



# EXPERIENCES IN IMPLEMENTATING UPSTREAM ACTIVITIES

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# UPSTREAM ACTIVITIES

- ▶ Frameworks
- ▶ Change management/ institutional strengthening tools
- ▶ Policies
- ▶ Strategies
- ▶ Guidelines
- ▶ Institutional and Cross institutional Coordination structures

# ASSESSING THE NEEDS

- ▶ QUESTIONS TO ASK
  - ▶ Why is the strategy/guidelines/policy being developed?
  - ▶ Is it a need or want
  - ▶ Who's need/want – donor or your institution or your country?
  - ▶ Is it filling any gaps
  - ▶ Is it internally or externally driven
  - ▶ Use of consultants Vs government staff

# ALIGNMENT AND LOBBYING

- ▶ If externally driven but its addressing a gap
  - ▶ Have enough lead time for adapting and internalizing whatever is being proposed.
  - ▶ Lobby internally first then externally.
  - ▶ Let your top management own the process

# WHAT HAS NOT WORKED

- ▶ Donor imposed strategies/activities
- ▶ Very few strategies have been successfully operationalized
- ▶ Provision of very advanced solutions to simple problems
- ▶ Succumbing to donor pressure
- ▶ Having a strategy as an outcome/end product
- ▶ Use of consultants only
- ▶ Prescribing challenges and providing solutions there of.

# WHAT HAS WORKED

- ▶ Inclusive planning (mgt. middle managers, junior managers)
- ▶ Identifying weak links and planning on how to strengthen them
  - ▶ Fatigue
  - ▶ Loss of interest overtime
- ▶ Lobbying (external ? Mostly representatives from different institutional do not report back)
- ▶ Combination of Consultants and expert/sector teams
- ▶ Set quality checks for sectoral information (TC, stakeholders etc.)
- ▶ Allow time for **calculated** back and forth.....
- ▶ Peer Reviews
- ▶ A strategy should be a means to an end not an end product
  - ▶ The funding for strategy development should include operationalization funds