



Lesotho Planned Parenthood Association Strategic Plan (2024 – 2028)

May 2023



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Foreword

Over the last 5 to 7 years, our Association stood firm to deliver, promote and protect what we believe are basic Human Rights; the Sexual and Reproductive Health and Rights in Lesotho. Guided by the previous Strategic Plan, we were able to provide over 600, 000 Sexual and Reproductive Health (SRH) services to young women, men, youth, and marginalised groups in the country. In collaboration with our Partners, we promoted and defended the Rights of the marginalised and underserved population such as Sex Workers and MSM. We consistently demonstrated quality and impact at the highest level with the commitment of a dedicated team of Service Providers. This Strategic Plan signifies a time for a change in direction where we need to evolve how we work so that we can remain relevant in tackling emerging challenges and sustain success for the next five years. In this strategic plan, we set out a programme of action that will enhance our institutional impact, both externally and internally; ensure transparency in our decision-making; drive change in Sexual and Reproductive Health and prioritise a comprehensive programme of service improvements to create a high-quality and safe environment for our Clients and Beneficiaries.

Against a backdrop of rising inflation, financial uncertainty, and geopolitical instability, we will continue to collaborate with our Partners and use our considerable resources wisely to put us in the best possible position to provide SRH services to women, men, young people, and the marginalised and underserved population that reside in the very hard to reach areas of this beautiful Country. Our institutional values must underpin the delivery of this strategic plan. By changing how we are organised and how we work together, we aim to create an environment that enables us to reach everyone, including through the use of modern technology. We will take forward our reforms in a transparent and consultative manner and establish clear lines of accountability across the Association. In all that we do, we will be seeking to build connection and bringing people together in shared endeavour, mutual regard, and trust. I look forward to the 5-year journey where we aspire to see a healthy and empowered society with equitable access to quality integrated sexual and reproductive health services and rights.

Thabang Mosena (Mr)

President-LPPA

Acknowledgements

It is my privilege to acknowledge the contributions of those who played a significant role during the development of the LPPA's Strategic Plan 2024-2028. My deepest gratitude goes to the International Planned Parenthood Federation (IPPF) whose expertise and mentorship have been instrumental in shaping this Plan, and our Partners; Ministry of Health, Ministry of Youth, Sports, Gender and Recreation, United Nations Population Fund (UNFPA), Elizabeth Glaser Paediatric AIDS Foundation (EGPAF) and others for their technical support. I am also thankful to the LPPA National Executive Committee, LPPA Youth Action Movement (YAM) and all LPPA Volunteers for their unwavering support and encouragement. Their belief in this endeavour has been a constant source of motivation. Furthermore, I extend my acknowledgment to LPPA Senior Management Team and Staff who provided valuable insights and feedback throughout this process. Lastly, I wish to acknowledge KESI Business Solutions; the Consulting Firm that facilitated the strategic plan process from the consultations up to the actual development of the Plan. Together, we have created a strategic plan that embodies our collective vision and aspirations.

'Mamojela Koneshe (Ms)

LPPA-Chief Executive

Acronyms

AGM	- Annual General Meeting
AIDS	- Acquired immunodeficiency syndrome
ANC	- Antenatal Care
ART	- Antiretroviral Therapy
CE	- Chief Executive
EGPAF	- Elizabeth Glaser Paediatric AIDS Foundations
FP	- Family Planning
GOL	- Government of Lesotho
HIV	- Human immunodeficiency virus
HR	- Human Resources
ICT	- Information and Communication Technology
IPPF	- International Planned Parenthood Federation
JHPIEGO	- Johns Hopkins Program for International Education in Gynaecology and Obstetrics
LGBTIQ+	- Lesbian, Gay, Bisexual, Transgender, Queer & Intersex
LPPA	- Lesotho Planned Parenthood Association
M & E	- Monitoring and Evaluation
M E & R	- Monitoring, Evaluation & Reporting
MA	- Member Association
MDA	- Ministries, Departments & Agencies
MOFDP	- Ministry of Finance & Development Planning
MOH	- Ministry of Health
MSM	- Men Sleeping with other Men
NEC	- National Executive Committee
NGMC	- Nomination, Governance, and Membership Committee
NGO	- Non-Governmental Organisation
NPO	- Non-Profit Organisation
OIs	- Opportunistic Infections
PESTLE	- Political, Economic, Social, Technological, Legal and Ethical factors



- PNC - Postnatal Care
- SMART - Specific, Measurable, Achievable, Realistic & Time Bound
- SRHR - Sexual and Reproductive Health Rights
- STI - Sexually Transmitted Infections
- SWOT - Strengths, Weaknesses, Opportunities and Threats
- UNESCO - United Nations Educational, Scientific and Cultural Organisation
- UNFPA - United Nations Population Fund
- YAM - Youth Action Movement



Executive Summary – Strategic Plan Dashboard

VISION	A healthy and empowered society with equitable access to quality integrated sexual and reproductive health services and rights					
MISSION	We empower, advocate for and provide high-quality non-discriminatory integrated sexual and reproductive health and other primary health care services through innovative programming and skilled personnel					
OUR GOAL	To be a leading sexual reproductive health and rights organisation, well-resourced and equipped to provide non-discriminatory services country wide					
SLOGAN	No Stigma, No Shame, Just Health Care					
STRATEGIC FOCUS AREAS						
Comprehensive Integrated Sexual Reproductive Health and Rights (SRHR) Services	Strengthened Governance and Human Capital	Financial Sustainability	Stakeholder Management	Volunteer Engagement and Retention		
OUTCOMES						
<ul style="list-style-type: none"> ◆ Services expanded to service delivery points <ul style="list-style-type: none"> — <i>E-Health – Digital health interventions utilized to reach Clients with services</i> — <i>Evidence based quality services</i> — <i>LPPA services well promoted</i> 	<ul style="list-style-type: none"> ◆ Governance reforms fully implemented ◆ Enhanced high performance culture ◆ Enhanced internal management and operational systems 	<ul style="list-style-type: none"> ◆ High levels of financial self-reliance from local resources 	<ul style="list-style-type: none"> ◆ Appropriate stakeholders' analysis and classification maintained. ◆ Improved stakeholders' relations ◆ Strong collaborations and healthy relationships with our partners and customers 	<ul style="list-style-type: none"> ◆ Highly successful volunteer engagement and retention 		
CORE VALUES						
Respect	Inclusiveness	Quality	Accountability	Commitment	Volunteerism	Innovation
We respect each other, the work we do, our partners and clients, protecting and upholding their rights	Our approach is inclusive and non-discriminatory	We provide exceptional and reliable high quality SRHR services to all	We hold each other accountable to the highest standards of performance, and are accountable to ourselves, our partners, the communities and other stakeholders	We consistently demonstrate an unselfish commitment and honesty to working with each other, our partners, and clientele	We believe in the spirit of volunteerism ¹	We observe, we learn, and do things better

¹ principle of donating time and energy towards a greater cause

1.0 INTRODUCTION

1.1 Purpose of the Strategic Plan

This is a Lesotho Planned Parenthood Association (LPPA) Strategic Plan for the years 2024 to 2028, which sets out the future aspiration of the Association as well as determining how best to achieve it. It therefore outlines the future strategic direction of the Association meant to guide the improvement in relevance, operational efficiency, and impact.

1.2 Background and Rationale

The LPPA last strategic plan ended in 2020. Owing to rapidly changing developments in the health sector, particularly the Sexual Reproductive Health and Rights (SRHR), it is imperative that LPPA has a current Strategic Plan that maps the road ahead for its service provision and impact, as well as its growth and development. The International Planned Parenthood Federation (IPPF) requires all of its affiliated members to be accredited in respect of the International Policies and Standards which talk to quality assurance, as well as the need to keep up with trends in the health sector. It is therefore important to draw a strategic plan that will address the current national, regional and international dynamics and provide strategic direction for the future development of the Association and optimal execution of its statutory mandate.

It is against this background that LPPA engaged KESI Business Solutions (Pty) Ltd to provide consultancy services for development of its Strategic Plan for five years effective from January 2024.

1.3 Strategic Planning Process

The strategic planning process commenced with inception sessions with the leadership of LPPA to concretise the modalities to be followed and scope of the assignment. This was also used to establish the historical background of the Association, its past performance including achievements and challenges as well its desired future to be mapped through the strategic planning process. Relevant documentation was availed for desktop review to enable further conceptualisation of the strategic development process.

It was determined that key inputs into the strategic planning process were relevant documentation for desktop review and information from key stakeholders' consultations. Relevant documentation on the SRHR, policies and regulatory frameworks, IPPF strategy, as well as performance assessment and requirements for Associations that provide SRHR services was looked into. Various data collection tools were designed to guide consultations with key stakeholders and solicit initial information for strategic planning.

Preliminary consultations with the stakeholders (both internal and external) were conducted. This included one-on-one meetings with policy and strategic level stakeholders, focus group discussions and internal stakeholders' responses to structured questionnaires. All inputs, complemented by desktop review, were amalgamated, analysed and a Situational Analysis Report produced. This enabled subsequent planning and engagement of key stakeholder in a four-day strategic planning workshop held in Maseru from April 12 – 15, 2023.

The key objectives of the Strategic Planning Workshop were to: engage the key stakeholders (internal and external) in the strategic planning process for review and development of a new strategic plan for the Association; solicit participants' inputs in the development of a new Strategic Plan; and agree on way forward. The Strategic Planning process was arranged into

logical and sequential yet simplified sessions that involved presentations, group work and plenary sessions to solicit responses to the following critical questions as illustrated in Figure 1.

- a) Where do we come from?
- b) Where are we now?
- c) Where do we want to go?
- d) How will we get there? What, how, who and when?
- e) How will we know if we are on course?

Figure 1: Strategic Planning Process



A pull planning approach was adopted following presentations and discussions on the historical background and performance of LPPA, including accreditation status and requirements, and situational analysis. This approach basically advocates for first defining what needs to be achieved and then mapping out how this will be done. The participants had to agree on the strategic plan imperatives informed by key issues, questions and choice based on the situational analysis outputs. Inputs for the crafting of the Statement of Purpose were solicited. These covered vision, mission, slogan, strategic goal, strategic themes (key focus areas), strategic objectives and outcomes as well as critical success factors. Further information on strategic direction encompassing the overall strategic approach, connecting strategies to the strategic objectives and development of corresponding implementation plans was solicited. The final inputs solicited were implementation requirements that included the core values, as well as monitoring, evaluation and reporting aspects.

The foregoing process enabled participants to reflect, discuss and provide views and inputs related to the following corresponding strategic development areas of:

- Historical background and past performance of LPPA including accreditation status and requirements.



- Situational analysis (external and internal environmental scan).
- Development of statement of purpose (vision, mission, values, slogan, goal, key focus areas and goals, strategic objectives and critical success factors).
- Development of strategic direction.
- Determining implementation requirements.
- Logical Framework (Monitoring and Evaluation).

All the inputs solicited from the strategic planning processes including the workshop were documented, rationalised and integrated into a Draft LPPA Strategic Plan 2024 – 2028 document. The Draft Strategic Plan was taken through a review by the stakeholders at a validation workshop. The inputs from the Validation Workshop were incorporated into this final LPPA Strategic Plan for 2024 – 2028. Based on the final strategic plan document, the logical framework for purposes of monitoring and evaluation has been worked on.

1.4 Scope of the Plan

This Strategic Plan is meant to guide and inspire the direction of operations for the coming 5 Years (2024– 2028). It is pitched at a level allowing for the various units of the Association to draw their operational plans on an annual and incremental basis guided by it. Aligning the annual Units' operational plans with the Goals and Objectives defined under the different Focus Areas of this strategic plan will in effect be executing what has been set as the direction of the Association in this strategic plan.

2.0 HISTORICAL BACKGROUND AND PERFORMANCE OF THE LPPA

2.1 Historical Background

Lesotho Planned Parenthood Association is a non-governmental, non-profit organisation, affiliated to IPPF. It has been successfully accredited by IPPF in three accreditation cycles. LPPA is committed to the provision of quality Sexual and Reproductive Health (SRH) information and services to men, women, youth and marginalised groups; prevention, mitigation of Human immuno deficiency (HIV) and acquired immunodeficiency syndrome (AIDS) and advocating for sexual and reproductive rights. It provides SRH services from six (6) static clinics in Maseru, Mafeteng, Mohale's Hoek and Botha-Bothe and reaches the rural community through outreach and Community Based Distribution programmes. The static clinics include a Youth clinic within a Youth Centre (Thakaneng) in Maseru and a stand-alone Male clinic. LPPA's services include Family Planning Services, Condom Distribution, HIV Testing Services, Antiretroviral Therapy (ART) services provided in three facilities, Sexually Transmitted Infections (STIs) and Opportunistic Infections (OIs) Management, Reproductive Cancer Screening, Voluntary Medical Male Circumcision from a Male clinic, Antenatal Care (ANC) and Postnatal care (PNC) services in two facilities and Adolescent Sexual and Reproductive Health Services.

LPPA is a membership-based Association, made up of subscribing Volunteers from the three Branches. It has its Governing Structures with the General Assembly as the topmost policy making body, Branch Assemblies that support and provide guidance at Branch levels, the Nomination, Governance, and Membership Committee (NGMC), Governing Board/National Executive Committee supported by the Standing Committees, Chief Executive overseeing the day-to-day activities of the Secretariat. Recently LPPA undertook an initiative meant to strengthen its Governance Structures and it is at the point of implementing the Reforms touted by the changes within the International Federation. The Association already has the Governing Instruments that include the Constitution filed with the Law Office, with the Regulations that go with it.

2.2 Performance over the past years

Given that LPPA last Strategic Plan was for 2016 - 2020, a Transitional Strategic Plan was developed in 2021 pending approval of the new IPPF Framework that was approved in November 2022 by the IPPF General Assembly. The Transitional Strategic Plan had Four (4) Outcomes that were aligned to the previous IPPF Framework, and were as follows:

- **Outcome 1:** Government, donors and development partners committed to supporting Sexual and Reproductive Health Rights.
- **Outcome 2:** 1,000,000 young people, women and men empowered to exercise their sexual rights.
- **Outcome 3:** 4,000,000 quality integrated sexual and reproductive health services delivered.
- **Outcome 4:** A high performing, accountable and sustainable organization.

During this Transitional Strategic Plan period (*two years*) the advocacy work of the Association was supported by the following restricted projects;

- Movement Accelerator Project – supported by IPPF Stream 2
- #BecauseWecan Project – supported by IPPF Stream 2, and
- Parent-Child Communication Project – supported by the United Nations Educational, Scientific and Cultural Organisation (UNESCO)

Generally, the performance of the Association was crippled by finances. The advocacy work of the MA was motivated by restricted projects; Movement Accelerator Project, #BecauseWecan Project, and Parent-Child Communication Project. The service delivery of the MA depended on the support of restricted projects; United Nations Population Fund (UNFPA) Project and PUSH Project, and on IPPF support.

The service delivery of the Association was supported by the following Donors; UNFPA, Elizabeth Glazer Paediatric AIDS Foundation (EGPAF), Johns Hopkins Program for International Education in Gynaecology and Obstetrics (JHPIEGO) and IPPF (Stream 1 and 2).

Financial sustainability was also supported by IPPF (Stream 2) through commercialisation of the LPPA Pharmacy as a SE Initiative. Table 1 highlights the LPPA's performance against the targets set in the Transitional Plan in the last 2 years.

Table 1: Summary of performance against set targets

Area of Work and Targets	Performance
Leaders Engaged in SRHR Work	LPPA achieved about 91% of its target
Empowerment of the SRHR Advocates	LPPA achieved only 31% of the target;
Under Outcome two (2), Young people accessing CSE	LPPA achieved 48% of the target
Under Outcome 3, and with regard to the number of integrated SRH Services provided	LPPA exceeded the set target by about 5%
Family Planning	Figures show a decline from 48 000 to 34 000
People who were tested for HIV	Fewer number of people were provided services compared to the baseline
People who have started with their ART	LPPA exceeded the target of 1100 to more than double
Males provided with VMMC	Only 38% of targeted number was realised
Screening for Prostate Cancer	An increase from the baseline was noticed

2.3 LPPA Accreditation Status and IPPF Requirements

The Accreditation System is meant to encourage and ensure the Member Associations' (MAs) compliance with IPPF Standards and Responsibilities. It is against this system that gaining of Membership to IPPF is determined. It also serves as an organizational development tool for MAs as it provides opportunity for self-reflection and improvement (quality and effectiveness).

The Membership Standards are organized under Ten (10) Principles which all of IPPF's Members work towards fulfilling. Under every Membership Principle are varying numbers of Membership Standards covering different aspects of each Principle. There are cumulatively 33 standards under the ten principles. Compliance and non-compliance are measured against each and every Standard.

There are the following new requirements with the current 4th IPPF Accreditation Cycle:

- ◆ IPPF Governance Reform Principles reinforcing skilled Board, independent Nominations Committee, staggering Governing Body members.
- ◆ Safeguarding, safety and security
- ◆ Re-enforcing IPPF values
- ◆ Strengthening HR principles
- ◆ Service through digital platforms, e-health, telehealth etc.

LPPA has complied with the Accreditation Principles and Standards as required in the last two (2) cycles and is currently going through the assessment.

3.0 ENVIRONMENTAL SCAN (SITUATIONAL ANALYSIS)

3.1 Overview

The environmental scan was initially carried out by reviewing the current situation of LPPA in terms of achievements, gaps and challenges which culminated into a Draft Situational Analysis Report. This report was validated and augmented during Stakeholders Strategic Planning Workshop by considering both present and future factors that might influence the direction and goals of the Association. The exercise entailed an assessment of forces, issues and trends (FITS) emerging from the internal and external environmental scan. Table 2 reflects how the External Environment is viewed in relation to the potential impact trends would have on the LPPA operations. The SWOT Analysis Framework (Table 3) has captured areas and critical issues for consideration by LPPA in shaping the new strategic direction.

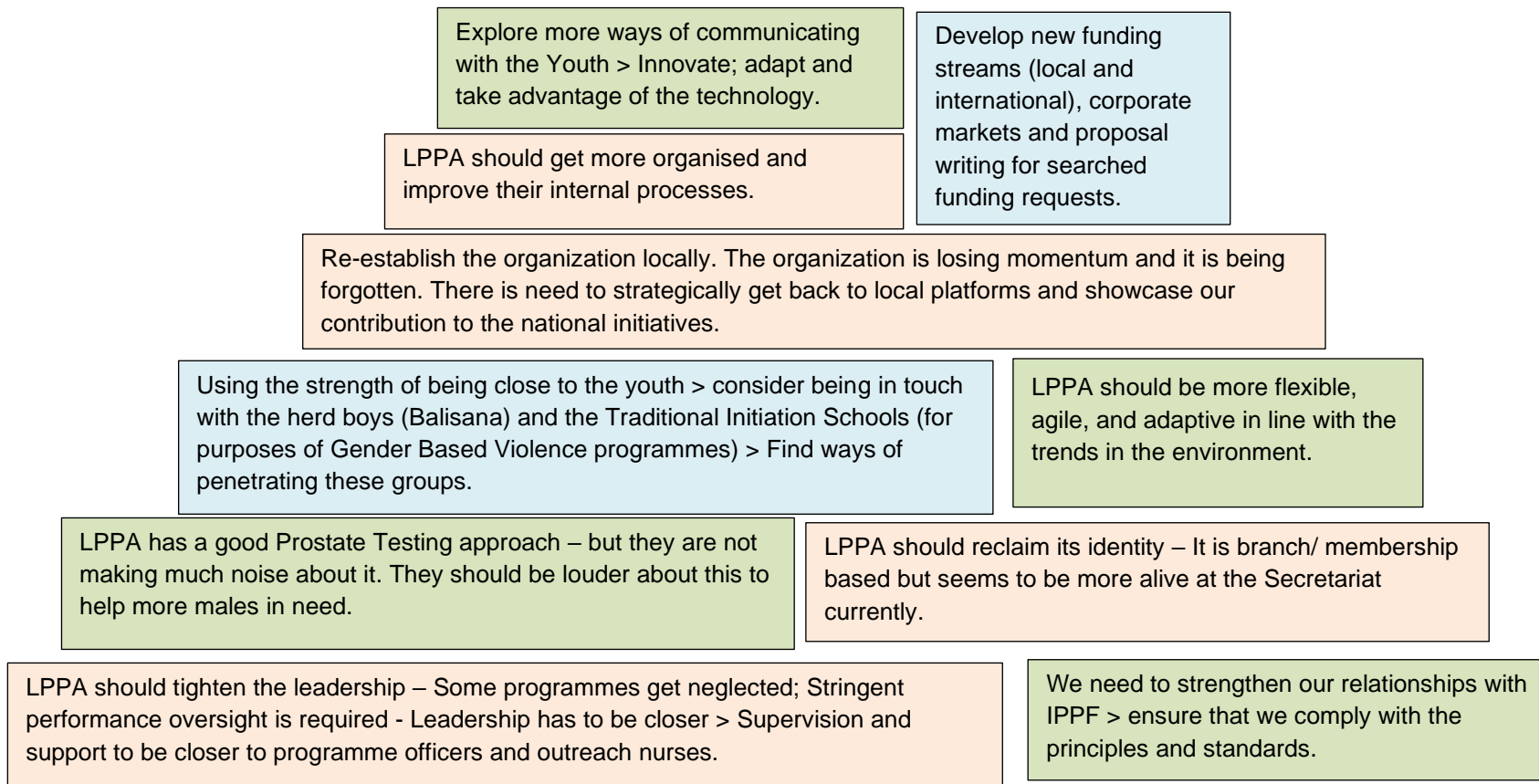
Table 2: External Environment depicted in the PESTLE Framework

FACTORS	SITUATION	OPPORTUNITIES	THREATS
Political	<ul style="list-style-type: none"> ◆ There is a new government in place. ◆ LPPA has champions within the current government. 	<ul style="list-style-type: none"> ✓ Commodities ✓ Subvention ✓ Advocacy of our mandate to the new government structures ✓ The current Health Minister shows interest in LPPA services 	<ul style="list-style-type: none"> — Possible lack of support to LPPA mandate by the new government — Portfolios may change thus affecting champions advocacy issues
Economic	<ul style="list-style-type: none"> ◆ Declining Donor and domestic financing ◆ Exchange rate fluctuations ◆ Inflation 	<ul style="list-style-type: none"> ✓ Collaboration with other stakeholders ✓ Social Enterprise ✓ Utilise MA sites to generate income ✓ The new strategic plan can be used to mobilise resources from potential partners ✓ MA can have exchange rates gains 	<ul style="list-style-type: none"> — Change in Donor focus or priority — Exchange rates loss — Decline in clientele
social	<ul style="list-style-type: none"> ◆ Increased youth unemployment ◆ Negative perception on access to services by the communities ◆ socially people trade sex for money 	<ul style="list-style-type: none"> ✓ Use of social media to disseminate information ✓ Provide targeted services to sex workers 	<ul style="list-style-type: none"> — Lack of access to friendly health services
Technological	<ul style="list-style-type: none"> ◆ Excessive use of social media platforms by youth 	<ul style="list-style-type: none"> ✓ e-Health ✓ Variety of media platforms to disseminate information 	<ul style="list-style-type: none"> — Lack of capacity and money
Legal	<ul style="list-style-type: none"> ◆ No legislation to support abortion related services, key populations 	<ul style="list-style-type: none"> ✓ The legislation is silent on LGBTIQ issues; the Association can therefore continue providing services to this group ✓ Advocacy for both abortion and key populations 	<ul style="list-style-type: none"> — If laws are enforced towards key populations, service provision may be hindered.
Environment	<ul style="list-style-type: none"> ◆ Hard to reach areas ◆ Ethically there is still an issue in access to services (FP) by young girls 	<ul style="list-style-type: none"> ✓ Partnerships with MOET on FP education targeting young girls and adolescents in general ✓ Partnerships with Ministry of Health on provision of services in hard-to-reach areas 	<ul style="list-style-type: none"> — Failure to access services — Declining clientele due to the stigma

Table 3: SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Effective service delivery • Relevant & Skilled Personnel & Volunteers • Operating Country wide • Affiliation to IPPF • Ministry of Health support and relationship • Ability to forge strong relations with key stakeholders • Annual external audits • Organised structure & proper Institutional Management Systems • Commercial Pharmacy • Own buildings & sites in strategic areas • Availability of the Volunteer Transition Plan • Capacity in Management of large donor grants • Accredited IPPF Member 	<p>Opportunities</p> <ul style="list-style-type: none"> • Partnerships with other NGOs • Potential funding • Multi-sectoral collaboration • Expand programmes to marginalized groups • Attract funding to invest in other clinical services • Attract private & public sector support • Organisational Mandate relevant to key local & international development discourse & priorities • Good relations with UN Agencies • GOL Subvention • Presenting the LPPA Plans to the new Parliament (Social Cluster) – for Advocacy purposes. • Positioning itself favourably and partnering with other stakeholders, leveraging resources and advancing public health especially, SRHR agenda
<p>Weaknesses</p> <ul style="list-style-type: none"> • Failure to retain members • Donor dependency – low level of financial self-reliance • High staff turnover within critical positions • Poor Volunteer Recruitment Strategy • Weak/ unclear member recruitment policy • Delay in operationalizing reforms & other critical policy instruments • Non-implementation of the governance frameworks that have no major financial consequence to the Association • Significant capacity gaps and technological knowhow - sets LPPA back (<i>Resource Mobilisation, Proposal Writing</i>) • Inadequate financial resources negatively affect mandate execution • Overwhelming workloads • Weakness of the Internal Systems (reporting to Stakeholders; • Multi-sectoral collaboration • Significant drop in access to services – 40% decline in visits from March to July 2020, as a result of lockdown measures during Covid 19 	<p>Threats</p> <ul style="list-style-type: none"> • Diluted & declining membership • Decline in budget allocations from IPPF & donor support • Perceived social & cultural myths surrounding Family Planning • Changes on Government structures • High cost of living • Pharmacies & other competitive NGOs that provide off the shelf FP commodities & other SRH/ Health Services • Instability & crises in other countries may shift donor priorities • Possible lack of support to LPPA mandate by the new GOL • Portfolios may change thus affecting champions of advocacy • Decline in clientele • Lack of access to friendly health services

3.2 Voices from the Stakeholders



4.0 STATEMENT OF PURPOSE

4.1 Overview

The statement of purpose articulates the vision, mission and values of LPPA. The vision has been created to provide a clear and compelling image of what the Association aspires to see the Society like in the distant future. It also helps to rally all stakeholders towards a shared aspiration, assist in shaping the mission of the Association as well as defining its values. The mission is designed to clarify the purpose or *raison d'être* (reason for existence) for the Association. It therefore distinguishes LPPA from other organisations by defining its scope, services, customers, and approaches. It provides internal stakeholders with a common sense of direction and assists them to know what decisions and tasks best align with the mandate of the Association. The identified core values are intrinsic to the Association. They define LPPA's business and what it stands for, and in essence outline LPPA's culture and identity. They are the essential and enduring tenets that will guide the conduct, attitudes and behaviour of the employees.

A slogan has been developed to energise the key internal stakeholders as they pursue the Association's mission. The strategic intent, including the Strategic Goal/Outcome, Key Focus Areas and Strategic Objectives has also been outlined. Furthermore, the critical success factors or enabling conditions for the successful implementation of the Strategic Plan have been identified.

4.2 Vision

A healthy and empowered society with equitable access to quality integrated sexual and reproductive health services and rights.

4.3 Mission

We empower, advocate for and provide high-quality non-discriminatory integrated sexual and reproductive health and other primary health care services through innovative programming and skilled personnel.

4.4 Slogan

No Stigma, No Shame, Just Health Care!

4.5 Values

The Association subscribes to the following principles:

- a) **Respect** We respect each other, the work we do, our partners and clients, protecting and upholding their rights
- b) **Inclusiveness** Our approach is inclusive and non-discriminatory
- c) **Accountability** We hold each other accountable to the highest standards of performance, and are accountable to ourselves, our partners, the communities and other stakeholders
- d) **Quality** We provide exceptional and reliable high quality SRH services to all
- e) **Commitment** We consistently demonstrate an unselfish commitment and honesty to working with each other, our partners, and clientele
- f) **Volunteerism** We believe in the spirit of volunteerism
- g) **Innovation** We observe, learn and do things better

4.6 Strategic Goals / Outcomes and Focus Areas

Our major goal is to be a leading sexual reproductive health and rights organisation, well-resourced and equipped to provide non-discriminatory services country wide.

The strategic focus areas (SFAs) and expected outcomes are presented in Table 4.

Table 4: Strategic Focus Areas and Strategic Goals / Outcomes

STRATEGIC FOCUS AREAS	STRATEGIC GOALS / OUTCOMES
I. Comprehensive Integrated SRHR Services	i. Services expanded to all service delivery points ii. E-Health – Digital health interventions utilized to reach Clients with services iii. Evidence based quality services iv. LPPA services well promoted
II. Strengthened Governance and Human Capital	i. Governance Reforms fully implemented ii. Enhanced High Performance Culture iii. Enhanced Internal Management and Operational Systems
III. Financially Sustainable	i. Adequate financial resources mobilized ii. Diversified pool of investments (<i>Finance, Projects, Real Estate</i>)
IV. Stakeholder Management	i. Appropriate stakeholder analysis and classification ii. Strong Relationships with Stakeholders iii. Strengthened Networks and Collaborations
V. Volunteer Engagement and Retention	i. Highly successful volunteer engagement and retention ii. Increased new number of volunteers iii. Effective youth engagement and YAM Transition

4.7 Strategic Objectives

The Strategic Objectives that the Association will pursue to attain the desired outcomes and goals are articulated in Table 5.

Table 5: Strategic Focus Areas and Strategic Objectives

S/N	Strategic Focus Areas	Strategic Objectives (SO)
1	SFA1: Comprehensive Integrated SRHR Services	<p>SO1.1.1: To strengthen four LPPA clinics to provide at least seven Integrated Package of Essential Services (IPES) by 2028</p> <p>SO1.1.2: To deliver 1, 200,000 non-discriminatory rights based integrated Package of Essential services to youth, women, men and Key Population, by 2028</p> <p>SO1.1.3: To enhance internal operational systems for increased effectiveness of service delivery in 2028.</p>
2	SFA2: Strengthened Governance and Human Capital	<p>SO2.1.1: To fully implement the Governance Reforms by 2025 and have effective governance practices in full swing by 2028.</p> <p>SO2.2.1: To cultivate leadership that will steer the Association towards high performance culture and strengthened financial stability by 2028.</p> <p>SO2.2.2: To strengthen LPPA visibility and brand awareness by 2028.</p> <p>SO2.3.1: To create an integrated internal support system for the effective implementation of the Strategic Plan by 2025</p>
3	SFA3: Financial Sustainability	<p>SO3.1.1: To strengthen the capacity of LPPA Resource Mobilisation structure by 2026.</p>
4	SFA4: Strong Relationships with Stakeholders	<p>SO4.1.1: To conduct stakeholder classification annually.</p> <p>SO4.2.1: To solicit support from the Government of Lesotho through relevant line ministries by 2028.</p> <p>SO4.2.2: To build and promote networking and collaboration with local, regional and international civil society organisations (CSOs), agencies, tertiary institutions, community leaders and policy makers by 2028.</p>
5	SFA5: Volunteer engagement and retention	<p>SO5.1.1: To promote smooth transition of YAM members into adulthood by 2028</p> <p>SO5.1.2: To effectively engage MA Youth in running youth-led initiatives by 2028</p> <p>SO5.1.3: To effectively capacitate YAM Members by 2028</p>

4.8 Critical Success Factors

The following are the critical success factors that should prevail and/or the Association should address to enable it to achieve its goal:

4.8.1 Effective Governance

- ✓ Adherence to Good Governance principles and practices.
- ✓ Effective use of the legal instruments available, including the implementation of the Governance Manual.
- ✓ Effective performance management practice in place – Staff commitment and motivation.
- ✓ Effective implementation of the Risk Management Frameworks already available

4.8.2 Availability of Resources

- ✓ Resource mobilization strategy is in place.
- ✓ Strategic use of available assets
- ✓ Improved and adequate communications systems (strengthened ICT Capacity).

4.8.3 Disciplined approaches that nurture growth and development of the workforce

- ✓ Adequate and competent staffing of the Association, including fit-for-purpose Structure.
- ✓ Attraction of the Youth Volunteers and retention of the Adult Volunteers

5.0 OVERALL STRATEGIC DIRECTION

5.1 Overview

The strategic direction outlines the overall strategic approach, key strategies to be employed and the action plans to be implemented.

5.2 Overall Strategic Approach

5.2.1 Leadership and coordination

The National Executive Committee / Governing Board is responsible for providing the overall leadership for the implementation of the Strategic Plan. The Governing Board will also ensure that there are required policies, procedures, relevant technology, systems as well as adequate resources (financial and human) in place to assist with implementation of the strategic plan. It shall also monitor and evaluate implementation of the policies, strategies, business plans and compliance with relevant laws and codes of best business practice.

The LPPA Secretariat/management will be responsible for management, coordination and providing programmatic, logistical and administrative support during the implementation of the Strategic Plan. It will also be responsible for mobilising technical and financial assistance from key stakeholders to support the implementation process. Strategic partnerships will also be forged with key stakeholders that subscribe or share the same aspirations and objectives of the Association.

5.2.2 Stakeholder involvement in strategy planning and implementation

LPPA had invited internal and external stakeholders to participate in the strategic planning process in order to make contributions, promote buy-in and to solicit their support during implementation. Various external stakeholder will also be expected to render requisite goods, and services as may be required, and in accordance with the Association's specified terms and conditions. Other external stakeholders will be approached to provide requisite technical and financial resources to facilitate the implementation of the strategic plan. Strategic partnerships will be forged with various stakeholders depending on their interests, degree of influence and importance to the future operations of the Association.

5.3 Key Strategies

The key strategies to be employed for addressing the strategic objectives are as presented in the following Table 6.

Table 6: Strategic Focus Areas, Objectives and Strategies

Strategic Focus Area 1		Comprehensive Integrated SRHR Services
Outcome 1.1	Services expanded to all service delivery points <i>Includes:</i> <ul style="list-style-type: none"> • E-Health • Evidence based quality services. • LPPA Services promoted 	
Strategic Objective 1.1.1	To strengthen four LPPA clinics to provide at least seven Integrated Package of Essential Services (IPES) by 2028	
Strategy 1.1.1.1	Expand scope of clinical services to cover seven Integrated Package of Essential Services inclusive of HIV services in four LPPA static Clinics	
Strategic Objective 1.1.2	To deliver 1, 200,000 non-discriminatory rights based integrated Package of Essential services to youth, women, men and Key Population, by 2028	
Strategy 1.1.2.1	Provide 240,000 integrated services in LPPA static Clinics, and outreach sites for marginalized population annually	
Strategy 1.1.2.2	Adopt a digital health model for service delivery by 2028	
Strategy 1.1.2.3	Provide youth friendly integrated SRHR services through Thakaneng Youth Clinic and other MA Clinics	
Strategy 1.1.2.4	Expand contraceptive choice for diversified needs	
Strategic Objective 1.1.3	To enhance internal Operational systems for increased effectiveness of service delivery in 2028	
Strategy 1.1.3.1	Strengthen linkages between programme and finance departments for effective implementation of E-Health	
Strategic Focus Area 2		Strengthened Governance and Human Capital
Outcome 2.1	Governance Reforms fully implemented <i>Includes:</i> <ul style="list-style-type: none"> • Skilful and competent Board members • Financially sustainable Association 	
Strategic Objective 2.1.1	To fully implement the Governance Reforms by 2025 and have effective governance practices in full swing by 2028	
Strategy 2.1.1.1	Bring on board people who will enable the Association to achieve its mandate	
Strategy 2.1.1.2	Develop capacity for governing structures for effective discharge of their mandates	
Strategy 2.1.1.3	Provide effective secretariat services for the governing structures and committees	

Outcome 2.2	Enhanced High Performance Culture <i>Includes</i> <ul style="list-style-type: none"> • Desirable staff retention ratios • Donor retention and attraction • Strengthened brand
Strategic Objective 2.2.1	To cultivate leadership that will steer the Association towards high performance culture and strengthened financial stability by 2028
Strategy 2.2.1.1	Create a culture of growth and development for staff
Strategy 2.2.1.2	Groom talent and implement an effective succession plan
Strategy 2.2.1.3	Introduce Performance Based Incentives
Strategic Objective 2.2.2	To strengthen LPPA visibility and brand awareness by 2028
Strategy 2.2.2.1	Develop and implement a robust communications and marketing plan
Outcome 2.3	Enhanced Internal Management and Operational Systems <i>Includes:</i> <ul style="list-style-type: none"> • Availability of relevant operational systems • Paperless environment • Integrated / linked systems
Strategic Objective 2.3.1	To create an integrated internal support system for the effective implementation of the Strategic Plan by 2025
Strategy 2.3.1.1	Develop an internal information-hub accessible to all internal staff for learning and sharing purposes
Strategy 2.3.1.2	Enhance the integrated internal system
Strategy 2.3.1.2	Strengthen and implement MA digital health systems
Strategic Focus Area 3 Financial Sustainability	
Outcome 3.1	High Levels of Financial Self-Reliance from local sources <i>Includes:</i> <ul style="list-style-type: none"> • Resource Mobilization • Diversified Investments (Finance, Projects, Real Estate) • Capacity to write winning funding proposals • Adequate resources available to implement the Strategic Plan and enable the Association to fulfil its mandate
Strategic Objective 3.1.1	To strengthen the capacity of LPPA for effective resource mobilisation by 2026
Strategy 3.1.1.1	Develop a robust Resource Mobilisation Strategy
Strategy 3.1.1.2	Build capacity within the Secretariat to focus and coordinate fund development efforts and initiatives
Strategic Focus Area 4 Strong Relationships with Stakeholders	
Outcome 4.1	Appropriate stakeholder analysis and classification maintained
Strategic Objective 4.1.1	To conduct stakeholder analysis and classification annually
Strategy 4.1.1.1	Commission stakeholder mapping research based on the stakeholders' strategic importance
Outcome 4.2	Improved Stakeholder relations
Strategic Objective 4.2.1	To solicit support from the Government of Lesotho through relevant line Ministries by 2028
Strategy 4.2.1.1	Strengthen relations with relevant GOL line ministries by 2028

Strategic Objective 4.2.2	To build and promote networking and collaboration with local, regional and international CSOs, Agencies, Tertiary Institutions, Community Leaders and Policy Makers by 2028
Strategy 4.2.2.1	Build alliances and consortiums locally, regionally and internationally
Strategy 4.2.2.2	Forge alliances with local Tertiary Institutions for CSE delivery
Strategy 4.2.2.3	Engage Community Leaders and Policy Makers to address emerging SRHR and other social issues and challenges (GBV, teenage pregnancies, early/child marriages and male engagement)
Strategy 4.2.2.4	Document and share good advocacy practices
Strategy 4.2.2.5	Solicit grants to support and capacitate Social Movements
Strategic Focus Area 5 Volunteer Engagement and Retention	
Outcome 5.1	Highly successful volunteer engagement and retention <i>Includes:</i> <ul style="list-style-type: none"> • Well established programs pioneered by volunteers in all branches • Membership growing at a rate of 10% per Branch on an annual basis • Retention rate at 90% in the next Five Years
Strategic Objective 5.1.1	To promote smooth transition of YAM members into adulthood by 2028
Strategy 5.1.1.1	Implement LPPA Youth Transitional and Membership Retention Plan
Strategy 5.1.1.2	Promote LPPA Volunteer Engagement Programme
Strategic Objective 5.1.2	To effectively engage MA Youth in running youth-led initiatives by 2028
Strategy 5.1.2.1	Strengthen YAM Branch intra and inter networks
Strategy 5.1.2.2	Actively promote YAM-led Programs
Strategic Objective 5.1.3	To effectively develop capacity for YAM members by 2028
Strategy 5.1.3.1	Capacitate YAM members on key CSE, other SRHR areas and other technical areas such as proposal writing and project management
Strategy 5.1.3.2	Provide adequate resources to support and sustain YAM-led programmes
Strategy 5.1.2.5	Forge relationships with other MAs for knowledge and good practices sharing
Strategy 5.1.2.6	Document and share best practices from YAM-led programs

6.0 IMPLEMENTATION REQUIREMENTS

6.1 Overview

The Strategic Plan requires a professionally designed and functional organizational structure, human and financial resources to facilitate its implementation. It is also necessary to recognize strategies to be adopted to implement the Strategic Plan.

6.2 Associational Framework

It is important to ensure that the Strategic Plan is fully owned by the Association's structures. The quality and suitability of the human resources engaged at the governance and operational structures are crucial in ensuring that the Strategic Plan is swiftly and effectively implemented.



The Governing Board / National Executive Committee is responsible for providing policy and strategic direction whilst the operational arm (LPPA Secretariat / Management and staff) will facilitate implementation of the Strategic Plan. An appropriate Association's structure fit to focus and support the critical areas must be looked into in alignment to the strategic objectives of LPPA as spelled-out in the Strategic Plan.

6.3 Financial Resources

In order to implement the Strategic Plan, it is always important to unbundle its components and determine the extent of financial resources needed. It is important that the costing of the Strategic Plan be undertaken by further unpacking the key activities in the Strategic Action Plan into sub-activities, developing costing assumptions, determining resource inputs and calculating unit costs.

7.0 LOGICAL FRAMEWORK (MONITORING, EVALUATION AND REPORTING)

7.1 Overview

Monitoring and Evaluation play a vital role in providing information on whether the objectives and the goals set in the Strategic Plan have been achieved or not. Effective implementation of the Strategic Plan will be measured by its achievement of expected results. A Results-Based Management (RBM) approach will be used as a cyclical strategy for achieving sustainable effect from Strategic Plan implementation. The primary focus will be on results or outcomes, rather than activities and outputs. This will ensure alignment of the Association with the achievements of results.

7.2 Monitoring, Evaluation and Reporting

Once the Strategic Plan has been finalised and validated, a results-based Monitoring, Evaluation and Reporting Plan for the Strategic Plan will be designed as an integral part of the Strategic Plan with the following specific objectives:

- To track progress of the Strategic Plan implementation.
- To facilitate documentation of Strategic Plan achievements and challenges for learning.
- To establish the outcomes of the Strategic Plan.
- To collect data, analyse and report on monitoring and evaluation activities.

Periodic monitoring and evaluation of the Strategic Plan will be undertaken to observe the results achieved throughout the plan period. The Governing Board / NEC will oversee Strategic Plan implementation and ensure evidence-based decision making.

Progress on Strategic Plan implementation will be tracked monthly by the management. The Governing Board / NEC will meet on quarterly basis to discuss the achievements and challenges of the Strategic Plan implementation as documented through routine Monitoring and Evaluation reports. Quarterly M&E Reports will be presented to the Governing Board / NEC for information and necessary decision-making. Annual Monitoring and Evaluation Reports will also be generated and presented to the Governing Board.

Evaluation of the Strategic Plan implementation will be carried-out on yearly basis. However, a comprehensive Mid-Term Review of the Strategic Plan implementation will be carried by the



third year of the plan. Subsequent reviews will be carried-out in the final year of Strategic Plan implementation to inform development of the next Strategic Plan.

