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Introduction

This Section is Part E of the Guidelines for District Health Planning and Reporting. The guidelines contain the following parts:

- Part A: Planning and Reporting Framework
- Part B: Developing Plans
- Part C: Preparing Annual Reports
- Part D: Planning Tools
- **Part E: Key Ingredients for Successful Implementation**
- Part F: Definitions and Norms

Plans are useless if they are not implemented. Many people argue that the time taken to plan can be onerous and should instead be used to implement activities, in other words, *Yenza*, Zulu for “do it”. (*Human, 1998.*) The *Yenza* philosophy accepts that theory and action are closely intertwined and suggests that we have to: “...think and do simultaneously, as merely thinking would not necessarily lead to doing, and mindless doing alone would not lead to improvement in the performance of public sector institutions”. (*Human and Strachan, 1999.*) A list of references and useful publications is shown under Part D: Planning Tools.

This part of the *Guidelines for District Health Planning and Reporting* is intended to assist district managers to explore why plans are sometimes not implemented. It also lists some of the key ingredients necessary for successful implementation of plans. In addition, the section provides a checklist of items that could be used to assess whether the necessary conditions exist for successful implementation.

This part of the *Guidelines for District Health Planning and Reporting* focuses on the following issues:

- **Implementation of Plans**
- **The Key Ingredients for Implementation of Plans**
 - Roles and responsibilities of managers and governance structures
 - Lines of authority, delegation and communication
 - People, Skills and Systems
 - Availability of Resources (Drugs, Equipment, Transport)
 - Effective Management and Supervision
 - Use of Good Quality Information for Monitoring & Evaluation
 - Monitoring of Types, Quantity and Quality Of Services

- **Project Management Tools**
 - Implementing Planning: Management Tools and Techniques

- **Linking Plans to the Performance Management System (PMS): Monitoring and Evaluating Implementation**
 - Objectives of the PMS
 - Performance Management Agreements - Tools, Criteria and Standards

- **A Checklist to Assess the Key Ingredients for Successful Implementation of Plans**