CIP
Resource Kit

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Costed Implementation Plans (CIPs) for Family Planning

Team Roles and Responsibilities for CIP Development and Execution

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Overview

Effective development and execution of a costed implementation plan (CIP) for family planning requires a country-led, systematic, and highly participatory process involving a range of stakeholders and technical experts, usually led by a country's Ministry of Health (MOH).[1] Over the years, several key positions and groups that lead and/or support CIP development and execution have been identified as contributing to the success of countries adopting CIPs. This document presents these key positions and groups, proposed scopes of work, and a summary table in Annex A. The *Guidance for Developing a Technical Strategy for Family Planning CIPs* further elaborates the team's responsibilities for CIP development, execution, and monitoring. Each country should reference this document and adapt the team structures, roles, and responsibilities as necessary, based on their context.

Ministry of Health Focal Point

The MOH focal point plays the most crucial role in the CIP development and execution process, providing leadership and oversight based on the government's priorities and coordinating all key stakeholder input and partner resources. It is also useful if a colleague from the Ministry/Division of Planning works in partnership with the MOH focal point. The focal point is often a mid- to senior-level MOH staff member responsible for the family planning unit or division, with a strong connection to committed senior-level MOH officials who can ensure that the CIP has strong political support within the ministry. This person is the primary spokesperson for CIP development and execution, communicating with MOH senior leadership and providing support for appropriate senior-level staff to liaise with other branches of the government and external key stakeholders, such as development partners. If another government body is leading the CIP process, such as a population council or ministry in charge of family planning, the focal point role may be drawn from that government body, or there may be co-focal points from the MOH and other related agencies, with shared responsibilities for various tasks. In ideal circumstances, there is one MOH focal point for the entire CIP development process. If people change, then it is important to develop a transition plan and provide the incoming focal point with this document, along with other CIP resource kit tools to guide them.

The MOH focal point takes on the role of ensuring that the family planning program, as represented by the CIP, remains relevant and a government priority. Therefore, they should be regarded by key stakeholders as the political and programmatic authority for family planning and preferably should have the government mandate to work with development partners on articulating the type of support the country should receive for the family planning program. During Phases I and II of CIP development, the MOH focal point ideally allocates a minimum of 25 percent of their working time to CIP development.[2] During Phase III, CIP execution, the MOH focal point should plan to allocate a minimum of 20 percent of their working time to the CIP. Note that the amount of time may vary depending on the availability of other government staff, including the project manager, to fulfil some of the tasks this role is responsible for.

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[1] While the MOH usually leads the CIP process, the CIP may be led (or co-led) by any government body that is in charge of family planning, such as population councils, ministries, or departments.
[2] See the *10-Step Process for CIP Planning, Development, and Execution* for a description of the various CIP phases and steps.

Scope of Work

- Serves as the main point of contact for information on the entire CIP process both for government stakeholders and others.

- Identifies and mobilizes resources (financial, human resources, and other technical assistance) from the government to support CIP development and execution, as needed.

- Leads the CIP taskforce and works with key partners to ensure that all stakeholders are sharing information and aligning their programming to the government's priorities and plans.

- Leads all stakeholder meetings and workshops.

- Working with the project manager and other key members of the CIP taskforce (as necessary), and in accordance with the stakeholder engagement plan, facilitates optimal engagement and involvement of the following:

  o Other key MOH departments (planning and budget, clinical services, finance and administration, monitoring and evaluation, etc.)

  o Relevant ministries and agencies (Ministry of Education, Ministry of Finance, Ministry of Population, Ministry of Youth, etc.)

  o Subnational leadership, including regional- and district-level administrative authorities

  o Key development partners to ensure that they are aware of and align their funding and projects to the government's priorities and plans

  o Any other relevant stakeholders and donors

- Facilitates access to ministry records and data (Ministry of Health and other ministries), working with representatives from other ministries on the CIP Task Force.

- Nominates and supervises the project manager.

Tasks by Phase

Phase I: Plan

- Leads the formation of the CIP taskforce and strategic advisory groups (SAGs); leads selection of a project manager and technical support team (TST) members.

- Suggests and reviews proposed CIP technical support team, reviews the CIP development timeline, and secures approval from the government for the proposed timeline and staffing.

- Takes part in resource mobilization efforts to secure funding for CIP development.

Phase II: Develop

- Reviews and approves key CIP products (such as a situational analysis, CIP strategic priorities, CIP results framework, implementation plan, cost estimates and gap analysis, and CIP map) throughout the development process.

- Leads and facilitates the government approval process of the CIP.

- Leads preparations for launch activities at the national and regional level.

Phase III: Execute

- Reviews the stakeholder engagement plan developed by the project manager and aligns it to the needs and objectives of Phase III (Execute).

- Facilitates appointment of human, technical, and financial resources to support the execution of functional roles, including coordination, performance monitoring, resource mobilization, and subnational implementation.

- Working with other government staff, leads and/or oversees the development of subnational implementation plans and supports the development of roles and an accountability system for subnational administrative units.

- Leads the annual performance monitoring process, including overseeing the process of annual joint workplan development; ensures that appropriate emphasis is placed on strategic activities that contribute to priority results.

- Leads end-line CIP performance review.

- Organizes regular (quarterly or semiannual) data updates, using monitoring tools (such as a dashboard), and communicates progress to senior government leadership.

- Supports continuous resource mobilization to source funding for prioritized activities that are not yet funded.

- Leads the team that performs budget and expenditure tracking of CIP funding to assess government and stakeholder contributions to family planning efforts.

- Supports development of advocacy materials and coordinates implementation of advocacy efforts led by the government, including advocating for increased resources from development partners.

Project Manager

The project manager is responsible for day-to-day management of the CIP development process. The project manager works with members of the technical support team (TST, described later) and MOH focal point to ensure that the CIP development process has adequate technical and financial resources and is executed in a timely manner, and that all key stakeholders are involved and informed. During CIP execution, the project manager may transition into a mainly administrative and coordination role to support the MOH focal point with regular monitoring of the implementation of the CIP and coordination of the various partners and stakeholders.

The project manager is nominated by the MOH focal point. The project manager should be either an MOH staff member or an active implementing partner with considerable understanding of the national family planning program. If neither an MOH staff member nor staff from an implementing partner is available, this role could be served by a member of the TST, including a national consultant hired specifically for this purpose; however, it is preferable that the project manager role is filled by someone who will be able to continue filling the role in the country throughout the execution phase. The project manager allocates a minimum of 25 percent of their working time to CIP development during Phases I and II and for CIP execution during Phase III.

Scope of Work

- Provides overall coordination, communication, and logistical support for the entire development and execution processes.

- Supports the MOH focal point to identify and make available technical and financial assistance, as needed.

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

- Facilitates coordination and communication among CIP team members, including among strategic advisory groups and the family planning technical working group.

- Manages communications among all partners (including development partners, civil society, youth, private sector, donors, etc.) and the MOH.

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

Tasks by Phase

Phase I: Plan

- Leads the formation of the TST.

- Leads the stakeholder identification process; develops a stakeholder matrix and drafts an engagement plan.

- Plans a kick-off meeting and coordinates with stakeholders to attend.

Phase II: Develop

- Supports the TST to develop and manage implementation of the CIP development timeline.

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

- Supports definition of stewardship and accountability roles and responsibilities.

- Manages the final copyediting and production of the CIP.

- Plans and coordinates the CIP launch at national and regional events.

- Develops and implements a dissemination plan for the CIP.

Phase III: Execute

- Supports MOH focal point to align the stakeholder engagement plan to the needs and objectives of CIP execution.

- Coordinates technical assistance to transition the CIP into action during the execution phase.

- Supports the MOH to conduct budget and expenditure tracking of CIP funding to assess government and stakeholder contributions to family planning efforts.

- Supports the annual performance monitoring process (and end-line review), including coordinating the process of annual joint workplan development and the annual review and planning workshop; ensures that appropriate emphasis is placed on strategic

activities that contribute to priority results. This role can be performed by a monitoring and evaluation officer, if available.

- Manages data collection and input into performance monitoring tools, as well as generating different reports on a regular basis. This role can be performed by a monitoring and evaluation officer, if available.

- Supports organization of regular (quarterly or semiannual) data updates, using monitoring tools (such as a performance monitoring dashboard), and communication of progress to senior government leadership.

- Supports development of subnational plans to execute the national CIP.

- Provides administrative support to the MOH to conduct advocacy efforts for resource mobilization.

Monitoring and Evaluation Officer

The monitoring and evaluation officer makes fundamental contributions to both the development and execution process of the CIP, particularly facilitating access to and use of data to inform decision making. The involvement of the monitoring and evaluation officer considerably increases during the execution phase, where performance monitoring of the CIP process becomes a key driver to inform progress against key results.

The monitoring and evaluation officer is a member of the TST, often a designated mid-level MOH staff member responsible for monitoring and evaluation of the family planning program; they should have solid understanding of the country's data framework and have access to multiple data sources, including service statistics, surveys, and partner reports. They should also have strong connections to the overall monitoring and evaluation division/department within the MOH to facilitate access to data and linkages with other health programs. In countries where the Track20 initiative operates, this individual is engaged in producing FP2030 core indicators and co-facilitates data consensus workshops. On a regular basis, the monitoring and evaluation officer works with the MOH focal point to provide important data to inform decision-making at the ministry. The monitoring and evaluation officer allocates a minimum of 10 percent of their working time to CIP development during Phases I and II and a minimum of 25 percent of their working time to CIP execution during Phase III.

Scope of Work

The monitoring and evaluation officer takes on the role of ensuring that decision making during the CIP process is informed by the latest available data. During the development phase, they facilitate accessibility of data and information from multiple sources to inform the situational analysis exercise and target-setting process. During the execution phase, they manage and coordinate the performance monitoring process to track progress toward results. This may include data entry and management of the CIP dashboard.

Tasks by Phase

Phase II: Develop

- Gather and make available the latest secondary data and reports to inform the situational analysis, including baseline data, reports, and surveys.

- Ensure all data included in the CIP is accurate and recent.

- Work with the TST during the goal- and strategic priorities-setting processes.

- Work with the TST to set indicators and performance targets across the results chain, including at subnational level.

Phase III: Execution

- Set up performance monitoring tools to support in-country CIP performance monitoring efforts. This process involves agreeing on CIP key results to be tracked, performance targets, and respective key performance indicators; and inputting data in an agreed upon system that supports CIP performance monitoring, such as the CIP dashboard.

- Coordinate with stakeholders—including those from government (central and subnational), development and implementing partners, and the private sector—to routinely collect data on performance indicators. Data collection responsibilities include (but are not limited to) extracting data from management information systems, such as the DHIS-2, logistics management information systems, and training databases, and from implementing partners.

- Work with the MOH to convene regular CIP review meetings, such as quarterly, semi-annual, annual, and end-line reviews. The monitoring and evaluation officer is responsible for organizing, planning, and co-facilitating these meetings, together with family planning staff.

- Provide CIP performance status updates during quarterly, semi-annual, annual, and end-line review meetings, and at additional times as requested by the MOH. The monitoring and evaluation officer is responsible for analyzing the data collected and preparing reports and presentations.

Technical Support Team

The technical support team (TST) supports the CIP's development, including gathering, aggregating, and analyzing data, as well as forming and writing the key components of the plan based on the inputs of the entire team involved in the CIP team phases. The TST contributes to implementation planning but is not necessarily involved in CIP execution.

The TST is usually comprised of five or more people, is headed by a team leader, and reports to the MOH focal point. Members of the TST include the MOH focal point, project manager, CIP technical content experts, the monitoring and evaluation officer, and a costing expert. The TST is best structured with a combination of one or two MOH staff in addition to members from organizations providing technical assistance. This mixed team structure ensures that MOH staff can dedicate adequate time to the process, builds ownership, and provides an opportunity for capacity development by working hand in hand with the technical assistance provider(s). This involvement will best position the MOH for CIP execution once the plan is developed. The TST is often disbanded after the development phase of the CIP process has been completed and thus may not be involved in CIP execution. In such situations, the CIP task force assumes responsibility for CIP execution with support from members of the national family planning working group.

TST membership will vary from country to country, but important skills/characteristics that should be represented include the following:

- Technical knowledge and experience in strategic planning and execution.

- Family planning technical knowledge: it is highly recommended that the team leader has considerable expertise in family planning and in-depth understanding of the country context, including family planning equity and human rights issues.

- Costing and budgeting experience.

- Country-specific monitoring and evaluation knowledge, including knowledge of indicators currently being tracked by Demographic and Health Surveys, Track20, PMAData, logistics management information systems (e.g., eLMIS and OpenLMIS), and health management information systems (e.g., DHIS-2). This is best done by having at least one MOH monitoring and evaluation staff member serve on the TST with the responsibility to ensure that all components of the CIP align with ongoing and planned monitoring processes within the MOH.

- Critical analytical skills.

- Ability to establish and manage productive working relationships with the MOH, implementation partners, civil society, youth associations/actors, and the private sector.

- Ability to work in a collaborative team environment.

- Ability to dedicate time to the process, a minimum of 50 percent of their working time during the active development process for at least two to three TST members.

Tasks by Phase

Phase I: Plan

- Shares background information on the CIP process, including creating a [CIP development timeline](#) and sharing it with the government.

- Develops stakeholder matrix, drafts engagement plan, and plans kick-off meeting.

- Coordinates with the MOH focal point, project manager, and CIP taskforce in planning for the CIP development phase.

Phase II: Develop

- Updates and maintains the detailed CIP development timeline for task deliverables throughout the CIP development process, including coordinating task execution by different teams according to a timeline and deliverable specifications.

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

- Develops/adapts the methodology and data collection tools to conduct a situation analysis to inform the CIP development process.

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

- Conducts a desk review of documents identified by the CIP taskforce.

- Conducts key informant interviews to validate desk review findings.

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

- Conducts projection or modeling exercises using relevant tools (e.g., Reality Check, Family Planning Market Analyzer, and Family Planning Equity Analysis Code) to define a goal if the FP Goals model has not been used to set contraceptive prevalence rate (CPR) targets. If the FP Goals model is being conducted at the start of the CIP development process, the TST participates in the FP Goals model process and can help support data collection and the validation process.

- Develops and/or coordinates the process for developing the CIP, including conducting the root cause analysis with input from CIP strategic advisory groups, identifying strategic priorities to address issues identified in the situational analysis, developing the results framework with the strategic advisory groups, and developing the CIP map.

- Works with the project manager and the MOH focal point to conduct stakeholder mapping, analysis, and engagement.

- Coordinates with consultants conducting the FP Goals model (if applicable) or generates demographic projections based on the CPR goal, if the FP Goals model is not used during the CIP development process.

- Conducts projections of the requirements to meet the CPR goal (demographic, commodity, etc.) using the CIP costing tool and consulting with experts in the country.

- Conducts an impact analysis of increased CPR on demographic and health indicators using ImpactNow or Impact2 (optional).

- Proposes the costing methodology and undertakes costing of the CIP using the CIP Costing Tool or preferred methodology.

- Conducts a financial gap analysis and revises technical strategy to ensure reasonable costs. In the event costs are not reasonable, facilitate reiterations of the strategic prioritization and results development so as to better align with available resources.

- Develops the CIP technical strategy narrative and associated implementation plan.

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

- Facilitates the endorsement process of the CIP and other key deliverables by the MOH.

Phase III: Execute

- Conducts continuous resource mobilization efforts and supports coordination and alignment of funding for the CIP.

- Works with the monitoring and evaluation officer to support the development of a performance monitoring plan, which includes defining and mapping key performance indicators against key results selected during Phase II. This also involves developing a system to monitor CIP execution on a semi-annual or annual basis and may support the development of a data collection system and monitoring and evaluation plan.

CIP Taskforce

The CIP taskforce (which can also be called a steering committee) is the governance and decision-making body of the CIP development process. It provides oversight as well as guidance, data, and expertise during the CIP development process. During execution, this taskforce serves to ensure that coordination and monitoring occurs, and that adequate

resources are mobilized and tracked, in conjunction with the family planning technical working group (see next section).

The task force is chaired by the MOH focal point and includes five to ten key stakeholders representing government and development/implementing partners. Ideally, there will also be representation from relevant government ministries outside of health (such as finance, population, education, youth, and gender), when appropriate. The Ministry of Finance is particularly important to include as a key stakeholder as it would be involved in efforts to increase domestic resources for family planning, fund a significant budget line item for commodity procurement, ensure adequate funding for staff and necessary training, etc. Members other than government ministry representatives are usually selected from an existing family planning technical working group and/or development partners and influential family planning experts in the country. If the family planning technical working group is not a large group, it may make sense to use this already-existing structure to serve as the CIP taskforce rather than form a new group made up of a subset of the family planning technical working group.

It is important that the CIP taskforce include representation from the population planning divisions within the government, which, depending on the country, can be housed within the Ministry of Planning; Ministry of Finance, Planning and Economic Development; or Prime Minister's Office. There should also be a subnational representative such as a staff member from the local health director or Ministry of Local Government; it is particularly important that the task force has knowledge of how the CIP fits into decentralized structures and processes. The task force for a subnational CIP should be constituted of local stakeholders from the province, region, or state levels, but should also include representation from the national-level MOH, as appropriate.

At least one member of the task force should provide guidance on advocacy to facilitate creation of an enabling environment for the CIP within government senior leadership. This individual will be responsible for providing hands-on support to the CIP technical support team and the MOH focal point to ensure visibility and clout for the CIP. Ideally, this person will be in a mid- to high-level position within the government, development partner, or nongovernmental organization, have extensive experience and connections among all the key players and partners working in family planning, and be able to ensure the CIP is known and appreciated in the country, particularly for resource mobilization efforts.

Scope of Work

- Serves as an advisory body for the entire CIP development and execution processes and for CIP deliverables.

- Ensures an enabling environment so that all stakeholders contribute to the CIP; advises on the review and alignment of the stakeholder engagement plan.

- Participates in key meetings and workshops.

Tasks by Phase

Phase I: Plan

- Serves in an advisory role in promoting and sharing information about the CIP process.

- Leads resource mobilization efforts for funding for CIP development.

- Reviews and approves the CIP timeline; schedules meetings for task forces included in the CIP roadmap; confirms the availability and source(s) of financial resources to implement CIP development; and schedules meetings for strategic advisory groups included in the CIP development timeline.

Phase II: Develop

- Participates in key informant interviews/stakeholder consultations to provide insights into family planning context and feedback on proposed CIP goals.

- Provides data and guidance to inform development of the implementation plan and its costing.

- Reviews draft documents (e.g., technical strategy, costing, and gap analysis) and approves the CIP before final approval from the MOH.

- Supports and participates in launch activities.

Phase III: Execute

- Advises and supports the approach for subnational implementation and accountability.

- Supports the MOH to identify and secure capacity development and resource needs.

- Contributes to mobilizing resources to fund a prioritized set of activities that are not yet funded.

- Supports development of advocacy materials.

- Conducts ongoing advocacy efforts for resource mobilization, under the leadership of the advocacy advisor.

- Reviews and approves data collection tools and processes as well as the performance monitoring plan.

- Enters data into and reviews the CIP performance monitoring dashboard regularly.

National Family Planning Technical Working Group

The national family planning Technical Working Group (TWG) consists of family planning stakeholders that advise the MOH and should review key components of the CIP as it is drafted, finalized, and launched. During the development phase, the TWG may meet more frequently or hold CIP-specific meetings. This group will likely be the mechanism through which CIP execution is coordinated and monitored, in conjunction with or instead of the CIP taskforce/steering committee.

In most countries, a national family planning TWG likely exists prior to CIP development. All implementing and development partners working with the MOH on family planning issues are usually coordinated through such a group, which may meet monthly, quarterly, or biannually. This group should include key stakeholders from relevant government ministries (finance, population, youth, and gender), development and implementing partners, civil society, including youth representatives, and the private sector. The family planning TWG is an essential component to developing and executing a successful CIP. If this group is small, it may be able to function directly as the CIP taskforce, and it may not further sub-divide into the strategic advisory groups described in the next section.

Scope of Work

- Supports an enabling environment for the CIP by providing visibility and clout for the CIP. The TWG should work together to ensure that the CIP is known and appreciated in the country at national and decentralized levels.

- Supports the process to identify and secure capacity development and resource needs.

Tasks by Phase

Phase I: Plan

- May be involved in an advisory role in promoting and sharing information about the CIP process.

- Provides support (or contributes resources) for resource mobilization efforts for funding for CIP development.

Phase II: Develop

- Provides general oversight and approval of the CIP via consensus throughout the CIP development process, from inception through launch of the final CIP.

Phase III: Execute

- Supports re-allocation of development and implementing partner resources for the plan after its launch.

- Provides advice and guidance to the MOH and family planning stakeholders on CIP execution and supports effective implementation of the CIP through various strategies.

- Supports the development and execution of annual workplans; advocates to government, development partners, and implementing partners to ensure that gaps within strategic activities are prioritized to be filled.

- Participates in regular meetings to collaboratively address day-to-day challenges of activity implementation.

- Participates and contributes to annual review, a planning workshop, and the CIP end-line review.

- Reviews and approves data collection tools and processes and the performance monitoring plan.

- Reviews the performance monitoring system dashboard quarterly.

- Conducts ongoing advocacy efforts for resource mobilization.

- Working with the MOH focal point leading the effort, tracks and reviews budget and expenditures of CIP funding to assess government and stakeholder contributions to family planning efforts.

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

Strategic Advisory Groups

In countries where there is a large family planning TWG, including diverse government representation and numerous implementing partners, the TWG may be sub-divided into

strategic advisory groups (SAGs), organized by technical area or population group to provide technical input for the CIP's development and execution. If the TWG is smaller, it may not make sense to further sub-divide into SAGs but rather to ensure that the TWG has all the technical expertise needed and that, from time to time, key individuals and members (such as youth and community representatives) who are not part of the regular national family planning TWG are invited to participate in discussions or provide essential data.

When SAGs exist, typically, the groups include seasoned technical experts in key areas of a family planning program. The groups are usually formed around different technical areas or populations; a maximum of 6 groups is advisable on topics such as demand creation, service delivery, commodity security, policy and enabling environment, stewardship, management and governance coordination, and financing. In certain cases, other groups can be formed around topics such as youth and the private sector, and sometimes, groups can be combined together, for example policy and enabling environment, stewardship, management and governance coordination, and financing could be one group. Some priorities identified in the CIP will require that several topic groups work together to ensure a comprehensive response.

These groups should include 6–7 representatives, ensuring attention and expertise are devoted to gender equality and human rights, the needs of marginalized populations and underserved communities (people living with HIV, people with disabilities, etc.), and youth, and should involve subnational representatives. Youth should be meaningfully included to the extent possible in SAGs during development and execution phases. Subnational consultations should be held to gather data and information from stakeholders working at decentralized levels, as well as meetings with community members in more than one area of the country, during the development phase.

The SAG is ideally co-led by a MOH staff member and a representative from an implementing partner, both of whom have technical expertise in the subject matter. SAG members should expect to spend 5 percent of their time on CIPs, while co-leads should expect to spend no more than 10 percent of their time during the CIP development phase and 5 percent during the execution phase.

Tasks by Phase

Phase I: Plan

- SAGs are formed and members are selected during the planning phase.

Phase II: Develop

- Attend stakeholder meetings and capitalize on opportunities to provide support to CIP stakeholders, particularly the CIP taskforce.

- Provide information during the situational analysis exercise and the CIP development process.

- Provide technical input related to the activities that would best address issues identified in the situational analysis, financial resources required to implement them, and monitoring and evaluation processes and frameworks.

- Participate in identifying strategic priorities and inform the development of the CIP map.

- Review appropriate sections of the draft CIP.

- Review and approve the final CIP.

Phase III: Execute

- The SAG overseeing financing contributes to continuous resource mobilization to source funding for a prioritized set of activities that are not yet funded.

- The number of SAGs should be revisited for optimal performance. Some, but not all, SAGs continue meeting on specific technical areas of the CIP (e.g., demand creation, service delivery, commodity security, policy, financing, and stewardship management and accountability) to advise the family planning TWG and MOH on specific issues and to monitor CIP execution in greater detail. For example, they may meet ahead of semi/annual performance reviews to review in depth their specific technical area and come prepared with recommendations to share during the review meeting. SAG members are also important for helping to hold the ministries of health and finance accountable for implementation and funding of the CIP. Other SAGs are disbanded after the development phase of the CIP process has completed and thus are not involved in CIP execution. However, various members continue participation through membership in the family planning TWG and/or the continuing SAGs.

FP2030 Focal Points and Ouagadougou Partnership Coordination Unit

FP2030 has established FP2030 focal points, including representatives from the government, civil society, youth, and donors (such as United Nations Population Fund, U.S. Agency for International Development, and U.K. Foreign, Commonwealth & Development Office representatives who are already in the country). Government focal points are designated by ministries of health. FP2030 focal points work together to identify gaps in implementation, align resources to goals, and ensure that FP2030 is grounded in work that is consistent with government priorities and complements efforts by existing partners. Similarly, the Ouagadougou Partnership Coordination Unit (OPCU) supports nine countries in West Africa, in close collaboration with FP2030, North, West and Central Africa Regional Hub, to develop and execute their plans.[3] Both the FP2030 focal points and the OPCU have an important role to play across the three CIP phases.

Scope of Work

- Ensure alignment and coordination with global structures for FP2030 and the Ouagadougou Partnership during planning, development, launch, and execution of the CIP.

- Facilitate discussion between the government and FP2030 Support Network (and/or the OPCU) to coordinate and align external technical assistance and support, as needed.

- Liaise with and represent the broader group of development partners engaged in health and development, particularly on family planning/reproductive health and maternal health.

- Attend stakeholder meetings and capitalize on opportunities to provide support to CIP stakeholders, particularly the CIP taskforce.

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[3] Ouagadougou Partnership countries include Benin, Burkina Faso, Cote d'Ivoire, Guinea, Mali, Mauritania, Niger, Senegal, and Togo.

Tasks by Phase

Phase I: Plan

- May be involved in an advisory role to promote and share information about the CIP process.

- May be part of resource mobilization efforts; may support establishment of the technical support team.

Phase II: Develop

- Provide information on policies and program context during the situational analysis exercise.

- Provide technical input related to the activities that would best address issues identified in the situational analysis, financial resources required to implement them, and monitoring and evaluation processes and frameworks.

- Participate in prioritizing key issues and inform the development of the CIP priority map, constructed with priority results, and the priority results achievement chart, which includes strategic activities.

- Review appropriate sections of the draft CIP.

Phase III: Execute

- Support the process to identify and secure capacity development and resource needs.

- Support resource mobilization efforts to fill funding gaps.

- Support CIP performance monitoring and review meetings.

Annex A: Roles and Responsibilities during the 10-Step Process

Phase I: Plan

Step 1: Obtain Buy-In and Secure Resources for CIP Development

Activity	Ministry of Health Focal Point	Project Manager	Monitoring and Evaluation Officer	Technical Support Team	CIP Taskforce	National Family Planning TWG	Strategic Advisory Group(s)	FP2030 Focal Point(s)/OPCU
Activity 1A: Arrive at decision to engage in the CIP process	MOH focal point is appointed					May advise the MOH on why the CIP should be developed		May advise the MOH on why the CIP should be developed
Activity 1B: Establish a CIP taskforce	Leads the CIP taskforce	Project manager is appointed and serves on the CIP taskforce			CIP taskforce is formed	Members may join the CIP task force; alternatively, the TWG may serve as the task force depending on size and membership	Supports the government in putting in a request for CIP development	May join the task force
Activity 1C: Secure financial and human resources for CIP development	Leads the formal request process, working with the MOH and development partners				Supports MOH focal point to secure needed resources for CIP development			Supports the formal request process, working with the MOH and development partners
Activity 1D: Make a formal request for CIP support	Takes part in resource mobilization efforts				Leads resource mobilization efforts	Provides support (or contributes resources) for resource mobilization efforts		May be part of resource mobilization efforts

Step 2: Prepare for CIP Development

Activity	Ministry of Health Focal Point	Project Manager	Monitoring and Evaluation Officer	Technical Support Team	CIP Taskforce	National Family Planning TWG	Strategic Advisory Group(s)	FP2030 Focal Point(s) /OPCU
Activity 2A: Form a CIP Technical Support Team	Approves TST membership	Leads the formation of the TST	Monitoring and evaluation officer is assigned to TST	TST is formed				May support establishment of TST
Activity 2B: Define the CIP development process and timeline		Supports TST to develop CIP timeline		Develops CIP timeline	Reviews and approves CIP timeline; schedules meetings for taskforce to be included in CIP timeline; confirms the availability and source(s) of financial resources to implement the CIP timeline		Receives notice from TST of scheduled meetings for SAGs in the CIP timeline	
Activity 2C: Identify key family planning stakeholders	Provides input to TST on proposed stakeholders	Leads stakeholder identification process		Develops stakeholder matrix; drafts engagement plan	Supports TST to identify stakeholders			
Activity 2D: Kick-off the CIP development process	Chairs kick-off meeting	Coordinates with stakeholders to attend kick-off meeting		Plans kick-off meeting	Attends kick-off meeting	Attends kick-off meeting		Attends kick-off meeting

Phase II: Develop

Step 3: Conduct a Situational Analysis

Activity	Ministry of Health Focal Point	Project Manager	Monitoring and Evaluation Officer	Technical Support Team	CIP Taskforce	National Family Planning TWG	Strategic Advisory Group(s)	FP2030 Focal Point(s)/OPCU
Activity 3A: Gather information on the current family planning context, programs, and resources	Leads creation of SAGs	Leads stakeholder mapping exercise; facilitates connection of key stakeholders to TST	Gather and make available the latest secondary data and reports to inform the situational analysis process, including baseline data, reports, and surveys	Develops analytical framework; collects information including conducting secondary literature review and expert consultations with all stakeholders; supports stakeholder mapping exercise	Participates in key informant interviews	Participates in key informant interviews	SAGs are formed; hold first meetings	Participates in key informant interviews
Activity 3B: Conduct information review, synthesis, and analysis			Contributes to analysis	Systematically reviews and analyzes data collected and develops draft thematic areas				
Activity 3C: Prioritize issues and analyze root causes				Leads the root cause analysis and facilitates stakeholder prioritization of issues	Reviews the key issues and root causes and prioritization of issues		Informs TST on key issues and root causes, and collectively prioritize issues	

Step 4: Formulate a Technical Strategy and Implementation Plan

Activity	Ministry of Health Focal Point	Project Manager	Monitoring and Evaluation Officer	Technical Support Team	CIP Taskforce	National Family Planning TWG	Strategic Advisory Group(s)	FP2030 Focal Point(s)/ OPCU
Activity 4A: Set or refine the family planning goal	Participates through involvement on the task force	Facilitates gathering of input data necessary for the projection	Works with the TST during the goal setting process	Conducts projection exercises to define a goal (if the FP Goals model has not been used to set the CPR targets)	Informs goal setting for the family planning program			
Activity 4B: Define results and prioritize outcomes and interventions			Works with the TST to verify outputs, outcomes, and results are SMART	Develops a results framework, focused on outcomes and outputs that will lead to the overarching family planning program goal; estimates annual targets for outputs based on the results framework; works with SAGs to identify strategic priorities for inclusion in the CIP map	Identifies the priority results to form the CIP priority map		Informs key result areas for the designated technical area or population; works with the TST to identify strategic priorities for inclusion in the CIP map	
Activity 4C: Validate the results chain and strategic priorities				Reviews results framework and strategic priorities	Reviews results framework and strategic priorities		Reviews results framework and strategic priorities	
Activity 4D: Select indicators and estimate targets	Reviews targets		Works with the TST to set performance targets across the results chain and to identify measurable indicators	Reviews any existing targets and adopts to align with the CIP or identifies targets and assigns indicators			Reviews and endorses estimates on annual targets for outputs based on the results framework	

Activity	Ministry of Health Focal Point	Project Manager	Monitoring and Evaluation Officer	Technical Support Team	CIP Taskforce	National Family Planning TWG	Strategic Advisory Group(s)	FP2030 Focal Point(s)/ OPCU
Activity 4E: Develop implementation plan with activities and sub-activities				Develops the implementation plan by documenting the intervention activities, detailing sub-activities and scheduling them			Recommends intervention activities for the desired outputs	
Activity 4F: Refine and validate the technical strategy	Reviews indicators to ensure they are feasible and reasonable		Reviews indicators to ensure alignment with strategy	Facilitates consultations to identify key results; presents the strategy for each thematic area to the corresponding SAG for review; presents the full technical strategy for final review by the CIP taskforce	Reviews the full technical strategy		Reviews the relevant thematic sections	
Activity 4G (optional): Align with the subnational level		Coordinates subnational CIP meetings	Contributes to verifying subnational indicators and results	Conducts subnational outreach and data collection; articulates regional/district results	Provides input on subnational meeting agenda and invitees		SAG subnational representatives lead one or more subnational meetings to define subnational results and to promote decentralized investment in and ownership of the CIP	
Activity 4H (optional): Estimate impact				Calculates the overall impact of implementing the CIP and achieving the CPR and method mix goals using ImpactNow or Impact2				

Step 5: Estimate Costs and Resource Gap and Iterate Technical Strategy

Activity	Ministry of Health Focal Point	Project Manager	Monitoring and Evaluation Officer	Technical Support Team	CIP Taskforce	National Family Planning TWG	Strategic Advisory Group(s)	FP2030 Focal Point(s)/OPCU
Activity 5A: Estimate common unit costs	Provides information on costs	Contributes to collecting unit cost information		Determines the unit costs of CIP input items based on partner and stakeholder interviews, document review, and market analysis	Provides information on costs	Provides information on costs	Provides information on costs	Provides information on costs
Activity 5B: Input quantity of units required to achieve plan objectives				Populates the CIP costing tool with information from the implementation plan				
Activity 5C: Review and validate cost estimates	Ensures that any additional MOH staff not on the task force (e.g., such as those working in finance and planning) validate the costing			Calculates the total resource requirements for the entire plan; integrates feedback and ensures any necessary changes are made	Reviews and validates costing		Reviews and validates inputs for costing	
Activity 5D: Conduct CIP financial gap analysis	Reviews resource gaps and recommends potential strategic area revisions; ensures annual gap analysis conducted in the second year through the end of the CIP			Calculates the total resource gaps of the entire CIP; integrates feedback and ensures any necessary changes are made	Reviews and validates costing			

Activity	Ministry of Health Focal Point	Project Manager	Monitoring and Evaluation Officer	Technical Support Team	CIP Taskforce	National Family Planning TWG	Strategic Advisory Group(s)	FP2030 Focal Point(s)/OPCU
Activity 5E: Realign technical strategy to ensure reasonable cost	Reviews revised technical strategy to ensure alignment with costing data and country priorities			Reviews and revises technical strategy to integrate costing gap information	Reviews revised technical strategy to ensure alignment with costing data and country priorities			
Activity 5F: Revise and validate final cost and resource gap	Ensures MOH staff not on the task force validate the costing			Calculates the total resource requirements for the entire plan; integrates feedback and ensures any necessary changes are made	Reviews and validates final costing		Reviews and validates revised technical strategy for final costing	

Step 6: Finalize Institutional Arrangements for Execution

Activity	Ministry of Health Focal Point	Project Manager	Monitoring and Evaluation Officer	Technical Support Team	CIP Taskforce	National Family Planning TWG	Strategic Advisory Group(s)	FP2030 Focal Point(s)/OPCU
Activity 6A: Define a stewardship and accountability structure	Works with the project manager and CIP taskforce to define oversight and accountability responsibilities, and roles and responsibilities of key actors, as they relate to CIP execution	Works with the MOH focal point and CIP taskforce to define oversight and accountability responsibilities, and roles and responsibilities of key actors, as they relate to CIP execution		Advises on stewardship and accountability structure	Reviews and advises on the stewardship and accountability structure			
Activity 6B: Define coordination mechanisms	Works with the project manager and CIP taskforce to define how stakeholders will coordinate efforts to facilitate joint planning, pooling of resources, decision-making, and sharing of information and responsibilities	Works with the MOH focal point and CIP taskforce to define how stakeholders will coordinate efforts to facilitate joint planning, pooling of resources, decision-making, and sharing of information and responsibilities			Works with the project manager and MOH focal point to define how stakeholders will coordinate efforts to facilitate joint planning, pooling of resources, decision-making, and sharing of information and responsibilities	Consulted about appropriate coordination mechanisms		
Activity 6C: Identify capacity development and implementation support needs	Leads the process to identify and secure capacity development and resource needs				Supports the MOH to identify and secure capacity development and resource needs	Supports the process to identify and secure capacity development and resource needs		Supports the process to identify and secure capacity development and resource needs

Step 7: Secure Final Approval and Launch the CIP

Activity	Ministry of Health Focal Point	Project Manager	Monitoring and Evaluation Officer	Technical Support Team	CIP Taskforce	National Family Planning TWG	Strategic Advisory Group(s)	FP2030 Focal Point(s)/OPCU
Activity 7A: Review and approve the CIP	Ensures that the government reviews and approves the final CIP	Supports the review and approval process and ensures it happens on time; ensures professional copyediting and layout		Finalizes the document and makes any changes requested	Supports the MOH focal point to ensure that the government and key stakeholders review and approve the final CIP; reviews and validates the final CIP	Reviews and validates the final CIP	Reviews and approves the CIP	Reviews the CIP
Activity 7B: Develop a dissemination plan and materials	Advises on the dissemination plan and materials	Develops the dissemination plan and simplified, short dissemination materials		Supports the project manager in developing the dissemination plan and materials	Advises on the dissemination plan and materials	Contributes to the dissemination plan and materials		
Activity 7C: Produce and print the final document		Ensures the CIP document is copyedited, formatted, and printed according to the dissemination plan		Hands over final document and all CIP-related information gathered through the development process to the project manager				
Activity 7D: Hold a launch event and dissemination activities	Advises and chairs the launch event(s)	Leads the organization of the launch event(s)		Participates in the launch event(s)	Advises and participates in the launch event(s)	Participates in the launch event(s)	Participates in the launch event(s)	Participates in the launch event(s)

Phase 8: Provide Effective Stewardship for CIP Execution

Activity	Ministry of Health Focal Point	Project Manager	Monitoring and Evaluation Officer	Technical Support Team	CIP Taskforce	National Family Planning TWG	Strategic Advisory Group(s)	FP2030 Focal Point(s)/OPCU
Activity 8A: Implement effective and efficient coordination mechanisms	Leads the process of annual joint workplan development and establishes other appropriate coordination mechanisms	Supports the MOH to convene all stakeholders for annual planning			Supports the MOH focal point in identifying and recommending advocacy approaches for technical areas or stakeholders that need alignment with CIP priority results	Supports the development and execution of annual workplans; advocates to government and development and implementing partners to ensure that strategic activity gaps are prioritized to be filled		Works with the family planning TWG to help ensure that strategic activity gaps are prioritized to be filled
Activity 8B: Lead and manage the execution process	Works with the CIP taskforce to ensure that the stewardship and accountability structures at all levels are effectively providing the necessary leadership and management function needed				Consults with the MOH focal point to ensure technical area leads are identified and assigned; supports linkages with government institutions and visibility of the CIP			

Activity	Ministry of Health Focal Point	Project Manager	Monitoring and Evaluation Officer	Technical Support Team	CIP Taskforce	National Family Planning TWG	Strategic Advisory Group(s)	FP2030 Focal Point(s)/OPCU
Activity 8C: Integrate the CIP into existing annual work planning, or if necessary, develop annual joint workplans	Leads the annual joint workplan development, annual review, and planning workshop; ensures that appropriate emphasis is placed on strategic activities that contribute to priority results	Supports the MOH with annual joint workplan process and development, including support for convening all identified key meetings /workshops			Supports the development and execution of annual workplans; advocates to government and development and implementing partners to ensure that strategic activity gaps are prioritized to be filled	Supports the development and execution of annual workplans; advocates to government and development and implementing partners to ensure that strategic activity gaps are prioritized to be filled		Works with the family planning TWG to help ensure that strategic activity gaps are prioritized to be filled
Activity 8D: Engage at the subnational level to facilitate the execution of the CIP	Works with subnational entities to provide support toward CIP process; supports development of roles and accountability system for subnational administrative units				Advises on and supports approach for subnational implementation and accountability; supports dissemination of national CIP at the subnational level	Advises on and supports approach for subnational implementation and accountability		Advises on and supports approach for subnational implementation and accountability

Step 9: Design and Implement Performance Monitoring Mechanisms

Activity	Ministry of Health Focal Point	Project Manager	Monitoring and Evaluation Officer	Technical Support Team	CIP Taskforce	National Family Planning TWG	Strategic Advisory Group(s)	FP2030 Focal Point(s)/ OPCU
Activity 9A: Set up performance monitoring tools and process	Leads the development of a performance monitoring mechanism	Supports set up of performance monitoring system	Set up performance monitoring tools to support in-country CIP performance monitoring efforts	May support the development of a system to monitor CIP execution on a semi-annual or annual basis				
Activity 9B: Regularly collect performance data	Coordinates with monitoring and evaluation officer to ensure data from partners is requested		Coordinates data collection from all sources, enters them into system (e.g., dashboard) per schedule	May support the development of a data collection system and monitoring and evaluation plan	Reviews and approves data collection tools and processes and monitoring and evaluation plan; enters data into dashboard	May support the development of a data collection system and monitoring and evaluation plan		
Activity 9C: Hold regular performance reviews	Organizes quarterly data updates of the dashboard and communicates progress to senior government leadership; organizes relevant meetings of the family planning TWG	Supports the MOH to convene all identified key meetings/ workshops	Coordinates with stakeholders—including government (central and subnational), development and implementing partners, and the private sector—to routinely collect data on performance indicators; works with the MOH to convene regular CIP review meetings		Reviews the dashboard regularly	Reviews the dashboard regularly		Reviews the dashboard regularly

Activity	Ministry of Health Focal Point	Project Manager	Monitoring and Evaluation Officer	Technical Support Team	CIP Taskforce	National Family Planning TWG	Strategic Advisory Group(s)	FP2030 Focal Point(s)/ OPCU
Activity 9D: Review and revise	Leads the annual review and planning workshop	Supports the MOH to convene all identified key meetings/ workshops	Supports the MOH to conduct reviews, including making available all information needed to assess progress			Participates in regular meetings to collaboratively address day-to-day challenges of activity implementation; participates and contributes to annual review and planning workshop	Continuing SAG subgroups meet regularly to advise the TWG and MOH on specific issues and to monitor CIP execution in greater detail	
Activity 9E: Conduct a CIP end-line review	Organizes end-line data updates to the dashboard; organizes end-line meeting of the family planning TWG; communicates progress to senior government leadership	Supports the MOH to convene end-line review meetings	Coordinates with stakeholders (see above) to collect data on performance indicators since CIP inception; analyzes data; works with the MOH to convene end-line CIP review meeting		Participates in end-line review meeting	Participates in end-line review meeting	May be consulted for data and assessment of progress	Participates in end-line review meeting

Step 10: Conduct Continuous Resource Mobilization

Activity	Ministry of Health Focal Point	Project Manager	Monitoring and Evaluation Officer	Technical Support Team	CIP Taskforce	National Family Planning TWG	Strategic Advisory Group(s)	FP2030 Focal Point(s)/OPCU
Activity 10A: Mobilize resources for the CIP	Regularly updates resource mobilization details to source funding for a prioritized set of activities that are not yet funded; supports development of advocacy materials	Supports the MOH to convene all key meetings/ workshops to mobilize funds			Reviews resource mobilization efforts to source funding for a prioritized set of activities that are not yet funded; supports development of advocacy materials; conducts outreach to mobilize funds as needed	Supports resource mobilization efforts to fill funding gaps	Develops a resource mobilization plan to source funding for a prioritized set of activities that are not yet funded	Supports resource mobilization efforts to fill funding gaps
Activity 10B: Conduct family planning budget tracking	Leads the team that performs budget tracking of CIP funding to assess government and stakeholder contributions to family planning efforts	Supports the MOH to conduct budget and expenditure tracking of CIP funding to assess government and stakeholder contributions to family planning efforts				Working with the MOH focal point leading the effort, performs and reviews budget tracking of CIP funding to assess the government and stakeholder contributions to family planning efforts	As needed, contributes data about CIP budget tracking	
Activity 10C: Regularly update the financial gap analysis	Reviews and advises on funding gaps	On an annual basis, collects and analyzes data to determine funding gaps and extent of alignment with planned activities				Reviews and advises on funding gaps		Reviews and advises on funding gaps

Activity	Ministry of Health Focal Point	Project Manager	Monitoring and Evaluation Officer	Technical Support Team	CIP Taskforce	National Family Planning TWG	Strategic Advisory Group(s)	FP2030 Focal Point(s)/OPCU
Activity 10D: Conduct ongoing advocacy	Conducts ongoing advocacy for resource mobilization from government and development partners	Provides administrative support to the MOH to conduct advocacy for resource mobilization			Conducts ongoing advocacy for resource mobilization	Conducts ongoing advocacy for resource mobilization		