies who participated in the external customer perception survey; to any one who in any way facilitated our efforts, please accept this profound and heart felt expression of our gratitude.

TABLE OF CONTENTS

	Page No.
Acknowledgment	ii
I Background Information to the Study	5
A. Terms of Reference Revisited	
B. Methodology	
II Strategic Issues Driving the Need for Institutional Repositioning and Strengthening	8
III Review of NFPB Mandate and Mission	18
IV Key Success Factors for the Delivery of Family Planning Services	25
V Statement of Principles, Values and Ethics	27
VI Analysis of NFPB's Strengths, Weaknesses, Opportunities and Threats Relative to the Key Success Factors	30
VII Improvement Goals, Strategies and Actions	43

VIII Improvement Infrastructure and
Process

64

IX Appendices

A. Results of An Internal Customer/Employee
Perception Survey

B. Results of An External Customer
Perception Survey

C An Overview of the Organization

D. Total Quality - The Manual
Note: Submitted Under Separate Cover

Conclusion

I Background Information to the Study

A. Terms of Reference Revisited

The purposes of this organization development consultancy are to:-

1. assess the management and organizational capabilities with respect to the changing roles of the NFPB in coordinating family planning programmes.
2. conduct organizational development exercises in order to strengthen capabilities and systems within the institution.

Specific objectives of the Organization Development Consultancy are to:

- a. review departmental and individual functions;
- b. review the organizational structure and make recommendations for change;
- c. identify weaknesses and make recommendations for improvements;
- d. define the lines of formal communication between staff members at the NFPB;
- e. recommend systems in order to improve internal communication and cooperation.

B. Methodology

A mix of methodologies was employed to not only meet but to exceed the requirements of the terms of reference. The specific phases of the work programme are briefly set out below.

Phrase 1: Information Gathering

To ensure the proper targeting of areas of the organization needing strengthening, a broad (if somewhat cursory) process of enquiry was embarked on.

1. Internal customer (employee) perception survey

A sample of employees was canvassed via questionnaires to elicit responses to a number of work place issues including:

work environment;
quality of supervision;
salary and benefits;
communication;
job satisfaction;
policies and procedures;
interpersonal relationships;
opportunities for advancement;
recognition and reward.

2. A limited management/operations audit was undertaken, mainly through face to face meetings with senior managers and through a documentary review process. Various features of the organization were examined including:

structure;
manning;
departmental functions and deliverables;
standard practices and procedures;
job design and fit;
personnel qualifications gap.

3. An limited external survey was conducted among key interface agencies/customers to discern their perceptions of the services rendered by the NFPB. Specifically, the survey sought a rating of the NFPB services in the critical areas of:

educational services;
family planning aids;
research services.

The survey also served to indicate areas of unmet needs and existing opportunities for additional/improved services.

4. A macro environmental assessment was conducted, mainly as a desk research, to identify trends in family planning programmes. The relevance of this exercise to the organization development project, is in allowing the NFPB to identify the external environmental trends and make the necessary internal arrangements to meet the new realities.

Phase 2: Strategic Planning Process

The strategic planning process was selected as the medium through which to properly align the organization with the results of the environmental analysis and to target those areas needing strengthening. Also important in selecting this process, is the fact that it adopts a systems approach to resolving problems and it does so with widespread participation by the organization's employees.

A two-day retreat was held with senior managers to review the future direction of the organization and to evolve a set of mission-supportive strategies geared towards achieving improvement of internal processes relative to the changing internal and external environmental factors.

Of special significance to the organization development process, was the utilization of the SWOT Analysis to identify the organization's internal strengths and weaknesses and the external opportunities and threats.

Phase 3: Quality Management Process

The major opportunity for continuous improvement and institutional strengthening will come from the Quality Management process which has been introduced into the organization.

Senior managers were involved in a three-day training session to be familiarized with the tools and techniques of the process and the design of the infrastructure for maintaining it. The total staff complement was put through a one-day Quality Awareness training programme to sensitize them to improvement opportunities in the organization.

A pilot project was launched by NFPB staff to improve an area of immediate need (office decor and physical working environment). The lessons learnt from the pilot project will be utilized to roll out the improvement process to implement other aspects of the organization development programme.

Phase 4: Documentation

The final activity was documenting the outputs from the various interventions and processes.

**II Strategic Issues Driving the Need for
Institutional Repositioning and
Strengthening**

Jamaica's population stands at approximately 2.5 million, with about 600,000 women in the reproductive age group. The social system has often been described as matriarchal, and is now characterized by increasingly early first sexual contact, but later first pregnancy. Stereotypes which complicate the delivery of effective family planning services include the "coming of age" aspects of first childbirth for many young women; and men are often inclined or pushed toward irresponsible fatherhood by media stereotypes emphasizing male sexual prowess and multiple partners.

At the same time there are complementary programmes which assist family planning activities, specifically:

- AIDS/HIV and STD awareness programmes with at risk groups, which promote condom use;
- Women's Centre of Jamaica Foundation programmes to return adolescent mothers to school and to delay first pregnancy;
- growing health education linkages between MOH /Bureau of Health Education and MOEYC with implications for both family health and population control;
- youth-oriented programmes which stress the development of self-worth.

Jamaica's family planning programme is described by USAID as being in the "mature" phase¹, that is, contraceptive prevalence is greater than 50%, methods of communication and delivery are well established, and there is a gradual acceptance of long term methods such as sterilization and vasectomy. At this phase, the study notes that donor resistance often **increases**. The consultants note that the economic concept of *diminishing returns* also comes into play: it becomes ever more difficult to get the remainder of the population involved in family planning. However, there is compelling evidence² that family planning efforts from the 1970's through the 1990's are having an effect: there are fewer large families and average family size is declining.

¹ Preparing for the 21st Century, p20 & table 4, p22 Family Planning Services Division, Office of Population, USAID, 1990

² Jamaica Survey of Living Conditions 1994, PIOJ, February 1996, Tables 1.2, 1.3 and 1.4, pp 2 & 3.

The Jamaican microcosm is set against international changes which have taken place in the last quarter century of family planning activities, which are clearly summarized in a USAID policy document³ prepared in 1990. This document outlined the following key changes:

1. growing populations, particularly in developing nations, leading to larger populations requiring FP services;
2. development of population policy (we note here that Jamaica has a stated population policy, which was updated in 1995);
3. development of successful family planning activities which have indeed gone at least part way toward meeting policy objectives;
4. improved contraceptive technology (and it might be added, the condom and the pill have become so common as to be considered commodities, supplied by the lowest reliable bidder);
5. new approaches to family planning services have been developed;
6. more donor aid has become available.

The first five items hold true in 1996, but as will be shown in a separate section, aid is now declining and support for family planning activities is far from secure. The USAID study notes that successful family planning stimulates demand for more FP services, and increases the proportion of privately funded (user pays) services.

The paper clearly states the desired profile/ principles⁴ for the 1990's and beyond, for the effective delivery of family planning services:

³ Preparing *ibid.* p. ix

⁴ Preparing *ibid.* p. x

1. service delivery must emphasize **quality** of care
2. service delivery must **expand** to serve larger populations in more effective ways
3. **service delivery must evolve** to accommodate a younger population and an improved method mix;
4. government, PVO and for-profit sectors must **cooperate** in service delivery;
5. services must be **sustainable**
6. greater attention must be paid to comparative **advantage**, strategic **position** and managerial **efficiency**.

(Emphases added by the consultants.)

The same document⁵ outlines how family planning has typically been funded, using 1988 as a reference year, in which \$3.2 billion was spent as follows:

- developing country governments spent \$2 billion or 62%;
- donors spent \$659 million or 20%, of which USAID spent \$245 million or 37%;
- consumers spent \$550 million or 17%.

It is important to review the status of these three funding sources, in view of the desired profile for effective service delivery, as far as can be determined, as they are prime determinants of future plans and successes of the NFPB.

1. Government

The table and chart below track the current dollar and constant dollar GOJ grants to the National Family Planning Board from budget year 1991/92 to the current year, 1996/97. As will be seen, grants have increased in current dollar terms (1996/1991 = 43,774/9232 = about 475%) but **decreased** when adjusted for inflation (1996/1991 constant dollar = 4918/5770 = 85% or a decrease of 15%.)

The linear trend for the 6 years in real terms is slightly upward, indicating that the

⁵ Preparing *ibid.* p. 6

NFPB may be able to keep abreast of inflation; however, it is very important to note that the short term trend from 1994 onward is downward.

Table 1 Budget in current and constant dollars J\$ 000's

Activity	91/92	92/93	93/94	94/95	95/96	96/97	Totals	6 yr avg
Direction & Admin	3406	3784	3215	11312	10600	15940	48257	33%
IEC Info, Ed & Comm	2527	3978	2670	3293	11782	11782	36032	25%
Fam Plng Service delivery	2361	3212	5760	11972	10607	10903	44815	31%
Training	380	647	650	919	2408	2408	7412	5%
Evaluation & Research	558	968	970	1695	2741	2741	9673	7%
Total	9232	12589	13265	29191	38138	43774	146189	100%
CPI January ea. yr, 1988 = 100	160	300	418	565	700	890		
Total budget in 1988 dollars	5770	4196	3173	5167	5448	4918		

Sources: 1.) Estimates of Expenditure, various, Ministry of Finance; 2) Statistical Bulletin: Consumer Price Index, STATIN, various.

The amounts above refer to the government subvention and do not include specific project allocations from other sources. Administrative costs are spread over management of projects on behalf of donor agencies.

Chart 1 Constant Dollar Budget and Linear Trend Line

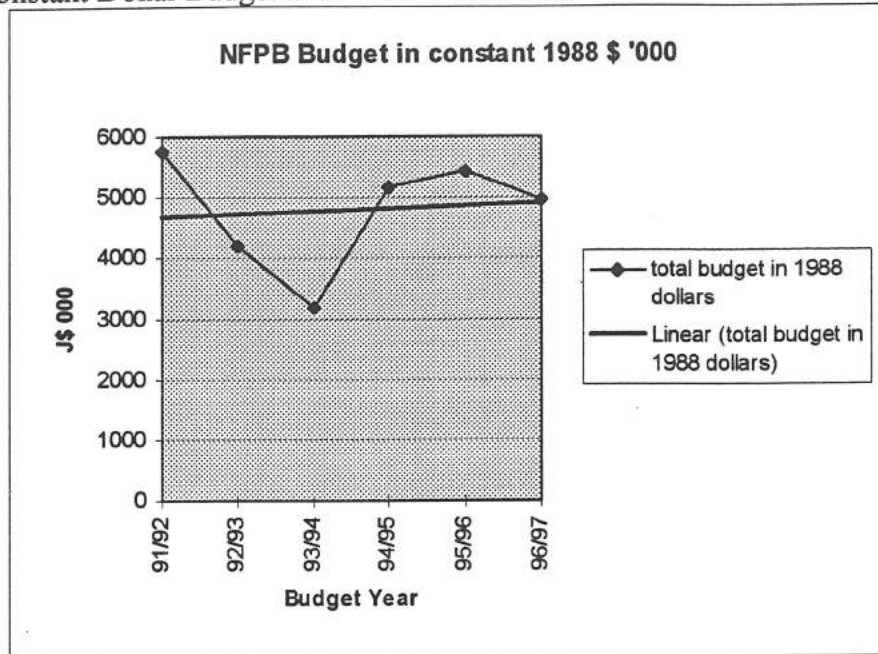
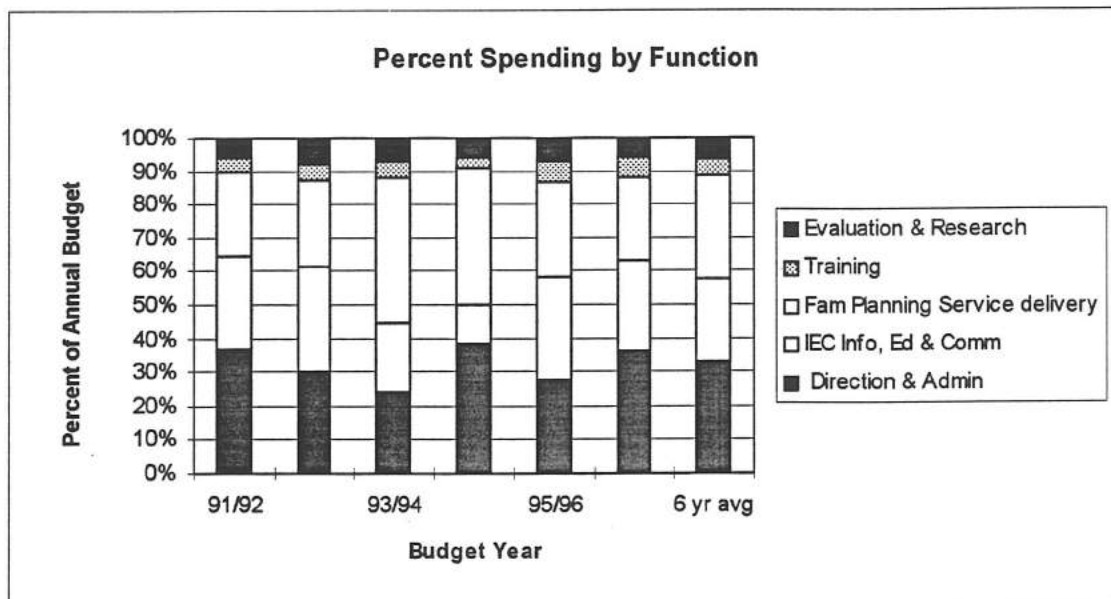


Table 1 also generates the following chart, which shows budget allocations to functions, as a percentage of the total GOJ grant.

Chart 2



Source: Estimates of Expenditure, various years

As will be seen from the above chart, the proportion of the budget spent by the NFPB's various functional areas can change rather dramatically. For example, Administration varied from 25% of budget to 40% with a 6-year average of 33% of the total. Evaluation and Research between them have hovered around 12% of total budget; Service Delivery has ranged from about 20% to about 40%. Three functions have consumed an average over the years of 88% of the budget: Administration, IEC (Information, Education and Communication) and Service Delivery. *Any strategic programmes designed to create major efficiencies must look at these three areas both in terms of core competencies and as major budget items.*

2. Aid

Against this background of slow growth of the GOJ real term grant, we find that aid sources are at risk of drying up. A brief report in *The Economist*, June 29, 1996 (See Appendix I for copy) suggests that the total international aid budget supplied by OECD members (Organisation for Economic Cooperation and Development, the top 21 economies) for 1995 was about the same as for 1994, at \$59 billion. However, when inflation is factored in, there is a real loss of 9.3%; the report states that the proportion of spending on aid by member nations is the lowest since the 1970's; and that the US has cut its aid by more than a quarter, from over \$10 billion to less than \$7.5 billion. This has obvious direct implications for USAID and also for UN agencies which rely heavily on US support for programme budgets.

Jamaica has so far avoided the worst effects of declining aid: official development assistance actually increased in US dollar terms by about 9.6% between 1994 and 1995⁶. The same reference (Economic and Social Survey, 1995) notes that there is a decline in grant funding and an increase in loans.

In practical terms, aid to family planning and related activities seems to be limited to:

- UNFPA (United Nations Population Fund), US\$ 0.5 million for fertility related activities, including family life education and planning among young people and STD/AIDS awareness.
- IBRD (International Bank for Reconstruction and Development/World Bank) formally closed the Jamaica Population and Health Project in 1995 and reports no major planned activity in this area; it does note however that some infrastructural improvements to health centres may increase point of delivery effectiveness.
- USAID continues its support of the Family Planning Initiatives Programme. PIOJ reports US\$6.13 million disbursed in 1995 for these activities. In addition, the Uplifting Adolescents Programme is scheduled to run for 5 years from 1995, and is valued at US\$7.5 million. With emphasis on skills development and self esteem building, the project is aimed at “at risk” youth and may be considered an adjunct to family life education.
- German government, Technical Cooperation: AIDS Prevention and Control was extended by three years from 1995 at a cost of 3 million marks or approximately J\$120 million; the Family Planning and Fertility Management programme was extended by 4 years from 1995 with a budget of 1 million marks/ J\$30 million.

⁶ Economic and Social Survey, Jamaica 1995, pp 26.1 & ff., PIOJ

3. Investment

This section looks at two broad areas of investment: external investment, as a developmental opportunity, and internal investment, that is personal purchases of family planning services.

a. *External*

Private sector flows to developing nation have increased dramatically through the 1990's, and now dwarf official aid. In 1990, private flows amounted to about \$50 billion and were approximately equal to aid flows; by 1995, private investment had risen to \$170 billion, nearly three times the aid figure of \$59 billion. These flows are predominantly in the form of investment, and are often directed to developing economies in China and the so-called "Asian tigers." Noting that there is a perceived link between investment, economic development, investments in education, especially for girls and young women and decreased family size, the question for Jamaican policy makers, including those involved in population policy is "How do we tap into this source of (renewable) wealth?"

At the macro level, the NFPB cannot affect economic policy and attract investment, as that is a government function. However, it must be emphasized that family planning processes are **business processes**: they are beset by the same needs to achieve efficiencies as are other service providers. The questions we must ask are "Could most or all family planning services be run profitably as businesses in the service sector? Could such enterprises attract local or foreign private capital?" If "Yes," how can we move to that status? If "No," what, proportionally, are the roles of the government provider, the NFPB, the private sector and the donor?

b. *Internal*

Detailed Contraceptive Prevalence surveys in 1989 and 1993 show substantial differences in the sources of pills and slight changes in condom sources over time. In 1989 the major source of contraceptive pills was clearly the health centre, supplying about 65% to users, against about 30% supplied by pharmacies; by 1993, health centre and pharmacies each supplied about 45% of pills. The relative proportions for condoms were:

Year	Health Centre	Pharmacy	Shop	Other
1989 (women)	30 %	50 %	10 %	<5%
1993 (women)	25 %	50 %	10 %	10%
1993 (men)	25 %	30 %	40 %	5%

Source: Jamaica Contraceptive Prevalence Survey 1993 NFPB 1994, page 19.

The shift toward private purchases is very positive and has no doubt been greatly assisted by social marketing programmes. Since the basis of much government reform is towards “user pays” the future development of the NFPB must be built on this premise, with adequate fallback for that sector of the population which is unable to pay. It is therefore encouraging to note the comment in CPS 1993, page 20: “...while almost two thirds of both men and women **already** pay for their contraceptives, half of the women and almost all men who do not already pay for their contraceptive method report that they would be willing to do so.” This gives an indication of the potential markets for supplies and services; should the NFPB approach the delivery of contraceptives as a business, an obvious

area of interest will be to convert the “willing to buy” group into regular customers.

Summary

Against a background of:

- threatened local and bilateral funding
- increased population, including young people at risk
- a government tendency toward privatization and divestment
- quite successful accomplishment of its mission to date, leading to a “mature” family planning programme, with increasing difficulty in securing more adherents and probably funding -

The National Family Planning Board is faced with the daunting task of re-examining its role and making hard decisions as to how to:

1. fulfill or re-write its mission, as a cost effective supplier of family planning services;
2. re-vitalise itself, having achieved much, but being faced with the need for extra resources, including energy to improve coverage and uptake of services;
3. achieve internal efficiencies, including control of the proportion of budget consumed by administration;
4. improve the quality and scope of its services.

It's towards attaining the twin objectives of institutional repositioning and strengthening of the NFPB that the present project is directed.

III Review of NFPB Mandate and Mission

The NFPB is empowered by an Act of Parliament (13th August, 1970) to “promote the carrying out of family and population planning programmes in Jamaica and to act as the principal agency of government for the allocation of financial assistance or grants to other bodies or persons engaged in the field of family and population planning in Jamaica”.

In the main, the NFPB is mandated to:

1. achieve and maintain reduced population growth;
2. coordinate, implement and promote cost-effective and sustainable services towards enhancing the reproductive health of the country and its citizens;
3. ensure the provision and usage of contraceptives among the population as a whole;
4. provide training and support for individuals and organizations involved in family planning and family life education.

In pursuing its mandate, the NFPB is authorized under the Family Planning Act to “do anything and enter into any transaction which, in the opinion of the Board, is necessary to ensure the proper performance of its functions”. Specifically, the Board may:

1. coordinate and, where it thinks necessary, direct the work of other bodies or persons in the field of family and population planning in order to ensure an effective and economical national effort;
2. undertake and promote research, and disseminate information, in relation to family and population planning;
3. arrange and participate in national and international courses, seminars and conferences in relation to family planning;
4. provide for sex education and encourage the development thereof;
5. collaborate with other bodies and persons in the preparation and carrying out of family life programmes;
6. operate and collaborate with Government and other bodies in operating clinics and other institutions concerned with maternity and child welfare; family and population planning.

The NFPB's success in carrying out its functions has, for the most part, been measured by:

1. increased awareness of family planning and family health issues among the general populous;
2. increased contraceptive prevalence among women of reproductive age;
3. reduced fertility rate and the resulting slow down in population growth.

As the ultimate measure of the success of the national family planning programme and the effectiveness of the NFPB in carrying it out, some ambitious targets have been established for the year 2000. The targets include the following:

1. population growth rate under 1% per annum or below a total count of 2.7 million;
2. replacement fertility of around 2:15;
3. contraceptive prevalence of at least 63 percent.

In reviewing the mandate of the NFPB relative to the emerging environmental circumstances, the following observations and conclusions have been arrived at:

- **The mandate of the NFPB remains relevant and significant within the context of the country's broad development goals.**
- **The NFPB is committed to the attainment of the national population targets.**
- **The National Family Planning Act is broad enough in scope and range, and flexible enough for the NFPB to make those changes dictated by the environmental shifts.**

The foregoing notwithstanding, NFPB decision makers are of the opinion that the organization would be well served by a concise statement of purpose which, although giving precedence to the mandate, communicate in product and service terms, the future direction to be pursued.

A participative process was utilized to evolve the elements of a draft mission statement. Participants at a senior management retreat were asked to respond to four basic questions relative to the organization, its customers/clients and the environment. As a form of brainstorming, responses were written on post-its and stuck to a wall.

Question No. 1 What are the products and services to be offered by the NFPB, now and realistically in the future?

Responses	Frequency Distribution (Number of times the response was given)
Providing technical personnel to give relevant FP/FLE information and services to all who need it	4
Counselling people towards good reproductive health (wholistic approach)	5
Development and distribution of relevant training and educational materials	4
Training community workers and service providers in the delivery of reproductive health and family planning services	3
Procurement and distribution of contraceptives and health aids (primarily a wholesaling activity)	11
Research and dissemination of family planning/ reproductive health data and information	6
Servicing other agencies involved in implementation of the population policy	1

Question No. 2 Who are the target groups, beneficiaries, intermediaries etc. to be served by the NFPB's products and services, now and realistically in the future?

Responses	Frequency
Women and men in reproductive age group	16
Groups needing training in FP/FLE (Community Groups; Leaders in government; NGO's etc)	5

Adolescents	11
The elderly	1
Persons with an unmet need	1
Interface agencies (MOH training unit; MOE; FP clinics & hospitals etc.)	4
Drug/Contraceptive Suppliers	3
Employers	1
Youthful couples wishing to postpone the establishment of a family	2
Teachers in the government and private education system	3

Question No. 3 What is the public image desired by the NFPB for itself and its employees?

Responses	Frequency
FP/FLE provider of first choice	2
National resource for FP information, education, materials and training	5
Efficient and reliable in the delivery of goods and services	5
Effective change agents (attitudes, culture, standard of living)	5
The authority on FP issues through research etc.	3
Advocate for the advancement of FP	2
Pace setter in contraceptive technology	1

Unborn Children	1
- A world to inherit	
- Less competition for scarce/depleting resources, jobs etc.	
Government	2
- Achievement of population targets	
- Happier constituents	
- Improved political fortunes	
NFPB Board and Management	2
- Accomplished mandate	

A concise and succinct statement was coined to encapsulate the key elements coming out of the brainstorming exercise and to communicate the organization's:

- future direction in product/service terms;
- philosophy towards national development (generally) and FP (specifically);
- self concept and desired image;
- commitment to quality and sustainability.

NFPB DRAFT MISSION STATEMENT

The Mission of the NFPB is to contribute to the the quality of life through the provision of reproductive health services of the highest standard on a sustainable basis.

The underlying principles embodied/communicated by the mission statement include the following.

- The NFPB is a human services organization.

First and foremost, its concern is with humanity; the upliftment of people by providing the knowledge and means to achieving smaller family sizes and hence an improved quality of life.

- The measure of the NFPB's effectiveness is both quantitative (in terms of GOJ's population targets for the year 2000) and qualitative in terms of improved societal norms.
- Improvement of the quality of human life applies equally to those served by the NFPB and those rendering the service.
- The scope of the NFPB's services will be broadened to emphasize reproductive health technology, family life education and behaviour change interventions.
- The NFPB will adopt and manifestly display a service culture.
- Sustainability is a major goal of the NFPB, both in terms of the fit between the organization and the environment and the organization attracting/generating a sufficiency of resources to carry forward the mission and mandate.

The mission statement is an important driver for the organization development process.

**IV Key Success Factors for the Delivery of
Family Planning Services**

NFPB KEY SUCCESS FACTORS (Relative to the Mission Statement)

- **WE MUST have a functional, empowering organization structure**
- **WE MUST have adequate, flexible financial resources**
- **WE MUST HAVE competent, motivated staff**
- **WE MUST HAVE appropriate technology**
- **WE MUST HAVE clearly defined and efficient processes**
- **WE MUST network effectively (internally and externally)**

The six areas to be focused in the organization development process are:

1. organization structure;
2. financial resources;
3. employee morale and performance;
4. technology;
5. work design and processes, and
6. interface relationships/external network.

By adopting this approach, the NFPB is assured that its improvement activities will be directly in support of its mission and mandate.

V. Statement of Principles, Values and Ethics

The success of the NFPB in achieving its mission is dependent on the integrity with which the organization approaches its business; how well it meets its obligation to several critically important groups of stakeholders, and the degree to which it proves itself to be a good steward of public resources placed at its disposal.

The following Statement of Principles, Values and Ethics is presented for review, refinement and possible adoption by the NFPB. The statement provides the parameters within which the organization will seek to pursue its mandate.

DRAFT STATEMENT OF PRINCIPLES, VALUES AND ETHICS

- **Our first responsibility is to the users of our products and services.**
 - We require, therefore, that the entire organization be continuously service oriented; stressing quality in all aspects of our operations.
 - We strive to innovate in the mix of products and services, based on a precise understanding of the changing needs of those whom we serve.
 - Our future success is dependent on us meeting the FP and reproductive health needs of our target groups and the population targets of the government; bringing both into balance for the good of the country.
- **Our ultimate responsibility is to Jamaica; to support the policies developed by government in order to advance social and economic development.**

- We support the population policies of the Government of Jamaica by contributing in a measurable and impactful way to the reproductive health of the country.
- We require sustainable operations which productively utilize the resources entrusted to us. Sustainability achieved on the basis of the quality of the services we offer and the efficiency of our operations is a primary goal.
- **Our employees are our greatest assets.**
 - We must develop and maintain a competent, highly motivated, results oriented team.
 - We seek to attract, develop and motivate people who demonstrate professional competence and integrity in performing their jobs, and the pre-requisite attitude for giving outstanding customer service.
 - We strive to identify those individuals who are outstanding performers, to provide them with continuous challenges and to search for new and effective ways to compensate them.

At the same time, we recognize we must have the best talent available and so must from time to time go outside the organization to meet our ever-improving standards.

- We are committed to supporting development programmes to prepare individuals for increased responsibilities and to make them more efficient.

In like manner, we believe in routinely, systematically and fairly assessing the performance of those who do not demonstrate the pre-requisite commitment and performance and communicating to them the necessary adjustments.

- We expect our managers to give leadership towards creating an organization climate which promotes a spirit of teamwork; communication; respect for the individual and innovativeness - in the pursuit of excellence.

- **We are uncompromising in our enforcement of a strict code of ethics which has as its basis:**
 - observance of the laws of the country;
 - avoidance of conflict of interest;
 - fairness in product distribution and marketing practices;
 - honesty and integrity in supplier relationships and procurement practices;
 - eschewment of payments to influence decisions or gain unfair advantage.
 - prudence in the use of company assets, resources and property;
 - protection of proprietary and privileged information - confidentiality;
 - transparency in pricing, contracting and billing.

**VI Analysis of NFPB Strengths, Weaknesses,
Opportunities and Threats (Relative to the
Key Success Factors)**

- **Our image as good citizens within the community is an important objective.**
 - We recognize community involvement - through the support of worthwhile projects.
 - We subscribe to the national objective of creating a sustainable physical, social and economic environment. This makes the community a better place for our employees to live and for our services to have the desired impact.

A SWOT Analysis was conducted, primarily by utilizing the findings from the employee perception survey, the external customer perception survey, the macro environmental survey and the internal organization overview.

From the SWOT Analysis it is evident what strategies and actions are to be pursued towards repositioning and strengthening the organization.

Presented on the following pages are the outputs from the SWOT Analysis.

KSF NO. 1 WE MUST HAVE A FUNCTIONAL, EMPOWERING STRUCTURE

Perceived Strengths

- The NFPB is empowered by law to put in place the structure most suitable to the attainment of its mandate.
- The current structure is well defined on a departmental level. Individual jobs are also for the most part defined.
- The structure allows for easy flow of information and the exercise of authority through a well defined chain of command.
- Span of control, unity of command, specialization of function and other classical structural features are in line with what is generally deemed to be functional.
- Most jobs in the structure are defined i.e. job descriptions have been prepared for them.
- Family Planning services are fairly well integrated into the overall structure of the public health sector and with the MOH in particular.

Perceived Weaknesses

- There is a replication of some functions and skills in the structure eg. PR vis a vis Communication.
- Administrative and Clerical support not adequately provided for in some units eg. Service Delivery, and the Field Offices.

- Weaknesses in the manning of the organization structure have caused distortions in the functions of some units eg. training unit is carrying out mainly an administrative role.
- There are some positions which have been made redundant by changes in service requirements and are now misplaced in the structure eg. logistical Technician in the Warehouse.
- Specialization of function not clear in some areas eg. internal training is falling between the cracks (IEC vis a vis Administration).
- There is evidence of organizational silos whereby the departmental functions predominate to the detriment of cross-functional teamwork.
- The structure is typically bureaucratic; multi-layered based on GOJ classification.

Perceived Opportunities

- There is the opportunity to decentralize FP/FLE services beyond what presently obtains and have this reflected in a leaner, more functional structure.
- Outsourcing of services to achieve a leaner structure with less pressure on fixed overhead is an option to be fully exploited.
- With the F/P programme approaching maturity there is the opportunity for the Board to make a strategic choice between direct involvement in service delivery and assuming a purely coordinating role. A decision in favour of the latter would have major implications for structure.
- The opportunity exists (even if theoretically so) for right sizing/reengineering of the organization on the basis of up-graded technology and skills.

Perceived Threats

- Declining financial support puts at risk aspects of FP services and the supporting structures. There is the possibility of retrenchment in those structures that were built up solely to support project activities.

- The NFPB is bound by government regulations regarding classification of jobs; how jobs relate to each other in the structure. This limits experimentation with matrix designs and other functional structures.
- Supporting/paying for the structure requires a significant portion of the annual budget (approximately 32%). Government and multi-lateral agencies are becoming increasingly reluctant to pay for what they deem to be recurring operational costs which do not produce programme specific deliverables.
- Resistance to change within and outside of the NFPB poses a real threat to any meaningful restructuring taking place.

KSF NO. 2' WE MUST HAVE ADEQUATE, FLEXIBLE FINANCIAL RESOURCES

Perceived Strengths

- NFPB has enjoyed good support from the multi-lateral agencies and has built a strong relationship with them.
- Adequate budgeting and cash flow management processes are in place to manage the routine transactions of the NFPB.
- Up to the present time, the NFPB has had adequate budget provisions to carry out its basic work.
- The NFPB operates in an austerity mode backed up by strong centralized control to ensure costs/expenditures are held in check.
- The NFPB owns significant assets (such as its head office building) which can be leveraged to mobilize additional resources.
- The NFPB possess products and services for which users have demonstrated a willingness to pay when procured from private sector providers.

Perceived Weaknesses

- The major line functions (i.e. services) of the organization are being operated as cost centres (eg. training, communication, field services).

- Funding for projects, research etc from the traditional sources (WB, USAID, UNFPA) dries up in 1998.
- Adequate checks and balances to allow the Executive Director to delegate her responsibility for fiduciary matters are not adequately provided for.
- The Finance and Budgeting department remains largely manual. This makes routine work and reporting tedious for a unit that handles in excess of J\$30 million per annum.
- For the NFPB to be effective and competitive in the delivery of field services, training, communication etc., would require a large capital budget to replace vehicles; purchase audio-visual equipment etc.

Perceived Opportunities

- There is the potential for training, field services and communication to become income earners.
- Potential exists for cost recovery in the distribution and sale of quarterly and annual reports.
- Opportunity exists for NFPB to build the capacity to finance and commission its own projects.
- With the decline in multi-lateral support there is the opportunity to introduce cost recovery in the distribution of contraceptives.
- The local private sector is conditioned to supporting projects geared to improving human health and welfare. This potential support is largely untapped by the family planning programme.

Perceived Threats

- The mandate of the NFPB means it may never be fully self sustaining. Areas such as public education have limited appeal to private sector sponsors and are not easily adapted to cost recovery models.

- The major and immediate threat to the NFPB is from the drying up of financial support by the multi-lateral agencies which have provided a significant portion of the NFPB's resources over the years.
- High inflation rate has eroded the spending power of government input paid in the local currency.
- Earnings from investment income will rapidly decline over ensuing months as interest rates fall.
- Disposable income is under pressure. There is the possibility that charging for services will deny access to the poorest of the poor.
- Government is promoting a shift from public sector to private sector providers of FP services which could have the effect of eroding the NFPB's core business.
- National Health Insurance is being promoted as a vehicle for mobilizing private resources to co-finance health care services. NFPB in its present form is not likely to be competitive against private sector providers once price is not a factor.

KSF NO. 3 WE MUST HAVE COMPETENT, MOTIVATED STAFF

Perceived Strengths

- The vast majority (80%) of NFPB employees find their jobs interesting.
- There is generally good matching between individuals' attributes and the jobs they currently hold (in the context of how the jobs are currently perceived)
- Teamwork, work sharing and joint problem solving is a strength.
- Quality of supervision is a plus in terms of clarity of instructions; time spent with employees; fairness in resolving problems and respect shown for the individual.
- Supervisors are knowledgeable about jobs and can give hands-on assistance when required to do so.
- There is the perception that management is in control. There is not an air of crisis management.

- There is the perception that management shows concern for employee welfare.
- Overall time allocation to tasks is usually fair and adequate.
- Staff turnover is below eight percent (8%) per annum which is low by Jamaican standards.

Perceived Weaknesses

- Gaps exist in the competency base of the organization relative to the new thrust eg. Training Department needs competencies in FLE, FP and Reproductive Health; PRS needs upgrading of skills in research, project monitoring and project management.
- Employees are of the perception that although they find their jobs interesting, they are not mentally stretched and could take on new, more demanding tasks.
- The NFPB benefits from the staff regulations used throughout the public sector but these have not been expanded/modified into a set of Personnel Policies and Procedures which meet the specific needs of the organization.
- Employees have inadequate feedback on their performance. Performance appraisals are not being routinely done.
- Motivation level of employees is at a low level.
- Work ethic is indifferent (eg. as manifested by the time that people arrive for work daily and the time they leave work particularly on a Friday)
- Employees have been fairly well prepared for their jobs through on the job training but opportunities for on-going formal HRD need to be increased.
- Opportunities for promotion are few and far between. Only one new post created in the last three years despite changes in the environment.
- The vast majority of employees are unable to discern a clear career path for themselves.
- A high level of dissatisfaction with compensation for the work done exists. The same goes for the benefits package.

- Inadequate system for communicating organizational developments to employees. Flow of information (top/down) is intermittent and of varying quality in content. Publication of a house organ has been discontinued.
- Physical work environment is drab and uninspiring.
- Limited opportunity for employee involvement in decision making at the strategic level, problem solving or for making suggestions on ways to improve work etc.
- Some job descriptions are of inconsistent detail and quality. Although all posts have a job description, many are out dated.
- No clear corporate culture is discernible.

Perceived Opportunities

- Government is considering some of its departments/units for executive agency status which will give them more flexibility in attracting and compensating quality personnel.
- With wide spread redundancies in the public and private sector, the employment market has become a buyers' market for some levels of skills. Ostensibly, the NFPB could go to the market for critical skills that it may need in the future, with greater success than it has done in the past.
- Technological solutions to human and process related productivity problems are available, and the cost of importing these solutions into the organization is falling.
- Opportunities for training are expanding rapidly in the public sector (MIND, UTECH, UWI-Extra Mural etc) and in the private sector as well, in both technical and managerial disciplines.

Perceived Threats

- The NFPB is linked to inflexible civil service staffing and remuneration guidelines. Few incentives to excel.
- The prevailing social and economic conditions in the country have increased the expectation of employees at the same time as the very same conditions are eroding the ability of employers to meet the expectations.
- The NFPB is at risk of losing its technically and managerially proficient employees through migration, self employment or poaching by enterprises able to offer better terms of employment.
- The cost of training and training materials is increasing out of the ability of most public sector employers to pay for it. As a result, many are forced to adopt a restrictive tuition reimbursement policy.

KSF NOS. 4 & 5 WE MUST HAVE:

- 4. APPROPRIATE TECHNOLOGY**
- 5. CLEARLY DEFINED AND EFFECTIVE PROCESSES**

Perceived Strengths

- Computers have been introduced into the organization, albeit on a limited and pooled basis.
- Standard operating procedures such as employee recruitment, promotion, classification and compensation are fairly and transparently pursued, and enjoy the confidence of employees.
- Several employees have received training in the use of computers.
- The Programme Budget process has been institutionalized within the organization. This provides an effective approach for deriving programme activities and the corresponding budget lines.
- Some of the NFPB's processes are well conceived and are at the stage of needing fine tuning, standardization and documentation eg. Inventory forecasting, ordering and release (top up system).

- Some processes have been innovatingly enhanced to have a wider reach eg. the utilization of a mobile unit to take FP services to workplaces.

Perceived Weaknesses

- Job procedures and standard operating procedures are not adequately documented.
- The key business processes are not recognized. The organization focuses on functions performed by discrete and separate units.
- Some processes are lacking in definition so that they suffer from excessive overlap eg. process for identifying and meeting internal training needs and process for communicating with internal and external publics.
- Computers have been introduced into the organization but access to their use is limited.
- Some key business processes are underdeveloped eg. pricing of commodities for sale to users as distinct from costing. This is a necessary facility for introducing a cost recovery model.
- Checks and balances relative to some processes (eg. purchasing) are non-existent or weak.
- Performance appraisal process inappropriate and infrequent, except in probationary period.
- Decision making process highly centralized and slow. Decisions not made close to where the action is being taken.
- Too much time spent in meetings. Employees' perception is that meetings (as presently conducted) amount to a time wasting process.
- The decision making process does not allow for participation by rank and file employees.

- Mechanisms for requesting NFPB services are inadequate, resulting in low level of access relative to needs; delays in delivering services etc.
- Procurement and inventory management processes need to be standardized.
- Registry processes are highly manual. Storing and retrieving information is a slow and uncertain process. Duplication of files exist in the organization.
- Personnel records eg. inventory of skills are out-dated. Data is not easily retrievable.
- Management Information System (MIS) only partially installed. Equipment in the computer room is affected by obsolescence and frequent breakdowns.
- Obsolete equipment, vehicles etc clutter the place and give a false perception of available resources.

Perceived Opportunities

- The local infrastructure to support telecommunications technology has significantly improved in recent years. The cost of introducing technologies into an organization is decreasing in real terms.
- The opportunity exists to conceptualize and develop the MIS beyond what is required to meet the NFPB's own internal needs and give it the capability to track programme delivery variables against the established population targets.
- The identification and reengineering of processes will increase customer/client satisfaction by reducing cycle time, waste and redundancy in internal functions.
- There is the opportunity to achieve standardization and to facilitate training through the development and documentation of standard practice procedures.

Perceived Threats

- The NFPB's declining income stream poses a real threat to any capital development programme such as would be required for up-grade of technology.
- Resistance to change and existing paradigms can limit the imaginativeness required to redesign processes.

KSF NO. 6 WE MUST EFFECTIVELY NETWORK

Perceived Strengths

- The Family Planning Act gives to the NFPB a clear role as the coordinating agency for government's family planning programme.
- The Family Planning programme has achieved maturity, with clinical FP services now being largely provided through integration into the MOH primary health care programme.
- The NFPB has developed a useful working relationship with a number of agencies and institutions including: the Ministry of Health; Ministry of Education, Youth and Culture; University of the West Indies Fertility Management Unit; STATIN; the Population Policy Coordinating Committee; Non-Government Organizations; Social Development Commission; Nutrition Council; JAMPRO; Ministry of Finance; RADA; Police Rape Unit; MIND; UTECH; the Multi-lateral Funding Agencies.
- The NFPB has been working actively on a programme to strengthen its positioning as the lead agency for the FP programme and to increase recognition from MOH, PIOJ, MOF, NGO's donors etc.
- The NFPB has developed an advocacy programme to help create the legal framework for implementation of the FP programme and to increase its own influence.
- Key interfacing agencies are largely of the perception that the services provided by the NFPB are necessary and of a good quality.

Perceived Weaknesses

- The role of some interfacing agencies in implementing the national population policy is ill defined.
- The NFPB does not have a shared data base through the electronic medium with interfacing agencies.
- There is an inherent fear of losing the identity of the FP programme through integration.

- There is a gap in the NFPB's understanding of the requirements of its various customers and how to best meet their needs.
- A more activist role by the NFPB is required in carrying out policy development, implementation and monitoring activities at the macro level - which would help cement its role as the lead agency.
- For its internal networking, the NFPB does not have a concept of internal customer/supplier relationships.
- The NFPB receives low rating from key interfacing agencies for responsiveness to requests for service; its internal administrative aspects and research services.

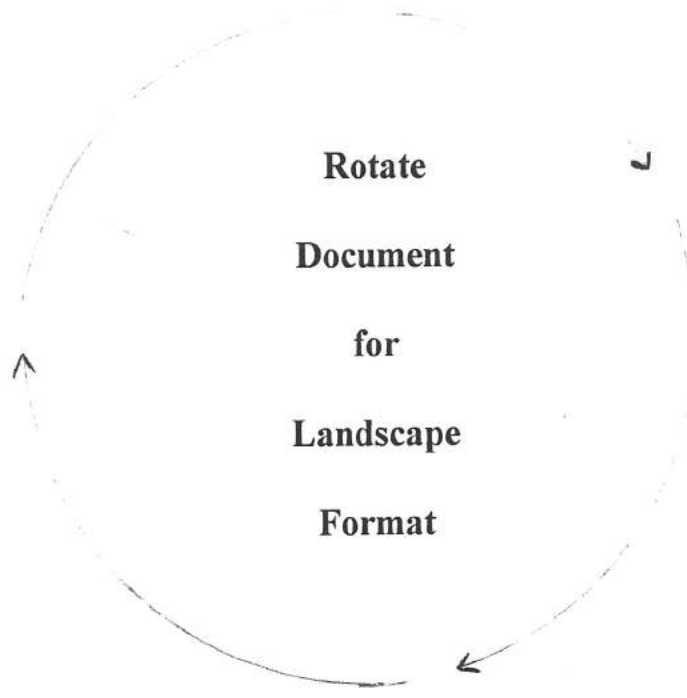
Perceived Opportunities

- The major opportunity is for the NFPB to increase its stature among interfacing agencies/institutions by improving the focus and quality of its services.
- With the retrenchment/downsizing taking place in the government service, the need for collaborative relationships is being paid more than lip service. This improves the climate for collaboration with other agencies of government.
- Information technology has advanced significantly in its local applications and with this advancement many of the logistical, physical and geographical impediments to networking have been overcome eg. through the establishment of joint data base, electronic mail etc.
- There is the opportunity for achieving economies of scale through bulk purchasing and distribution of commodities and in the delivery of services.
- With the end of World Bank funding, there is the opportunity to creatively revive the MOH training teams through a training of trainer programme. There are many other such opportunities to replicate services.

Perceived Threats

- The NFPB possesses no jurisdictional power or control over other agencies of government involved in the implementation of the population policy. There is at least the potential for differing views on key elements of the programme.
- The role of the various interfacing agencies is not clearly defined in areas which overlap with the work of the NFPB.
- There is the ever present threat from turf protection, from the “AUTHORITY IN Charge” syndrome and from parochialism which is evident among the leadership of some agencies.
- Budget cuts are leading to the jettisoning of services, whereby organizations work within a much more limited scope with less interfacing.
- Problems with inadequate staffing, lack of material and poor transportation limit the available media and medium for collaboration.
- Fighting for scarce resources, misplaced priorities and low priority on FP are real impediments to collaboration.
- An inadequate referral system and inadequate sharing of information means needs are not easily communicated, discerned or understood.
- The multiplicity of needs to be met by the NFPB is overwhelming: research; programme monitoring; personnel development and training; audio-visual and other materials; funding; budgets; technical assistance; personnel resource; sub-committee work etc.

VII Improvement Goals, Strategies and Actions



Improvement Goals	Strategies and Actions	Owner	By Whom Collaborators	By When
<p>A. Structure</p> <p>1. Right Size the organization consistent with the focus of its services and the scope of its operations.</p>	<p>The 1993 - 1998 strategic plan conceives for the NFPB a more focused, less expansive role. The plan envisages seven (7) main areas of activity; namely:</p> <ul style="list-style-type: none"> i) Policy Review and Advocacy ii) Management Information Systems for FP iii) Information, Education and Communication iv) Projects Coordination v) Training vi) Contracts Administration and Logistics Management vii) Evaluation <p>The strategic plan recommends a structure tailor made to meet the new realities. This may be achieved by pursuing the following actions:</p> <ul style="list-style-type: none"> i) Adopt a divisional configuration with a maximum span of two line divisions, one support/staff division and the Executive Director's Office thus: <ul style="list-style-type: none"> - Finance and Administration (Staff) - Marketing and Distribution (Line) - The Executive Director's Office (Staff) - Research, Education and Communication (Line) ii) Assign sub/departmental functions on the following basis: <ul style="list-style-type: none"> Executive Director's Office - Policy and Advocacy - Public Sector & Private Sector Representation - Management Information System 			

Improvement Goals	Strategies and Actions	By Whom Owner	By Whom Collaborators	By When
	<ul style="list-style-type: none"> - Programme Coordination - Programme Evaluation - Source donor funds <p>Finance and Administration</p> <ul style="list-style-type: none"> - Budgeting - Financial Management - Accounting - Personnel Administration and HRD - Office Services - Transportation - Contracting - Registry - Purchasing - Collections (Receivables) <p>Marketing and Distribution</p> <ul style="list-style-type: none"> - Marketing (Commodity) - Forecasting - Warehousing - Delivery - Collections (Physical) - Logistics <p>Research, Education, Communication</p> <ul style="list-style-type: none"> - Training of Trainers (Identification of needs; programme development; delivery of training material) - Service delivery - Counselling 			

Improvement Goals	Strategies and Actions	By Whom		By When
		Owner	Collaborators	
	<ul style="list-style-type: none"> - Programme/Intervention Development - Material development - Project implementation and monitoring - Contract management - Technical reporting <p>iii) Streamline the manning of the functions to arrive at a “Secretariat” orientation which re-focuses energies and resources from administrative/maintenance type functions to programme planning, coordination, brokering, monitory and evaluation. This will be a bold step requiring:</p> <ul style="list-style-type: none"> - Elimination of redundant positions (i.e. positions that are no longer serving their original intention) - Consolidation of positions having high degree of overlap - Institution of appropriate checks and balances eg between forecasting, procurement and distribution. - Withdrawal from direct service delivery in the areas of clinic procedures, counselling and mass training - Impacting the development process and delivery of services by working through third party groups (emphasizing activities such as lobbying, 			

Improvement Goals	Strategies and Actions	Owner	By Whom Collaborators	By When
<p>2. Re-define the jobs in the new structure.</p>	<p>training of trainers, wholesaling of commodities)</p> <ul style="list-style-type: none"> - Pooling of services (eg. secretarial and administration) <p>iv) Empower the structure through the development of consultative (cross functional) groups of employees to deal with issues such as:</p> <ul style="list-style-type: none"> - Programme Review and Monitoring; - Distribution and logistics etc. <p>With a reengineered structure the nature of work will change, so too will the requirements for performing functions. To align the jobs and the structure with the organization's thrust, the following actions may be pursued.</p> <ul style="list-style-type: none"> - Conduct a job analysis exercise to glean all facts about the various jobs. - Classify the information into descriptors of the work to be done and the specifications or qualifications required in job holders for them to adequately perform the functions. - Document all job facts, including: <ul style="list-style-type: none"> Summary/Job Overview Reporting Relationships Required Qualifications Required Work Experience Mental and Visual Effort Physical Work Environment 			

Improvement Goals	Strategies and Actions	By Whom Owner	By Whom Collaborators	By When
<p>3. Establish relativity in the position occupied by each job in the hierarchy</p> <p>4. Position the organization to operate with fewer, higher paid, more special-sized employees operating with greater autonomy.</p> <p>B. Financial Resources</p> <p>5. Raise the status of the Finance and Budget Department, empowering it to act decisively in all aspects of the assigned portfolio.</p>	<p>Responsibility and Duties Authority and Decision Making</p> <p>With major changes in job content, authority level etc., reclassification of jobs will be required. It is recommended that this be done via a job evaluation process that positions each job based on its contribution to corporate goals.</p> <p>It is timely and prudent for the organization to explore the options of it assuming the status of an executive agency or statutory body with less dependency on government and greater autonomy to raise and spend its own budget.</p> <p>A complete review of the structure, personnel, systems and procedures in the department is to be undertaken to ensure:</p> <ul style="list-style-type: none"> - proper checks and balances are in place; - the appropriate competency is available for exercising the necessary authority in controlling the budget process eg. assuming the responsibility for consolidating the divisional budgets; authorizing expenditures against approved budget 			

Improvement Goals	Strategies and Actions	By Whom Owner	By Whom Collaborators	By When
<p>6. Diversify the income base of the organization to replace funding sources that have been lost and to make the NFPB less dependent on GOJ subventions.</p>	<p>lines etc.</p> <p>The NFPB should move to explore and (if viable) implement a number of options including the following:</p> <ul style="list-style-type: none"> - Establish a trust fund, seeded by private capital. - Position the organization to earn a significant portion of its income from bulk procurement and wholesaling of contraceptives and health aids. - Establish competency in the area of fund raising/grantsmanship. The present PRS unit should be refocused and given the mandate to seek out new sources for funding, to write proposals etc., acting under authority of the Executive Director. - Refocus NFPB services to emphasize reproductive health technology, behaviour change interventions and health education - where the sourcing of funds for research etc. may be easier. - Sale of data/information packages a la STATIN. <p>The NFPB's quarterly and annual reports lend themselves to this treatment.</p>			
<p>7. Control the amount of resources going into ADMINIS-</p>	<p>The budget must reflect on agency serving its customers and clients and not one seeking to perpetuate itself through a burdensome and costly administrative struc-</p>			

Improvement Goals	Strategies and Actions	By Whom Owner	By Whom Collaborators	By When
<p>TRATION vis a vis PROJECTS and PROGRAMMES.</p> <p>C. Human Resources</p> <p>8. Realign the competencies within the Organization to reflect the evolving role of the NFPB and the scope of its services</p>	<p>Pursue a set of actions to identify:</p> <ul style="list-style-type: none"> - areas of the NFPB's Work programme that can be projected; - internal functions that can be outsourced; - positions/expertise that can be procured through consultancies; - services rendered to interfacing agencies (particularly other agencies of government such as training of clinic personnel) which can be provided utilizing a partial cost recovery model. <p>The objective is to convert fixed overheads to variable overheads and to recover costs involved in rendering services where possible.</p> <p>The NFPB has managed to attract and retain some qualified personnel. Of 28 professional staff members, approximately:</p> <ul style="list-style-type: none"> ten (35%) possess first degrees; three (10%) possess Masters degrees or higher; thirteen (46%) possess diplomas (UTECH) or professional certificates (eg. RN); two (6%) possess college certificates 			

Improvement Goals	Strategies and Actions	By Whom		By When
		Owner	Collaborators	
	<p>The disciplines cover a wide range including:</p> <ul style="list-style-type: none"> Public Administration Economics Sociology Research and Development Accounting Education Science Nursing <p>Going forward, training will need to emphasize disciplines such as:</p> <ul style="list-style-type: none"> Programme Budgeting Project Management Grantsmanship Logistics Management and Forecasting Quality Statistics and Measurement FLE and FP (Programme Development and Implementation) Health Administration Research Business Management/Administration Computing 			

Improvement Goals	Strategies and Actions	By Whom		By When
		Owner	Collaborators	
<p>12. Increase the level of employee morale and motivation in the organization.</p>	<p>Pursue a set of actions to identify and eliminate staff dissatisfiers:</p> <ul style="list-style-type: none"> - Identify dissatisfiers (see Internal Customer Survey) - Identify root causes of dissatisfiers - Identify options for eliminating dissatisfiers - Identify resource needs; develop procedures, schedules etc. - Prioritize for action 			
<p>13. Up-grade the physical work environment to create atmosphere more conducive to productivity and quality.</p>	<p>Short term (non-capital intensive) Adopt a collaborative effort towards:</p> <ul style="list-style-type: none"> - identifying priority areas for improvement; - identifying resource needs; - effecting the necessary changes; - developing a system/procedure to ensure improvement gains are not lost. 			

Improvement Goals	Strategies and Actions	Owner	By Whom Collaborators	By When
<p>14. Inculcate a culture emphasizing quality, ethics, respect for the individual, concern for the community etc through a deliberate set of interventions and indoctrination.</p>	<p>Medium to long term: Improvements to office lay-out and design, particularly with respect to:</p> <ul style="list-style-type: none"> - introduction of new technology; - changes in work processes and procedures; - revised manning requirements and the allocation of space relative to the staff complement. <p>Several important steps have been taken in this regard.</p> <ul style="list-style-type: none"> • A draft mission which communicates the organization's image of itself and in which employees can take ownership, has been developed. • A draft statement of principles, values and ethics to which the organization and its management are committed has been developed. • The Quality Management process has been introduced into the organization with members of staff at all levels receiving training in the elements thereof. • A charter and set of objectives have been developed to drive the QM process. <p>Management must pursue a concerted set of actions to ensure the institutionalization of the various processes. Actions necessarily must include:</p>			

Improvement Goals	Strategies and Actions	By Whom Owner	By Whom Collaborators	By When
<p>15. Increase the communication of relevant information to staff.</p>	<ul style="list-style-type: none"> - widespread involvement of staff in a process to finalize the mission and value statements; - widespread involvement of staff in decision making and problem solving through Quality Council, Consultative Groups etc; - widespread involvement of staff in the work of cross-functional quality improvement teams; - training and indoctrination using specially developed materials. <p>The majority of employees report that they receive information about developments in the company through other than formal sources. To solve this problem, the following recommendations are being put forward.</p> <p>Re-start the NFPB News; the in-house newsletter which discontinued publication in February 1996.</p> <ul style="list-style-type: none"> - Research reasons for discontinuation - Determine information needs of the total staff, features etc. they would consider interesting - Re-establish Editorial Committee - Identify feature writers and other resources. - Determine the role of PR vis a vis Communications in publishing of the news sheet. 			

Improvement Goals	Strategies and Actions	Owner	By Whom Collaborators	By When
<p>D. Technology and Pro-cesses</p> <p>16. Reduce cycle time and reduce waste from internal business processes.</p>	<p>Institute a series of monthly departmental meetings for problem solving and to disseminate information.</p> <ul style="list-style-type: none"> - Develop meeting agenda for different levels of staff; executive to departmental - Establish policies and guidelines concerning the meetings; frequency, range of topics to be covered etc. <p>Establish consultative work groups which will act as "think tanks" to enrich the decision making process (Note: Discussed under Structure)</p> <p>Explore creative use of bulletin boards, suggestion boxes etc.</p> <p>At the NFPB, departmental functions are emphasized as the medium by which deliverables are produced for customers and clients. The focus must be shifted to key business processes which run horizontally across the organization and are the real means by which efficiency and customer satisfaction are achieved.</p> <p>As a basis for right sizing of the organization, significant work needs to be done on identifying and reengineering the key business processes.</p>			

Improvement Goals	Strategies and Actions	By Whom Owner	By Whom Collaborators	By When
<p>17. Standardize the key business processes; establish a basis for performance measurement and training</p>	<p>For the most part, Standard Practice Instructions (SPI's) are absent in the organization. As part of the process of defining and debugging the key business processes, relevant procedures should be documented. This is a major effort with far reaching implications for productivity.</p>			
<p>18. Improve turn around time on key business processes; reduce error rate etc.</p>	<p>Computers have been introduced into the organization on a limited basis. A major effort is required to extend the effort into producing a comprehensive Management Information System. External assistance will be required to:</p> <ul style="list-style-type: none"> - define systems needs; - configure a system to meet the needs; - prepare tender documents and invite offers; - make selection of vendors; - install and commission the system; - train personnel. <p>Key areas to focus on include:</p> <p>Finance</p> <ul style="list-style-type: none"> - Payroll - General Ledger - Asset Register - Cost Recovery Model <p>Administration</p> <ul style="list-style-type: none"> - Human Resource Inventory System (HRIS) 			

Improvement Goals	Strategies and Actions	By Whom Owner	By Whom Collaborators	By When
	<p>Statistics</p> <ul style="list-style-type: none"> - Data base - Statistical packages - Internet <p>Information, Education, Communication</p> <ul style="list-style-type: none"> - Desk top publishing - Presentation material - Audio-Visual Systems <p>Administration</p> <ul style="list-style-type: none"> - Word processing - Electronic mail - Increased telephone access <p>Distribution and Logistics</p> <ul style="list-style-type: none"> - Networking warehouse to head office - Forecasting, transportation, logistics <p>Library and Registry</p> <ul style="list-style-type: none"> - Internet - Microfiche - Search capabilities 			

Improvement Goals	Strategies and Actions	Owner	By Whom Collaborators	By When
<p>E. Networking</p> <p>19. Position the NFPB to better understand and service the needs of the agencies with which it interfaces</p>	<p>The NFPB interfaces with a long list of institutions and organizations in the public, private and private voluntary sector. To strengthen its position as the lead agency in family planning and to compensate for a lack of clarity in the role of some players, it should in collaboration with each entity.</p> <ul style="list-style-type: none"> - identify and inventory the needs (training, budget support, technical assistance, lobbying, materials, advocacy, statistics etc etc); - establish the requirements/standards relative to each need i.e. agree on the situation that will exist when the need is satisfactorily met; - measure the current level of satisfaction i.e. the gap between the clients' expectations and the rightness of fit between the deliverables and the expectations; - identify root causes of the deficiencies; - revise standards; establish procedures for delivery of services evaluation etc. <p>This is an important exercise, as the 1993-1998 strategic plan suggests that the NFPB's future success will in part be measured on the basis of how well it meets the needs of those agencies delivering services directly to the end user.</p>			

Improvement Goals	Strategies and Actions	Owner	By Whom Collaborators	By When
<p>20. Increase the influence of the NFPB over the FP programme, working through and with existing agencies.</p>	<p>The 1993-1998 strategic plan puts forward a number of recommendations for the NFPB to pursue in seeking to extend its influence over family planning matters at the policy level. These include</p> <ul style="list-style-type: none"> - strengthening the planning and analysis capabilities within the organization; - developing a family planning MIS to track programme performance against quantitative targets; - strengthening linkages with community based groups, public sector agencies and private sector organizations. <p>Specifically, a more high profile, influential and activist image/role is envisaged for the NFPB in relation to and in cooperation with groupings such as:</p> <ul style="list-style-type: none"> - the Population Policy Coordinating Committee, and - the MOH's Senior Manager Board <p>..... as well as through the work of its own sub-committees.</p> <p>The NFPB should assess its progress against the recommended strategies and develop an action list towards achieving the stated goals of increased influence through its planning coordinating and monitoring activities.</p>			

Improvement Goals	Strategies and Actions	Owner	By Whom Collaborators	By When
21. Improve internal networking, towards achieving better more coordinated use of resources and increased client/customer satisfaction.	Introduce and institutionalize the "Internal Customer/Supplier" concept into the organization. - Establish service requirements, standards of performance etc etc. (See QM and key Business Process action items)			

VIII Improvement Infrastructure and Process

The Institutional Strengthening Programme at the National Family Planning Board will be supported by an Improvement Infrastructure and an Improvement Process that comprises the following:

Infrastructure

- Quality Council or Steering Committee with specific charter of responsibilities and duties.
- Quality Improvement Teams
- Quality Management Coordinator

Processes

- The Quality Improvement Process
- Cross Functional Teamwork
- Cross-functional Goal Deployment

The Quality Council

The first step in mobilizing for improvements is to establish a Quality Council. The basic responsibility of this council is to launch, coordinate and institutionalize annual improvements. The membership of this council should be drawn from senior management.

The Quality Council or Steering Committee will therefore be chaired by Mrs. Chevannes and the team members will comprise her direct reports. This team will be accountable and responsible for the implementation of Quality Management in NFPB and for ensuring that the concepts and techniques of QUALITY are integrated into the daily activities of NFPB. The Quality Council will be guided by a charter which spells out their responsibilities and the ways in which the members will demonstrate their commitment.

The Charter.

Responsibilities:

- Formulating the Quality Policy.
- Establishing objectives for Quality.
- Establishing the Quality Improvement Project Selection Process.
- Establishing the Cross-functional team selection process.
- Providing resources for the cross-functional teams - time, training, facilitator support.
- Establishing standards of performance for employees in delivering quality service.
- Reviewing progress of teams.
- Developing & Implementing a Recognition System
- Revising the Reward System.

Commitment

The members of the Quality Council will demonstrate their commitment by:

- Not compromising on Quality at any time.
- Establishing clear quality standards for both products and services.
- Monitoring to ensure that quality standards are being adhered to.
- Autographing their work with QUALITY.
- Leading by example - Walking the Talk.
- Ensuring the achievement of the Quality Objectives.

NATIONAL FAMILY PLANNING BOARD
QUALITY POLICY

The National Family Planning Board is committed to the delivery of Quality Reproductive Health Services to our external customers. We recognize that this can only be achieved through satisfied internal customers and effective / efficient processes and operating systems.

The management team, together with support from the staff will create an environment that promotes excellence in all our activities as we work to the achievement of the Quality Objectives.

QUALITY OBJECTIVES

1. Meet, and where possible exceed, customer expectations by empirically identifying and anticipating their needs, while analyzing and improving the capability of our processes to meet these needs.
2. Foster an atmosphere of continuous improvement and problem prevention.
3. Empower employees so that they can help improve the operating systems and processes that affect their work.
4. Provide education and training to all employees to support their health and welfare.
5. Communicate the mission of NFPB and the quality objectives to all employees.
6. Develop partnership relationships that emphasize continuous improvement in product quality, services and support with our suppliers, multi-lateral agencies and other interfacing bodies.
7. Provide an environment that encourages and supports teamwork.

SIGNATURE

Executive Director

Improvement Teams

The structure of many organizations into departments and sections often contribute to interdepartmental competition based on a win - lose approach. This often results in sub-optimization of the organization's goals.

The concept of cross-functional teams has been used in many organizations to reduce the interdepartmental conflicts, enhance teamwork, improve productivity and increase internal and external customer satisfaction. Most of the problems affecting customers is interdepartmental in nature. The symptoms might be evident in one department but the root causes and hence the remedies might lie elsewhere. Experience has shown that the most effective organizational mechanisms for dealing with interdepartmental problems are interdepartmental teams.

The structure of NFPB is no different from most organizations and there is evidence of interdepartmental rivalry and 'turf protection', a common feature in many organizations. NFPB should use the cross functional team approach to solve interdepartmental problems and effect improvement in the operating systems and processes. The pilot project undertaken as part of this Institutional Strengthening Programme provides a model for:

- Project selection
- Team selection
- Approach and methodology
- Project management.

For more technically oriented projects requiring the use of statistical tools and techniques, the Quality Improvement Project model should be used to guide the teams.

These teams should be guided by the 5 Stage Project Approach detailed in the manual 'Total Quality - The Manual' This approach should be supplemented with the Quality Improvement Steps & Tools matrix which follows overleaf.

QUALITY IMPROVEMENT TOOLS

STEPS OF PROBLEM SOLVING

Flow Diagrams *Brainstorming*
Cause-Effect Diagrams *Data Collection*
Graphs and Charts *Stratification*
Pareto Analysis *Histograms*
Scatter Diagrams *Box Plots*

1. List and prioritize problems	○	○	●	○	○	●				
2. Define project and team	○			○	○					
3. Analyze symptoms	●		●	○	○	●	○			○
4. Formulate theories of causes	○	●	●		○					
5. Test theories	●		●	●	●	●	●	●	●	●
6. Identify root causes	●		●	●	●	●	●	●	●	●
7. Consider alternative solutions	●	●	○		○					
8. Design solutions and controls	●		●	●	○		●	●	●	
9. Address resistance to change	○	●	○							
10. Implement solutions and controls	●			○		○	○	○	○	○
11. Check performance	○		●	●	●	●	●	○	●	
12. Monitor control system	○		●	●	●		○		○	

- Primary or frequent application of tool
- Secondary, infrequent, or circumstantial
- None or very rare

APPLICATIONS FOR QUALITY IMPROVEMENT TOOLS

The Coordinator

Someone should be appointed and given the responsibility to coordinate the Quality Improvement process. This person should report directly to Mrs. Chevannes and should have a track record for results. The individual should be highly respected by the employees and should represent QUALITY.

The Coordinator's responsibilities are to:

- Explain the intentions of NFPB re Quality to all employees.
- Provide training to employees in Customer Care & Quality Improvement
- Assist project teams in the proper use of the Quality Improvement & Project Management methodology
- Coordinate the interdepartmental activities to ensure achievement of the Quality objectives.
- Assist in team building

The Coordinator's role is highly important and somewhat specialized. The individual will have to be supported in acquiring the necessary competencies as well as authority commensurate with the responsibilities.

THE IMPROVEMENT PROCESS

The improvement process recommended for NFPB is the 5 Stage Project Approach found in Tab 4 of **Total Quality - The Manual**. The stages are:

- | | |
|---------|--|
| Stage 1 | Project Proposal |
| Stage 2 | Step by Step Problem Analysis |
| Stage 3 | Education, Training, and Communication |
| Stage 4 | Implementation Planning |
| Stage 5 | Implementation and Follow up. |

The Manual provides detailed step by step implementation procedures and should be used by all members of the management team as a constant guide and companion in this process.

Support of outside resource personnel with expertise in the process, is an option that is open to the NFPB.

Conclusion

The intent of the organization development project, is to strengthen the NFPB through a process of continuous improvement.

The success of the process is dependent on a number of Breakthroughs.

BREAKTHROUGH IN CULTURE and ATTITUDES

oooo Management and staff must vision and actively work to create a new paradigm for the future. This will require great courage, resoluteness of purpose, entrepreneurial thinking and spirit.

BREAKTHROUGH IN KNOWLEDGE

oooo New knowledge must be imported into the organization and placed at the disposal of employees. Knowledge in the design and reengineering of key business processes; measuring for quality and leadership towards satisfaction of internal and external customers is essential. This process has begun with the training of management and staff in up-dated Quality Management methodologies, tools and techniques.

BREAKTHROUGH IN STRUCTURE

oooo The bureaucratic structure which leads to suboptimized processes must be altered. In its place is needed cross-functional, multi-disciplinary work teams capable of delivering customer satisfaction internally and externally.

With the support of all stakeholders and the required resources, the NFPB's management and staff will achieve breakthroughs in the critical areas of attitudes, culture, knowledge and structure; leading ultimately to a breakthrough in RESULTS.