

How to Develop a Country Strategy



Advocacy for Palliative Care in Africa,
May 9-11, 2007
Accra, Ghana



National Hospice and Palliative Care
Organization



National Hospice Foundation



Foundation
for Hospices
in Sub-Saharan Africa

Strategy Planning Packet



- Step 1: Finish examination and diagnosis of problems
 - Column A and B of Annex 1 “Strategy Planning Worksheet”
- Step 2: Develop the Strategy
 - Use Annex 1 “Strategy Planning Worksheet”
- Step 3: Develop implementation plan
 - Use Annex 2
- Step 4: Identify needed resources
 - Use Annex 3
- Step 5: Prioritize Objectives
 - Column C of Annex 1 “Strategy Planning Worksheet”



Annex I Strategy Planning Worksheet

Country: _____

Please Print

Team Leader: _____

Please Print



(What?)	(Why?)	(What?)	(How?)	(Who?)	(When?)	(How Much?)
A. State the problem	B. State the underlying reason(s) for the problem.	C. State the objective(s) that would address the problem. Which objectives are top priorities?	D. What action steps are needed to achieve the objective?	E. List those who have the authority and/or responsibility to take the necessary action.	F. Timeline for completion of action steps	G. What technical and financial assistance will be needed to achieve each objective?
Problem 1:	(1)	(1)	(1)	(1)	(1)	(1)
	(2)	(2)	(2)	(2)	(2)	(2)
	(3)	(3)	(3)	(3)	(3)	(3)
	(4)	(4)	(4)	(4)	(4)	(4)



Step One



- Finish examination and diagnosis of problems
 - Aim to complete at 1st meeting of country teams on day two
 - Review identified problems from
 - Self assessment (SAC) and
 - Barriers to Opioid Availability Test (BOAT)
 - Discuss and select 3-5 most important opioid availability/access problems in your country
 - Column A – Brief Description of each problem
 - Column B – Underlying reason for the problem



Step Two



- **Develop the Strategy**
- **Complete on Day 3 so that you Team can report**
 - **Column C**
 - **State the objective (s) that address the problem**
 - **Column D**
 - **List the action steps needed to achieve the objectives**
 - **Column E**
 - **List who is responsible for taking action**
 - **Column F**
 - **Timeline for completion of the action steps**
 - **Column G:**
 - **State the specific technical and financial assistance that will be needed to achieve each objective.**



Step Three



- Develop an Implementation Plan to Accomplish the Strategy
 - Accomplish before your team reports to the workshop
 - List the mechanisms of activities that are necessary to accomplish the actions steps developed in step 2.
 - Use Annex 2 Implementation Plan Worksheet



Annex 2



Implementation Plan

- ***Identify the mechanism(s) needed in your country to actively coordinate, foster cooperative efforts, monitor and communicate to implement the Strategy. Is there an existing governmental body able to manage this? Is there a need to establish a new body, such as a working committee or task force? Who should be the members, both governmental and non-governmental?***
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Annex 2 – Implementation Plan



- ***Identify the mechanism(s) needed in your country to***
 - ***actively coordinate, foster cooperative efforts,***
 - ***monitor and communicate to implement the Strategy.***
 - ***Is there an existing governmental body able to manage this?***
 - ***Is there a need to establish a new body, such as a working committee or task force?***
 - ***Who should be the members, both governmental and non-governmental?***



Step 4



- Discuss and Identify Needed Resources
 - (A) In addition to resources necessary to accomplish the individual objectives of the Strategy Planning Worksheet, the team should consider what resources will be necessary to implement the overall strategy. Will grant support be needed? If so, for what and how much?
 - *Resource materials:* Resources Materials (Annex 3)



Annex 3



Resource Materials

- *Identify what resources will be necessary to implement the overall strategy.*
- *Will grant support be needed? If so, for what and how much?*



Step 5



- Prioritization of Objectives
 - (A) Recognizing the reality of limited resources and time, think about and discuss which objectives should have top priority compared with others or which objective would be most logical to address first as the other problems depend on addressing that one first. Identify one or two top priorities.
 - *Resource materials:* Resources Materials (Annex 1, column C)



Example



- Of a completed planning page



Annex I Strategy Planning Worksheet

Country: _____

Please Print

Team Leader: _____

Please Print



(What?)	(Why?)	(What?)	(How?)	(Who?)	(When?)	(How Much?)
A. State the problem Problem 1: Oral morphine is not available in the country	B. State the underlying reason(s) for the problem. (1) Government is not willing to authorize oral morphine (2) Government fears morphine will be diverted and cause addiction in patients (3) Government does not recognize the need for opioids	C. State the objective(s) that would address the problem. Which objectives are top priorities? (1) Convince the Government that oral morphine is needed and can be distributed with low risk of addiction and diversion and at sustainable cost. (2) (3)	D. What action steps are needed to achieve the objective? (1) Work with Government to authorize importation of oral morphine powder. (2) Provide government with accurate information about potential for addiction and diversion. (3) Obtain and provide data to the Government on unmet needs of opioids for palliative care	E. List those who have the authority and/or responsibility to take the necessary action. (1) Country Team, Ministry of Health, Drug Regulators (2) Country team, Palliative Care NGO's (3) Country team, Palliative Care NGO's	F. Timeline for completion of action steps (1) 3 months (2) 6 months (3) 3 months	G. What technical and financial assistance will be needed to achieve each objective? (1) (2) (3)



Strategy Planning Worksheet



(What?)

Column A. State the problem

Problem 1:

Oral morphine is not available in the country



Strategy Planning Worksheet



(Why?)

Column B. State the underlying reason(s) for the problem.

- (1) Government is not willing to authorize oral morphine**
- (2) Government fears morphine will be diverted and cause addiction in patients**
- (3) Government does not recognize the need for opioids**



Strategy Planning Worksheet



(What?)

Column C. State the objective(s) that would address the problem. Which objectives are top priorities?

(1) Convince the Government that oral morphine is needed and can be distributed with low risk of addiction and diversion and at sustainable cost.

(2)

(3)



Strategy Planning Worksheet



(How?)

Column D. What action steps are needed to achieve the objective?

- (1) Work with Government to authorize importation of oral morphine powder.**
- (2) Provide government with accurate information about potential for addiction and diversion.**
- (3) Obtain and provide data to the Government on unmet needs of opioids for palliative care**



Strategy Planning Worksheet



(Who?)

Column E. List those who have the authority and/or responsibility to take the necessary action.

- (1) Country Team, Ministry of Health, Drug Regulators**
- (2) Country team, Palliative Care NGO's**
- (3) Country team, Palliative Care NGO's**



Strategy Planning Worksheet



(When?)

Column F. Timeline for completion of action steps

- (1) 3 months**
- (2) 6 months**
- (3) 3 months**



Strategy Planning Worksheet



(How Much?)

Column G. What technical and financial assistance will be needed to achieve each objective?

- (1)
- (2)
- (3)



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Country: _____

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Thank You!



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