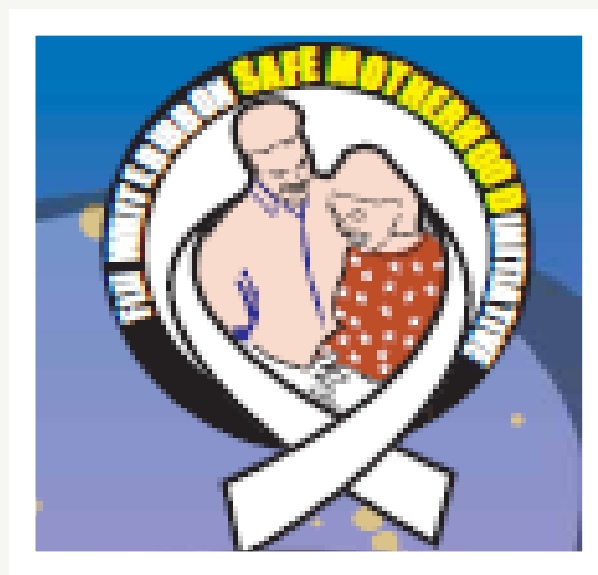


PROMOTING SAFE MOTHERHOOD IN FIJI



STRATEGIC PLAN

2010-2014

**FIJI WHITE RIBBON SAFE MOTHERHOOD
INITIATIVE**

Table of Contents

Introduction.....	3
Our Vision, Mission and Guiding Principles.....	5
<i>Our Vision</i>	5
<i>Our Mission</i>	5
<i>Our Guiding Principles</i>	5
A Brief Summary of the Current Challenge.....	6
Key Stakeholders.....	7
Our Strategic Focus Areas.....	8
Strategic Objectives for 2010-2014.....	10

Introduction

The Fiji White Ribbon Safe Motherhood Initiative (FWRSMI) was borne on the 11th of September 2009. The founders sought to revive the safe motherhood movement that had been in existence in Fiji for years and to provide it with renewed focus, support and endeavour.

Maternal and neonatal mortality has remained a challenge in the Fijian health system for a number of years. The founders of the FWRSMI identified local leaders in health organizations and communities among whom strategies and programs could be coordinated for maximal impact. They also developed a multi-sectoral collaboration encompassing cultural, artistic and academic approaches in advocacy for effective safe motherhood policies and programs.

The Initiative became an established body when it aligned with the International White Ribbon Alliance and adopted the goals and principles of the parent body in creating awareness on safe motherhood.

Among the major initial accomplishments were the establishment of an interim governing structure (Working group) which evolved into a formal Decision-Making Committee, the development of a secure affiliation with 15 organizations and over 2000 members, and a major launch in 2009 with national press and television coverage.

By the end of September 2009, the FWRSMI had evolved to become a well-established body in terms of funding, membership, structure and community awareness. Our organizational structure is still in its infancy but its development is one of the key supportive activities in this strategic plan.

This is the first strategic plan for the FWRSMI - it covers the five years from 2010-2014. The purpose of the Plan is to establish the overall strategic direction of the FWRSMI, at all of our organizational levels, during these next 5 years. This plan is developed with technical guidance from the Strategic Plan developed by the WRA Global Secretariat.

The Fiji White Ribbon Safe Motherhood Initiative is working to create an environment in Fiji where:

- ✓ Every woman of childbearing age has the right to obtain optimal health care throughout pregnancy and childbirth for herself and her newborns.
- ✓ Every woman in Fiji is empowered to demand quality, safe and respectful motherhood services and to help encourage other women to do the same.

- ✓ Education programs which stress the key principles of safe motherhood are available to all women and their partners, families and support groups and in a form which is appropriate to the different population sub-groups.
- ✓ Every woman and newborn in Fiji has access to essential and life-saving services and appropriate information about safe motherhood.
- ✓ All women, men, families and friends come together as active members in the safe motherhood movement, with the knowledge to make decisions that promote safe motherhood within their own communities, work places and surroundings.
- ✓ All communities, organizations, groups, corporate bodies and NGOs work together to reduce the impact of poverty, HIV/AIDS, political crisis, violence against women and children, and gender inequalities, all of which can impact on safe motherhood.
- ✓ The government of the day works in collaboration with women, their communities and other stakeholders in setting enabling policies and implementing programs in support of safe motherhood.

A key part of our strategic intent will be a strong focus on ***Commitment, Mobilization and Accountability***:

- Increased government, donor, and other stakeholder ***commitment*** to, and investment in, the reduction of maternal and newborn mortality and morbidity.
- ***Mobilization*** of action and support for broad-based community initiatives, health system strengthening, and provision of quality services for improved safe pregnancy and motherhood.
- We will work with governments, donors, and all stakeholders to demonstrate ***accountability*** in the fulfillment of their commitments to the reduction of maternal and newborn mortality and morbidity.

Our Vision, Mission and Guiding Principles

Our vision describes the highly desirable future state that we in the FWRSMI strive towards. Our mission is a clear statement of the organization's purpose and the strategies which we are using to achieve that goal.

Our Vision

The Vision of the Fiji White Ribbon Safe Motherhood Initiative is that no woman in Fiji will die during pregnancy or childbirth.

Our Mission

The FWRSMI will gather and share information which is essential to raise awareness of the need for improvements in maternal and neonatal health in our Global Region. We will advocate for public change, identify and develop champions for safe motherhood, and facilitate appropriate local solutions and responses which are designed to save the lives of all mothers and their babies.

Our Guiding Principles

The following guiding principles for the FWRSMI are adapted from the International White Ribbon Alliance. They provide guidance about our shared beliefs and organizational values.

1. All members have a voice and a responsibility to participate in decision-making, and to develop and maintain an accountable, transparent, responsive and sustainable group.
2. All members are encouraged to organize and participate in activities consistent with the vision, mission, and principles of the FWRSMI.
3. All members are committed to enhancing local understanding of safe motherhood and to building local capacity to advance the goals of safe motherhood.
4. All members are committed to sharing best or promising practices to advance the goal of safe motherhood.
5. The FWRSMI promotes collaboration and open exchange of information, ideas and learning in ways that are appropriate in the local, national and international context.

6. Participation and/or partnership is welcomed with women, men, their families and communities, professionals and practitioners from diverse fields, members of civil society, the private sector, UN agencies, donors, and all sectors of government.
7. The FWRSMI values, aspires and works to recognize each member's voluntary contribution to the goals of safe motherhood and to the connection of local action with the larger vision.
8. The FWRSMI respects, protects and encourages individual, gender, cultural and social diversity.
9. The FWRSMI is open for membership irrespective of caste, color and creed by any individual or group agreeing to its mission, vision and principles and the unifying symbol of the white ribbon.
10. The FWRSMI advocates for safe motherhood as a basic human right.

A Brief Summary of the Current Challenge

Complications during pregnancy and childbirth are a leading cause of death and disability amongst women of reproductive age in Fiji. At a global level, every minute a woman dies from such complications.

A woman's death can have a devastating effect on the family: to the grieving husband; to the children who become vulnerable to poor health, poverty and exploitation without a mother's love and protection; and to her extended family. A mother's disability can diminish her contributions to both the family and the economy in the struggle against poverty.

According to Ministry of Health's Annual Report, the Maternal Mortality rate (MMR) for Fiji for the year 2008 is 31 per 100,000 live births. These figures have remained relatively stagnant over the last 7 years. If we were to continue this trend, Fiji would not be in any position to achieve our Millennium Development Goal (MDG) of reduced maternal mortality by the year 2015.

But putting aside the grim statistics the fact is that no woman in this country should die from pregnancy and child birth. According to the latest National Maternal Death review, *the top 6 causes of maternal deaths from the year 2000 to 2007 are preventable.*

These deaths can be prevented by recognizing the:

- Need to advocate and create awareness on the importance of early health checks (receiving antenatal care within the first 3 months of pregnancy) &
- Need to educate our mothers and their support group on early recognition and management of complications during pregnancy

Such a simple message if widely promoted could make a big difference for families in Fiji.

A group of committed individuals and organizations joined to form the 'Fiji White Ribbon Safe Motherhood Initiative' - a support group established with the primary aim of creating awareness and acting as a catalyst for action. We all want to stop women from dying unnecessarily in pregnancy and childbirth.

Key Stakeholders

Who can be part of the group?

Individuals and organizations with a commitment to the health and well-being of women and their families are welcome to join. In our view this should reach all people in Fiji: Mothers, husbands, families, friends, governments and related NGO's.

There are a number of organizations who have shown a strong commitment to this important project. But they are no more important than the greater community who needs to work together to make a difference.

Our Strategic Focus Areas

As part of creating a Strategic Plan that encompasses a holistic approach to make a difference in Maternal and Neonatal Health we have identified a number of key perspectives of the Initiative's operations and have categorized them into six strategic focus areas.

1. *Raising Awareness about the importance of a healthy pregnancy and a safe birth event.*

We are committed to making all people in Fiji know about the need to improve maternal and neonatal health. Raising awareness takes many forms and will include developing media toolkits to guide journalists to report accurate and up-to-date safe motherhood information, convening press conferences, holding launch campaigns, and designating safe motherhood and/or White Ribbon Days. We will ensure that our message is widely promoted to all different population subgroups, ages and genders.

2. *Education of key stakeholders –*

We are committed to supporting the development of quality and culturally appropriate educational materials that will reach mothers, fathers, children, government ministers and heads of Development agencies and NGO's. The educational materials we will help develop will focus on core program messages such as the need to book early with an appropriate health care professional, the need to look for "danger signs", to understand the options for birth spacing and to understand all aspects of a healthy pregnancy

3. *Advocacy and Stakeholder Coordination.*

The FWRSMI will target our advocacy efforts at those with decision-making authority in the access, utilization, and quality of maternal and neonatal health care services - at government level, as well as the district, health care facility, community, and household levels. The FWRSMI will work with the media to promote programs and policies favorable to safe motherhood.

We will also promote the importance of all donors and agencies working together to improve maternal and child health.

4. *Programs, People and Service Development*

The FWRSMI will identify stakeholders in local communities and promote examples of change in health programs and policies that can save the lives of

women and newborns. We will look to creating a safe space within which people can set change in motion. We aim to involve the community in identifying and addressing problems affecting safe motherhood.

FWRSMI will identify, mentor, and encourage champions for safe motherhood. These champions will speak in the FWRI's name in support of safe motherhood and, for those whose voices have been silenced by maternal death.

5. *Information Gathering and Dissemination*

We acknowledge the need to gather, summarize and disseminate good quality information about aspects of pregnancy and maternal and neonatal health.

6. *Organizational Infrastructure*

We realize the need to resolve key aspects of the FWRSMI organization. These include its legal structure, finances, support staff and communication strategies.

Strategic Objectives for 2010-2014

We have identified twelve strategic objectives for the period 2010-2014 as outlined in the table below. Each strategic objective is aligned with one of the six strategic focus areas and with a number of key activities designed to help achieve the vision and mission of the organization. These are our priorities for the next five years.

SO Ref	Strategic Focus Area	Strategic Objective	Key Activities	Means of Verification (Deliverables)	Key Future Benefits
SO-01	Raising Awareness	Continue to raise general awareness about the aims and objectives of the FWRSMI	1. Organize at least one premier function each year to promote the vision and programs of the FWRSMI.	1. An annual FWRSMI event is conducted each year	1. There is an advantage to have significant awareness about the FWRSMI and its key programs.
SO-02	Raising Awareness	Work with key stakeholders to develop a range of activities that promote safe motherhood messages.	1. Coordinate a national oratory competition for school children across Fiji.	1. A national oratory competition for school children promotes the significance of safe motherhood.	1. We believe that it is important for all parts of society to understand the importance of safe motherhood. Children are a key means of education of families.
SO-03	Education Program	Work with stakeholders to develop an education program which targets at risk women in rural Fiji	1. In collaboration with the Ministry of women develop a train the trainer program for Village Motivators. 2. Examine the feasibility of adapting the WHO manual. 3. Review the UG and PG curriculum of health care professionals.	1. A program for village "motivators" is developed and implemented. 2. The UG and PG curriculum for all relevant health professionals has been reviewed.	1. Health professional are key to promoting the message of safe motherhood. Having up-to-date information in the curriculum will assist in spreading the message. 2. A partnership program with the Ministry of Women will broaden the positive message of the FWRSMI.
SO-04	Education Program	Develop targeted education programs for all pregnant women in Fiji.	1. Develop informative but easy to read pamphlets to distribute to all pregnant women in Fiji – and which focus on the key messages of the FWRSMI.	1. Pamphlets are developed and distributed to pregnant women – on early booking, planned future pregnancy and understanding danger signs.	1. All pregnant women will be better informed about how to reduce the risks of maternal mortality and morbidity.

SO Ref	Strategic Focus Area	Strategic Objective	Key Activities	Means of Verification (Deliverables)	Key Future Benefits
SO-05	Advocacy & Stakeholder Coordination	Work closely with the MOH on the development of programs which will help improve M&CH.	<ol style="list-style-type: none"> 1. Work together on a stakeholder workshop which identifies the key activities and responsible persons 2. Work with the MOH on strategies to improve M&CH services. 3. Examine strategies to engage "village Health Workers" in the key messages of the FWRSMI. 	<ol style="list-style-type: none"> 1. Evidence of meetings with specific outcomes. 2. Existence of program plans which address the key program initiatives. 3. A program is in place for "VHW's" 4. Increased government funding for Safe Motherhood initiatives 	<ol style="list-style-type: none"> 1. If we can all work together in a coordinated manner then the limited resources may be better used to the greatest effect. 2. Donors and external agencies are more likely to support coordinated activities.
SO-06	Advocacy & Stakeholder Coordination	Develop and enhance productive collaborations with external organizations, including Partners, Sponsors and Donors.	<ol style="list-style-type: none"> 1. Improved engagement with Government, Regional, International & Community groups. 2. Increased activity in building productive partnerships that is linked to specific mutually beneficial outcomes. 3. Establish a strong linkage with the WRA in Washington. 	<ol style="list-style-type: none"> 1. Evidence of designated Liaison Officers. 2. Existence of Liaison Reports that clearly demonstrate productive engagement. 3. Evidence of outcomes from productive partnering. 	<ol style="list-style-type: none"> 1. Establishes mechanisms to better represent FWRSMI externally in a more controlled manner. 2. Establishes mechanisms to better engage external parties that links to branding, partnering, and funding opportunities. 3. First attempt at coordination.
SO-07	Programs People & Services	Determine what are the programs that are likely in Fiji to have the biggest impact on improving M&CH.	<ol style="list-style-type: none"> 1. Conduct a workshop of interested members to refine the program needs of safe motherhood in Fiji. 2. Ensure that at least one new program is developed each year in the FWRSMI. 	<ol style="list-style-type: none"> 1. A national workshop has been conducted. 2. New program areas are developed. 	<ol style="list-style-type: none"> 1. It will be of significant benefit for all organisations with an interest to work together on key program developments.
SO-08	Programs People & Services	Identify and support the development of champions for the FWRSMI	<ol style="list-style-type: none"> 1. Identify a patron for the FWRSMI who has national recognition. 2. Identify a number of champions from different genders, cultures and professions. 	<ol style="list-style-type: none"> 1. A patron is actively involved in the FWRSMI. 2. High profile sportspersons, artists and community leaders are identified as champions of safe motherhood. 	<ol style="list-style-type: none"> 1. It is important that all parts of society can identify with champions for safe motherhood.

SO Ref	Strategic Focus Area	Strategic Objective	Key Activities	Means of Verification (Deliverables)	Key Future Benefits
SO-09	Information Gathering and Dissemination	Develop a clearing house of current information about maternal and child health.	<ol style="list-style-type: none"> 1. A good source of information about M&CH is available to all stakeholders. 2. A number of members develop expertise in analyzing M&CH data. 	<ol style="list-style-type: none"> 1. Availability of clearing house of information available in paper and electronic formats. 2. Information about requests for information that are supported. 	<ol style="list-style-type: none"> 1. All key stakeholders will have access to the latest information for Fiji and our Region. 2. Program development and M&E will be more readily achievable.
SO-10	Information Gathering and Dissemination	Develop processes to disseminate key information about the Initiative and M&CH.	<ol style="list-style-type: none"> 1. A web-site for information dissemination is developed. 2. The FWRSMI commences preparation of a regular newsletter. 	<ol style="list-style-type: none"> 1. A web-site of information is developed. 2. Number of newsletters 	<ol style="list-style-type: none"> 1. All stakeholders will have access to the latest information about M&CH in both written and web-based formats.
SO-11	Organizational Infrastructure	Ensure that the FWRSMI is a properly constituted legal entity.	<ol style="list-style-type: none"> 1. Finalize the development and registration of the FWRSMI Constitution 2. Conduct elections for the Steering Committee 3. Develop a set of procedures for the conduct of the FWRSMI. 	<ol style="list-style-type: none"> 1. A constitution has been developed and registered with the appropriate authorities in Fiji. 2. The FWRSMI committee has been elected. 3. A set of procedures is in place. 	<ol style="list-style-type: none"> 1. It is important for sound organizational arrangements that a constitution and set of procedures are in place. 2. Securing funding from many donors requires that FWRSMI is a legal entity.
SO-12	Organizational Infrastructure	Establish administrative arrangements for the FWRSMI.	<ol style="list-style-type: none"> 1. Secure appropriate medium term accommodation. 2. Identify funding for the position of Administrative Officer for the Organization. 	<ol style="list-style-type: none"> 1. An office for the FWRSMI has been established. 2. Funding for an administrative officer has been secured and the person appointed. 	<ol style="list-style-type: none"> 1. In order to realize the potential for the organization we need a physical presence and some administrative staff.

