

**A Report of the Review of the 2011 Operation Plan of Action (OPA)  
and Development of the 2012 OPA**

**For**

**Benjamin William Mkapa HIV/AIDS Foundation (BMAF)**

**August 2012**

**Prepared by William Kiarie (B.Pharm, MBA)**

**Organizational Management Consultant**

**Management Sciences for Health**



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## 1. Introduction and Background

The Benjamin William Mkapa HIV/AIDS Foundation (BMAF) is a Non-Governmental Organization (NGO) whose aim is to supplement and complement the development efforts in the health sector to ensure equitable delivery of quality health services. BMAF was established in April 2006 and its goal is to enhance delivery of quality healthcare services to Tanzanians especially HIV and AIDS care and treatment, through innovative approaches aimed at strengthening the healthcare delivery system, particularly in underserved rural areas. Below is the foundation's mission as stated in its 2008 – 2012 Strategic Plan:

### **BMAF Mission**

*Strive to enhance and support provision of an effective national response to HIV/AIDS by executing programs that aim at supplementing and complementing government's efforts against the pandemic.*

*By particularly choosing to strengthen the development of Human Resources for Health, we aim to enhance wider access to quality and affordable health services to the people of Tanzania especially the needy.*

The BMAF 2008 -2012 strategic plan identifies three organizational priorities. These are:

- Reinforcing HIV and AIDS prevention, care, and treatment services
- Strengthening the healthcare system by addressing human resource for health needs
- Building internal capacity of the foundation to enable it effectively execute its mandate and deliver on its commitments to the communities it serves

Below is a list of the key projects the foundation is managing:

- Mkapa Fellows Program
- Tanzania Human Resource Capacity Project (THRP)
- Strengthen Regional Hospitals - Abott fund
- Saving Lives of Mothers and Infants Project
- Health Systems strengthening project Global Fund Round 9

Under the Tanzania Human Resource Capacity Project (THRP) led by IntraHealth, Management Sciences for Health (MSH) is tasked with building the capacity of local implementing partners to take on a greater role in the effective leadership and management of the national effort to improve Human Resource Management (HRM) for health in Tanzania. The two primary local partners are CSSC and the Benjamin Mkapa HIV/AIDS Foundation. In January 2010, MSH conducted a participatory assessment to BMAF using the Management and Organizational Sustainability Tool (MOST) and helped the organization develop a detailed action plan. Guided by this assessment MSH has been providing technical assistance to improve BMAF's leadership and management competency. Some of the priorities identified following the MOST assessment were:

- Strengthen links to mission and values

- Improve organizational planning and revenue generation
- Strengthen Human Resources Management and review roles and responsibilities
- Improve Quality Assurance and M&E
- Strengthen Information and financial Management

## 2. Methodology and Tools

The review of the 2011 OPA and the development of the 2012 OPA were guided by a scope of work for the consultant that had the following objective and specific objectives:

### **Objective:**

The overall purpose of this assignment is to conduct a review of the BMAF 2011-2012 Annual Plan of Action (OPA) and OCA tool, help in the development of the 2012-2013 plan and assess the extent to which BMAF's management and planning capacity has been built.

### **Specific Objectives:**

1. Develop tools to support the review of the 2011/2012 plan and develop the 2012/2013 plan
2. To conduct an assessment of BMAF's Organizational Plan 2011, and review the OCA tool, outlining goals, objectives, and tasks
3. Facilitate a workshop to develop BMAF's Annual Organizational Plan for 2012/2013 based on assessment, input, and recommendations from BMAF staff (to be held during BMAF's quarterly Extended Management Team Meeting)
4. Assess the extent to which BMAF has build their management and planning capacity as per the recommendations of the MOST assessment conducted in January 2010

The results of the assessment on the extent to which BMAF had build its internal capacity based on the recommendations of the MOST assessment report are in a separate report.

The following steps were undertaken in the development of the 2012 OPA and review of the:

1. Review of the completed 2011 OCA tool to assess activities that were completed and those that were not
2. Development of a data collection tool to review the implementation of the 2011 OPA and get ideas on the 2012 OPA - Refer to Appendix 6.1
3. Analysis of responses received using the data collection tool – Refer to appendix 6.3.giving a summary of the responses
4. A 2-day workshop of all staff was held to both review the 2011 OPA and develop the next one. – Refer to appendix 6.2 for the workshop agenda. 30 BMAF employees led by Ellen Senkoro the CEO attended the review and planning workshop – Refer to appendix 6.4 for the workshop attendance List
5. Development of the 2012 OPA and the corresponding detailed OCA tool
6. Development of 2011 OPA review and 2012 OPA development report

### 3. Results of the 2011 OPA Review

BMAF had carried out an analysis of the implementation rate of the 2011 OPA using the OCA tool. The table below is a summary of the 2011 OPA:

#### BMAF 2011 OPA

Goal	Objective
<b>1. Implement Innovative, Results-based Programs</b>	A) Document methodologies for key program initiatives
	B) Revise program organizational structure
	C) Develop roll-out strategy for GF and THRP projects
	D) Strengthen monitoring & evaluation system
<b>2. Create a Responsive Organizational Structure</b>	A) Implement a redesign of the organization structure and skill mix
	B) Develop an output-oriented performance management system.
	C) Attract and retain qualified staff
<b>3. Strengthen Operational Systems</b>	A) Improve organizational processes
	B) Improve admin & financial management processes & systems
	C) Support process improvement through ICT initiatives
<b>4. Build a Sustainable Business Model</b>	A) Create a resource mobilization strategy
	B) Pursue Board development
	C) Roll-out an internal and external communication strategy

The OCA analysis showed that 82% of the planned 2011 activities were completed and that 50% of the activities were completed within the planned time. The table below summarizes the implementation status of the 2011 OPA:

Activity Status	No. of activities	% of Total
Activities that are past the due date and have not yet been completed	34	18%
Activities that have been completed	156	82%
Activities that have been completed on time	78	50%

#### Implementation of the 2011 OPA

Using the tool developed, participants provided information on the list of initiatives that had been achieved and gave information on the evidence of the reported achievements. Refer to appendix 6.3 for the complete list of initiatives that the participants identified as having been achieved.

The table below provides details on the 2011 activities that were not completed.

Incomplete Activity	Remarks
1. Hold policy round table discussion forums	The concept paper is being rewritten and will be shared by 25th June for inputs
2. Pilot test all methodologies, receive feedback	Coaching and mentoring methodology has been tested, reviewed, and scaled-up, the reviews will be ongoing. Other methodologies on recruitment, students grants, and training have been finalized and are now applied and the reviews will be ongoing

Incomplete Activity	Remarks
3. Revisit and revise methodologies	
4. Conduct quarterly and annual reviews of THRP program	Evaluations are conducted and hosted by IH and USAID. This will be held in April 2012 and July 2012
5. Reporting mid- term evaluation of THRP	
6. Implement and monitor the agreed actions on the new Organizational structure	
7. Orient Board members on the BMAF values and culture	Will be done in Sept 2012 concurrently with Risk Management induction
8. In a participatory manner, identify areas for social interactions among staff / families / Board	Will commence 30 March
9. Conduct annual gathering/family days	Planned for July, 2012
10. Recognize special days of staff and Board(e.g. Birthdays)	On -going activity. Last done in Feb, 2012
11. Develop a simplified handbook for staff use on financial regulations	Regulations in place, handbook is not in place
12. Discuss possibility of integrating timesheets in the System (ACCPAC)	Deo - "impossible to conduct" not cost effective to implement
13. Sign-off on implementation - ACCPAC	Expected by end of April (Consultant had a family problem so he had to travel to India)
14. Sign maintenance contract - ACCPAC	HR Component in the ACCPAC system not yet complete. Expect to be completed by August 2012
15. Orient and mentor new staff on ACCPAC	
16. Train HR staff	HR Component in the ACCPAC system not yet complete. Expect to be completed by August 2012
17. Input data for all Staff at HQ and Field (from July, 2010)	HR Component in the ACCPAC system not yet complete. Expect to be completed by August 2012
18. Generate HR Information reports from system	HR Component in the ACCPAC system not yet complete. Expect to be completed by August 2012
19. Sign-off on implementation (if fully functional)	HR Component in the ACCPAC system not yet complete. Expect to be completed by August 2012
20. Sign maintenance contract	HR Component in the ACCPAC system not yet complete. Expect to be completed by August 2012
21. Implement recommendations from consultant (Financial Mgmt systems)	
22. Contact other organizations (e.g. T-MARC, CSSC, etc.) for processes re: NICRA rates, late disbursement of funds, etc.	
23. Propose indirect cost/management fee structure	Deo - may not be beneficial to the foundation
24. Share recommendation with partners on indirect cost/management fee structure	
25. Present proposed indirect cost/management fee structure to Board of Directors for approval	
26. Implement as appropriate indirect cost/management fee structure	

Incomplete Activity	Remarks
27. Conduct ICT training according to the gaps	ICT Officer has already started training for selected staff. Time constraints have been a challenge
28. Define a tailor made training for the Board on RM	Identified areas of training are risk management and financial governance. TORs are being developed.
29. Conduct the training of Board members on RM ( including field visit)	To be done before July 2012.
30. Approval of the Communication strategy	

Overall, it was observed that activity completion rates for 2011 OPA were good but there was need to improve on the proportion of activities that are completed on time. During the meeting, staff identified factors that had supported OPA implementation and those that had hindered implementation. These are summarized in the table below:

#### **OPA Implementation: Supportive and Inhibitory factors**

Factors that supported OPA Implementation	Factors that Hindered OPA Implementation
<ol style="list-style-type: none"> <li>1. Good organizational leadership</li> <li>2. Regular review of plan implementation</li> <li>3. Good corporate image</li> <li>4. Good organizational systems and structures</li> <li>5. Availability of resources</li> <li>6. Staff commitment</li> <li>7. Quality participatory planning</li> <li>8. Good documentation of methodologies and results</li> <li>9. Good terms and conditions of service</li> <li>10. Improved ICT</li> <li>11. Corporate values</li> </ol>	<ol style="list-style-type: none"> <li>1. Partner coordination challenges</li> <li>2. Over ambitious targets and timelines</li> <li>3. Slow disbursement of donor funds</li> <li>4. Delay in recruitment of project staff</li> <li>5. ICT limitations</li> <li>6. Limitations in staff attitudes and skills</li> <li>7. Lack of a link between the OPA and staff performance targets</li> </ol>

Employees also made the following suggestions for improving the BMAF operational planning process:

- BMAF should develop institutional performance indicators that should cascade to departmental and individual staff performance indicators and targets
- Conduct service delivery and client satisfaction surveys to provide information to support planning
- Develop a clear planning calendar that is in sync with the cycles of major projects
- Strengthen monitoring and evaluation system that that can both help track plan implementation but also support planning
- Make the planning process more participatory and include all staff in the planning process
- Conduct the planning process in phases starting at departmental level
- Make use of simple planning tools and orient staff on their use

## 8. Results of the 2012 OPA Development

The 2012 OPA was developed in the following two stages:

- **Collection of Suggestions using the Data Collection Tool**

A data collection tool was developed to collect staff suggestions on 2012 OPA goals, objectives and key initiatives – Refer to appendix 6.1. The responses were summarized and used during the planning session - Refer to appendix 6.3 for the summarized responses from staff.

- **Participatory Planning Workshop**

The planning workshop went through the following steps:

- Participants reviewed the OPA structure and agreed to continue with the existing structure as follows (**Plenary Session**):
  - Program Goals
  - Objective
  - Major Initiatives
  - Activities
- Participants reviewed the four goals of the 2011 OPA and agreed on three goals for the OPA (**Plenary Session**). These goals are:
  - Design and Implement Innovative, Results-based Programs
  - Strengthen Operational Systems
  - Build a Sustainable Business Model
- Working in groups, the participants agreed on the major initiatives for the goal allocated to them
- Each team presented their output and received feedback from the plenary
- The teams refined their output that were then included in the OPA and the OCA tool

The table below is a summary of the 2012 OPA:

### 2012 OPA: Goals, Objectives and Initiatives

Goal	Objectives	Key Initiatives
1. Design and Implement Innovative, Results-based Programs	A. Develop strategies, and Roll-out initiatives/programs	1. HRH strengthening 2. Strengthen Health Service Delivery 3. Programme Sustainability
	B. Document, utilize and disseminate program methodologies and lessons learned	1. Produce periodic HR news 2. Disseminate HRH and service delivery methodologies
	C. Strengthen program M&E	1. Assess existing systems for

Goal	Objectives	Key Initiatives
	Systems	improvement opportunities 2. Increase ICT components for M&E
2. Strengthen Operational Systems	A. Improve HR and admin systems and processes	1. Develop and train staff 2. Attract and retain competent staff by creating good working environment 3. Support work life balance initiatives 4. Develop and implement output oriented performance management system 5. Standardize all administration procedures and processes
	B. Improve finance and internal controls systems and processes	1. Reinforce financial regulations and systems 2. Ensure compliance and accountability to donors and stakeholders 3. Ensure timeliness of year/month end reporting and audits 4. Establish grants management system
	C. Enhance processes automation and networking	1. Improve, integrate, and automate financial management, HR, and M&E systems 2. Improve data & information accessibility to staff 3. Setup a disaster recovery database system 4. Improve ICT infrastructure to accommodate increased organizational demands
	D. Strengthen Planning and M&E	1. Improve institutional capacity through annual planning 2. Improve efficiency and effectiveness of BMAF's processes and operational systems across all departments and units 3. Strengthen organizational operations and sustainability through long term strategic

Goal	Objectives	Key Initiatives
		planning
3. Build a Sustainable Business Model	A. Strengthen governance	<ol style="list-style-type: none"> <li>1. Improve leadership capacity to the Board and Extended Management</li> <li>2. Institute performance appraisal for the Board of Trustees</li> </ol>
	B. Enhance Resource Mobilization	<ol style="list-style-type: none"> <li>1. Develop BMAF RM strategy</li> <li>2. Establish a sustainable investment and endowment fund</li> <li>3. Resource mobilisation internationally</li> <li>4. Scale up proposal development</li> </ol>
	C. Strengthen public relations and communication	<ol style="list-style-type: none"> <li>1. Finalize the drafted internal and external communication strategy</li> <li>2. Enhance publicity of BMAF work</li> <li>3. Enhance public relations with partners</li> </ol>

The detailed 2012 OPA is appended to this report - refer to appendix 6.5. The Excel OCA tool was also completed but it is not appended to this report.

## 9. Recommendations

Below are some recommendations to improve and support the operational plan development and implementation process at BMAF:

1. BMAF needs to start the development of its next strategic plan as soon as possible. The organizations need to develop a robust process and timelines to guide the development of its next strategic plan.
2. BMAF needs to review the OCA tool and ensure it plays its role in helping the organization track plan implementation in a timely way. The OCA should be integrated into program and project monitoring approaches and more staff need to be trained on its use.
3. As recognized by BMAF, it is critical that the OPA informs the formulation of departmental and staff performance targets and objectives.
4. BMAF went to great effort to ensure that nearly all staff members were involved in the review of the 2011 OPA and the development of the 2012 OPA. This is an approach that we recommend they continue with.
5. BMAF needs to ensure that it has a planning cycle and calendar that is followed. In this particular case, the new OPA was being developed after the last one had already lapsed.

## 10. Appendices

### Appendix 6.1: BMAF Organizational Plan Session 2012-2013 – Data Collection Tool

This exercise will facilitate dialogue to revise our organization plan for 2012-2013. As you complete this assessment tool, think about your role within the organization and your responsibility to achieve our annual organizational plan as well as our current strategic plan.

These responses will be used for discussion during the meeting.

Kindly review and complete before **Monday August 13, 2012.**

\*\*\*Refer to the Organizational Plan for 2011 (attached PowerPoint document).

#### Pre-Meeting Questions

##### Individual Exercise

#### 1. Objectives and Initiatives Achieved

Among each of the four goals listed under BMAF's current organizational plan (OPA), which objectives and initiatives were achieved in Financial Year 2011-2012? Only respond to those goals and objectives that you have contributed.

Goal	Initiative Achieved	As Evidenced By

#### 2. Review of Goals

The current Organization Plan of Action has the following 4 goals:

- I. Implement Innovative, Results-based Programs
- II. Create a Responsive Organizational Structure
- III. Strengthen Operational Systems
- IV. Build a Sustainable Business Model

Should these goals remain for the 2012-2013 plan? Yes  No

If **No**, Suggest new goals below: *(Consider relevance to emerging BMAF direction/priorities)*

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#### 3. Objectives and Initiatives Review for 2012-2013 Plan

Among each of the four goals listed under our current organizational plan (OPA), which objectives/key initiatives should be added, removed, or replaced?

Goal	Objective/Key Initiative	Added, Removed, Revised	Proposed Revision	Justification

**Note:** Include objectives and initiatives for any new goals that you propose

4. How can BMAF improve on the annual planning process and tools used to assess institutional performance? Please cite specific examples;

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## Appendix 6.2: Workshop Agenda

### Thursday, August 16, 2012

Time	Topic	Lead
9:00 a.m. – 9:15 a.m.	Welcome and Introductions	Emma
9:15 a.m. – 9:30 a.m.	Opening Remarks – Organizational Plan of Action 2012	Dr. Ellen
9:30 a.m. – 9:40 a.m.	Objective of the meeting and Introduction of Facilitator and Format of the Two-Day Exercise	Geofrey/William Kiarie
9:40 a.m. – 10:00 a.m.	Review of Organizational Plan of Action 2011	William
<i>10:00 a.m. – 10:30 p.m.</i>	<i>Tea Break</i>	
10:30 a.m. – 11:30 p.m.	Organizational Planning Session Part 1 <i>Review and Discussion of the Pre-Meeting Questions</i>	William/All
11:30 a.m. – 12:45 p.m.	Organizational Planning Session Part 2 <i>Planning/drafting content for the OPA 2012-2013 (to be done in groups)</i>	William/All
12:45 p.m. – 1:00 p.m.	Reconvene from Group Assignments -format for day-two activities	All
<i>1:00 p.m. – 2:00 p.m.</i>	<i>Lunch and Adjourn</i>	

### Friday, August 7, 2012

Time	Topic	Lead
9:00 a.m. – 9:15 a.m.	Welcomes and Introductions	Emma
9:15 a.m. – 9:30 a.m.	Recap of Day 1	William
9:30 a.m. – 10:00 a.m.	Organizational Planning Session Part 2, continued <i>Planning/drafting content for the OPA 2012-2013 (to be done in groups)</i>	All
<i>10:00 a.m. – 10:30 p.m.</i>	<i>Tea Break</i>	
10:30 a.m. – 11:30 p.m.	Organizational Planning Session Part 2, continued <i>Planning/drafting content for the OPA 2012-2013 (to be done in groups) finalizing group activity</i>	All
11:30 a.m. – 12:45 p.m.	Review of draft OPA 2012-2013	William/All
12:45 p.m. – 12:50 p.m.	Plans for Finalizing and Endorsement	William/Emma
12:50 p.m. – 1:00 p.m.	Closing Remarks	Dr. Ellen

1:00 p.m. – 2:00 p.m.

*Lunch and Adjourn*

**List of Objectives and initiatives achieved**

**Goal 1: Implement Innovative, Results-based Programs**

Objective	Initiative Achieved	As Evidenced by
A Document methodologies for key program initiatives	<ol style="list-style-type: none"> <li>1. Developed methodology for District Strengthening</li> <li>2. Revised training packages</li> <li>3. Coaching and mentoring</li> <li>4. Recruitment and management of health workers and tutors GFr9</li> <li>5. Advocacy with Professional Association</li> <li>6. Student Grants</li> <li>7. Tara Klamp project preparation at the final stage.</li> <li>8. Ethical clearance committee reviewed the proposal. Awaiting for the official approval Aug 31<sup>st</sup></li> </ol>	<ol style="list-style-type: none"> <li>1. As per Organizational Report</li> <li>2. Consultancy Report</li> <li>3. Coaching and mentoring reports</li> <li>4. Recruitment and management of health staff (tutors, health care workers and lab tech)</li> <li>5. Knowledge sharing forums reports</li> <li>6. Developed orientation package</li> <li>7. Health Care Workers Induction Reports</li> <li>8. Orientation of Teaching Methods &amp; Training Coordination for Tutors Reports</li> <li>9. HRH Supportive Supervision Training Reports</li> <li>10. Professional Ethics Training Reports</li> </ol>
B Revise program organizational structure	<ol style="list-style-type: none"> <li>1. Assessment of past structure</li> <li>2. Proposed revised structure</li> <li>3. Implementation of the revised structure</li> </ol>	<ol style="list-style-type: none"> <li>1. Current organization structure where the directorate of programs depicts BMAF programmatic areas of focus rather than projects</li> </ol>
D Strengthen monitoring & evaluation system	<ol style="list-style-type: none"> <li>1. Developed of reporting framework and common tools and related reporting formats to capture information</li> <li>2. Use of project approved monitoring frameworks to document progress</li> </ol>	<ol style="list-style-type: none"> <li>1. Reporting tools (in MS Excel and MS Word)</li> <li>2. OCA tool</li> <li>3. Performance Monitoring Plans/Performance Action Plans – approved by projects (GFr9 and THRP)</li> </ol>

## Goal 2: Create a Responsive Organizational Structure

## Goal 3: Strengthen Operational Systems

Objective	Initiative Achieved	As Evidenced by
A Improve organizational processes	1. Prepare detailed work plan with focus on next three months	1. Quarterly work plan and monthly reports 2. Data collected and submitted to the M&E department on a monthly basis
B Improve admin & financial management processes & systems	1. Complete installation of ACCPAC System 2. Partial Implementation of HR and Paymaster Modules 3. Assessment of Admin and financial Management Procedure	1. Operation of all payment processes, accounting and reports using the ACCPAC System 2. Payroll process by using the Paymaster Module 3. Guidance handbook for financial operations of Field offices and HQ
C Support process improvement through ICT initiatives		

Objective	Initiative Achieved	As Evidenced by
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## Goal 4: Build a Sustainable Business Model

<p>A Implement a redesign of the organization structure and skill mix</p>	<ol style="list-style-type: none"> <li>1. Complete staff rationalization study</li> <li>2. Recommend priority hiring and redeployment</li> <li>3. Implement other re commendations</li> </ol>	<ol style="list-style-type: none"> <li>1. Current organizational structure</li> <li>2. Existing staff mix</li> <li>3. Existing staff establishment</li> <li>4. Existing reward and recognition policy</li> </ol>
<p>B Develop an output oriented performance management system</p>	<ol style="list-style-type: none"> <li>1. Devise mechanisms for reward and recognition</li> </ol>	<ol style="list-style-type: none"> <li>1. There is developed policy on performance management and rewards</li> </ol>
<p>C Attract and retain qualified staff</p>	<ol style="list-style-type: none"> <li>1. Provide opportunities for staff skill development</li> <li>2. Strengthen necessary HR activities and functions</li> </ol>	<ol style="list-style-type: none"> <li>1. Staff have been trained based on the Foundation training plan, also there are continuous internal learning/on the job learning</li> <li>2. There is a full functioning HR department delivering HR activities and functions</li> <li>3. Staff retention is high</li> </ol>

## Review of Goals

The current Organization Plan of Action has the following 4 goals:

- I. Implement Innovative, Results-based Programs
- II. Create a Responsive Organizational Structure
- III. Strengthen Operational Systems
- IV. Build a Sustainable Business Model

Should these goals remain for the 2012-2013 plan?

**Yes – 11 Responses**

## Objectives and Initiatives Review for 2012-2013 Plan

Among each of the four goals listed under our current organizational plan (OPA), which objectives/key initiatives should be added, removed, or replaced?

Goal	Objective/Key Initiative	Added, Removed, Revised	Proposed Revision	Justification
Implement Innovative result based programs	Capacity development	Remove capacity development	<ol style="list-style-type: none"> <li>1. BMAF to continue with HRH</li> <li>2. Strengthen service delivery focusing on maternal and newborn health and male circumcision.</li> <li>3. BMAF to continue with improvement of health infrastructure.</li> </ol>	Capacity development initiatives are not result based. It is difficult to show case results and impact
	Revise program organizational structure	All three initiatives should be removed	None.	Objective is part of Objective A under Goal 2
	Develop roll-out strategy for GF and THRP projects	Remove the term rollout and name of the projects	Develop strategy for organizational projects	This accommodates all projects that will be granted before review of the plan such as Abbot fund, MF2 etc
	Revising Organizational structure	Removed		Repetition in Goal 2
	Develop roll-out strategy for GF and THRP projects	Revised	Develop strategy for rolling -out BMAF projects	Some Project might develop in between and hence need to be rolled out while they are not mentioned as Objective
Create responsive organization structure	Priority hiring and redeployment	Add strategic staff hiring and re-deployment	Strategic staff hiring and redeployment to align with funding forecasts	NGOs run donor funded projects which have specified life times
	Establish 5 functional	Revise	Ensure functioning	Since the offices

Goal	Objective/Key Initiative	Added, Removed, Revised	Proposed Revision	Justification
	field offices		of 3 field offices	have been established they need to operate to ensure smooth implementation of different Programmes
Create a Responsive Organizational Structure	Implement a redesign of the organization structure and skill mix	Should be removed after all the vacancies are covered	Should focus on retention of staff and insure increased productivity	
		Create a Responsive Organization Structure	Strengthen operationalization of created organization structure	New structure is in place so we need to strengthen the operation

**How can BMAF improve on the annual planning process and tools used to assess institutional performance?**

**BMAF should develop institutional performance indicators, which should be reflected into departmental and individual staff performance indicators.** *Setting staff annual performance targets which are linked to the organizational plan has been challenging.*

**Include component of organizational service delivery.** *We can do service delivery survey using our customers / clients, am sure it is time consuming but it is important, I learnt at ESAMI during my last training on performance management, that it is good to do service delivery survey as one of the components for organizational planning processes. Questionnaires can be developed and shared to some of our clients and stakeholders asking their opinions, suggestions or anything about us, by doing that we can at least rank the customers satisfaction vs. our services.*

**Develop clear plans and reviews for project management, including financing, implementation, monitoring and evaluation.** *These include:*

- *Develop a clear planning and budgeting cycle that align all projects i.e. GFR9, THRP, Abbot, MFP 2 etc*
- *Set performance standards through tool like service charter*
- *Develop a robust monitoring and evaluation system that clearly inform whether the organization is on right track, at risk or off track*
- *Hold departmental meeting to review implementation of activities*

**Make the performance process more participatory for all staff, including orienting, informing, and reviewing.**

***Include field staff.*** *The current structure is good but it is hard to measure the performances of the field offices because they input to the key initiatives but yet the structure is more central focused.*

**The annual planning process use more participatory approach** where staff at all levels should afforded the opportunity to participate to enhance staff to understand objectives of the organization. BMAF can improve on the annual planning process and tools used to assess institutional performance through involvement of all staff starting from smaller units/sections. This includes:

- Annual planning process should first begin with departments and then all departments meet and share their plans. After the plans are done then all staff should be aware/informed of the plan
- The process to undertake the assessment should be communicated to all staff and the orientation taken to make sure all parties understand what is the process and their contribution toward achieving the assessment.
- It is imperative for the staff to know where the Organization is heading to beforehand (vision) so as to easy planning process if staff would participate in the process. Tools for assessing institutional performance need to be communicated and made simple for everyone to understand and where possible get involvement of the staff in developing the same as by so doing sense of ownership may be realized and honored.
- Annual planning process and tools used to assess institutional performance can be improved by involving/communicating with BMAF Staff ,either individually or by section(program/admin/finance ) in development of indicators before implementation of activities so that we can have a common understanding when implementing the activities and therefore simplifying the planning process ,hence easy assessment of the institutional performance

#### Appendix 6.4: Workshop Attendance List

No.	Name	Job Designation
1	Ellen Senkoro	CEO
2	Gerald Jeremiah	Internal Auditor
3	Anna Mzinga	Area Manager
4	Christina Malembeka	FPA
5	A jonas	FPC
6	Deogratias	DFG
7	Adeline Nyamhura	PMCD
8	Zuweiya kondo	POHSD
9	Remmy Moshi	FPC
10	Restituta Masao	FPA
11	Alexander Mochoke	F Manager
12	S Hamisi	PO-APRC
13	Florence M	Prog. Secretary
14	Salma Yusuf	PA to CEO
15	Mramba M	ICT Officer
16	Ashery Maganja	GO
17	Felician Luchagula	M&E Officer
18	Peter Mbago	PM - HRM
19	Allen Katale	M&E Officer

20	Valencian	
21	Augustine Kiria	Accountant
22	Hija Matotola	LAD
23	John Ndomba :Labella	LACD
24	V Mbawa	LACD
25	Martin Kalowela	PO - SG
26	I Kilian	PO - HRM
27	Pamela Maro	Po -cd
28	Olivia Murembo	Admin Officer
29	L Matondo	AC - P
30	Emma Mtiro	M&E
31	Geofrey Nyombi	MSH
32	William Kiarie	MSH Consultant

**Appendix 6.5: 2012 OPA**



# BMAF ORGANIZATIONAL PLAN OF ACTION 2012

## Foundation Vision

To become the centre for excellence in enhancing the delivery of a quality response to the HIV and AIDS at all levels in Tanzania

## Operational Focus

To achieve an A1 performance rating by focusing on 1) the overall progress achieved against performance targets; and 2) improvement in management performance in the areas of M&E, administrative and financial management, systems, and program management.

## I. Design and Implement Innovative, Results-based Programs

### Objectives

A. Develop strategies, and Roll-out initiatives/programs

B. Document, utilize and disseminate program methodologies and lessons learned

### Key Initiatives

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1. HRH strengthening</li> <li>2. Strengthen Health Service Delivery</li> <li>3. Programme Sustainability</li> </ol> | <ol style="list-style-type: none"> <li>1. Produce periodic HR news</li> <li>2. Disseminate HRH and service delivery methodologies</li> </ol> |
|--|--|

C. Strengthen program M&E Systems

1. Assess existing systems for improvement opportunities
2. Increase ICT components for M&E

## II. Strengthen Operational Systems

### Objectives

A. Improve HR and admin systems and processes

B. Improve finance and internal controls systems and processes

### Key Initiatives

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1. Develop and train staff</li> <li>2. Attract and retain competent staff by creating good working environment</li> <li>3. Support work life balance initiatives</li> <li>4. Develop and implement output oriented performance management system</li> <li>5. Standardize all administration procedures and processes</li> </ol> | <ol style="list-style-type: none"> <li>1. Reinforce financial regulations and systems</li> <li>2. Ensure compliance and accountability to donors and stakeholders</li> <li>3. Ensure timeliness of year/month end reporting and audits</li> <li>4. Establish grants management system</li> </ol> |
|--|--|

C. Enhance processes automation and networking

D. Strengthen Planning and M&E

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1. Improve, integrate, and automate financial management, HR, and M&amp;E systems</li> <li>2. Improve data &amp; information accessibility to staff</li> <li>3. Setup a disaster recovery database system</li> <li>4. Improve ICT infrastructure to accommodate increased organizational demands</li> </ol> | <ol style="list-style-type: none"> <li>1. Improve institutional capacity through annual planning</li> <li>2. Improve efficiency and effectiveness of BMAF's processes and operational systems across all departments and units</li> <li>3. Strengthen organizational operations and sustainability through long term strategic planning</li> </ol> |
|--|--|

## III. Build a Sustainable Business Model

### Objectives

A. Strengthen governance

B. Enhance Resource Mobilization

C. Strengthen public relations and communication

### Key Initiatives

- |   |   |  |
|---|---|--|
| <ol style="list-style-type: none"> <li>1. Improve leadership capacity to the Board and Extended Management</li> <li>2. Institute performance appraisal for the Board of Trustees</li> </ol> | <ol style="list-style-type: none"> <li>1. Develop BMAF RM strategy</li> <li>2. Establish a sustainable investment and endowment fund</li> <li>3. Resource mobilisation internationally</li> <li>4. Scale up proposal development</li> </ol> | <ol style="list-style-type: none"> <li>1. Finalise the drafted internal and external communication strategy</li> <li>2. Enhance publicity of BMAF work</li> <li>3. Enhance public relations with partners</li> </ol> |
|---|---|--|