

Follow Up Organizational Assessment report of the African Centre for
Global Health and Social Transformation (**ACHEST**) Using the
Management and Organizational Sustainability Tool (MOST)

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February 28, 2015

During this technical assistance visit, LMG will review the basic principles of organization financial management, grant management and risk management. The overriding objective is to further improve financial management practices by building on present business practices and industry standard expectations.

Financial management, MOST assessment, Uganda, ACHEST, LMG

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Follow Up Organizational Assessment of the
African Centre for Global Health and Social Transformation (ACHEST)
Using the *Management and Organizational Sustainability Tool (MOST)*

Assessment Report



Mini-MOST Workshop Dates: 25 to 26 February 2015
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Table of Contents

1. ABBREVIATIONS	4
2. EXECUTIVE SUMMARY	4
3. INTRODUCTION AND BACKGROUND	7
4. MINI-MOST APPROACH AND METHODOLOGY	9
5. WORKSHOP ATTENDANCE.....	11
6. KEY FINDINGS.....	11
6.1 MOST ASSESSMENT.....	11
6.2 IMPLEMENTATION STATUS OF SEPTEMBER 2012 ACTION PLAN	13
6.3 SUMMARY OF FINDINGS	16
7. PROPOSED OBJECTIVES FOR THE ACTION PLAN	17
8. UPDATED ORGANIZATIONAL DEVELOPMENT ACTION PLAN.....	18
9. ACKNOWLEDGEMENT	25
10. APPENDICES	26
10.1 ATTENDANCE LIST.....	26
10.2 WORKSHOP AGENDA	27
10.3 ACTION PLAN TEMPLATE.....	29

1. Abbreviations

ACHEST	The African Centre for Global Health and Social Transformation
CC	Coordinating Center
CLASS	Clinical Assessment for Systems Strengthening
COO	Chief Operating Officer
GWU	George Washington University
HRSA	Health Resources and Services Administration
LMG	Leadership Management and Governance Project
MEPI	The Medical Education Partnership Initiative
Mini-MOST	Follow up “fast-tracked” organizational assessment(s) using MOST
MOST	Management and Organizational Sustainability Tool
MSH	Management Sciences for Health
USAID	United States Agency for International Development

2. Executive Summary

The African Center for Global Health and Social Transformation (ACHEST) team conducted an assessment of its organizational capacity during a two-day workshop held on 24 and 25 February in Kampala, Uganda. The assessment was carried out using the Management and Organizational Sustainability Tool (MOST) methodology and was facilitated by two organizational development specialists from Management Sciences for Health (MSH) who joined the effort through the United States Agency for International Development (USAID) funded Leadership, Management and Governance (LMG) Project. It is a follow up to the initial MOST assessment ACHEST conducted, also with LMG support, in September 2012. The following individuals led this effort:

MOST Workshop overall direction:	Professor Francis Omaswa , ACHEST Executive Director
MSH/LMG Activity Manager:	Ms. Sara Wilhelmsen , MSH Senior Program Officer at MSH Center for Leadership and Management (CLM)

MOST Workshop Co-Facilitators:	<p>Mr. William Kiarie, MSH Consultant</p> <p>Mr. Alain Joyal, Country Programs Director at MSH Center for Leadership and Management (CLM)</p>
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After two years of implementing its Organizational Capacity Development Plan, ACHEST with LMG jointly planned a follow up MOST (Mini-MOST) to systematically review progress; conduct a causality analysis for those areas still requiring strengthening; actualize its organizational development priorities; and develop a new action plan that will serve as a roadmap for ACHEST to fully operationalize its change process toward increased organizational performance, resiliency, and sustainability.

The Mini-MOST is a five-step fast-tracked approach designed to carry out the follow up MOST assessment.

- Step 1: Carry out the follow up assessment of ACHEST’s organizational development
- Step 2: Comparison of the Mini-MOST Scores with the September 2012 Scores
- Step 3: Definition of the Implementation Status of the September 2012 MOST Action Plan
- Step 4: Development and Prioritization of Actionable Objectives
- Step 5: Develop the initial draft of an updated Organizational Capacity Development Action Plan

ACHEST did an noteworthy job of implementing the September 2012 action plan, with 16 out of 19 activities assessed as having been completed. As a result, the organization has made major strides in strengthening its management systems. Out of 19 MOST components assessed, only four had a rating of 3 out of 4 or less, compared to 10 in the 2012 assessment. The ACHEST team also sees an opportunity to further strengthen these results by adding additional outputs and outcomes to management components in the action plans. The new action plan is designed to address those needs.

The ACHEST team will add detail and finalize the organizational capacity development plan drafted during the Mini-MOST workshop. The plan will also be updated by ACHEST in light of the results of the Clinical Assessment for System Strengthening (CLASS) scheduled to take place shortly after the Mini-MOST workshop.

How the LMG Project can best provide technical assistance to ACHEST in light of the follow up MOST review results is to be discussed between the leadership of the organization and the project, along with USAID’s Office of HIV/AIDS (OHA) and the Agreement Officer’s Representative (AOR) for the LMG Project.

The team of consultants who designed and facilitated the Mini-MOST process wants to congratulate ACHEST senior leadership and the whole team for the impeccable level of participation and focus it demonstrated all along. The team's high degree of commitment to ACHEST's continued performance improvement, and to its capacity to sustain its important mission moving forward is an inspiration to us.

3. Introduction and Background

About ACHEST

The African Centre for Global Health and Social Transformation (ACHEST) is a not-for-profit organization based in Uganda that defines itself as a Think Tank and Network. The organization has 17 permanent employees. The organization's vision is *"Africa as a people driven continent enjoying the highest attainable standard of health and quality of life."* Its mission is *"To promote evidence-based and technically sound policies and strategies that are owned and driven by African populations themselves."* ACHEST's core strategy consists of the following components:

- Forge alliances and partnerships with individuals and organizations within Africa and around the world.
- Conduct policy and strategy oriented research focused on Africa's engagement with global partners in health, economic, and social development.
- Promote and advocate for the development of capacity of African professionals and institutions to pursue excellence and to engage as leaders and active change agents in their communities, countries, and in the global arena.
- Develop and implement strategic communications with African and global leaders with targeted outreach to civil society, policy makers, and professionals.

ACHEST has been designated as the African Coordinating Centre (CC) for the Medical Education Partnership Initiative (MEPI). MEPI is 5-year (2011-2015) collaborative effort by the US Office of the Global AIDS Coordinator, the National Institutes of Health, and the Health Resources and Services Administration (HRSA) to provide direct support to Sub-Saharan African medical schools to transform the region's medical education by advancing clinical and research capacity, and thereby strengthening human resources for health. The expected outcome of the project is that significantly more health care workers are trained and retained in their home countries to practice and conduct research, and better respond to the HIV/AIDS epidemic and related co-morbidities. Under MEPI, George Washington University (GWU) is the prime recipient of the Coordinating Center award, and has the mandate to build the capacity of ACHEST to support gradual transition of Coordinating Center responsibilities to ACHEST over the project period. Together, GWU and ACHEST serve as the coordinating arm of the initiative, carrying out program evaluation and helping develop communications among MEPI grantees on building a strong and sustainable network of medical schools in Sub-Saharan Africa. Some of the activities under the three focus areas of evaluation, technical assistance, and communication include conducting site visits, hosting webinars, coordinating the Annual Symposium, facilitating Technical Working Groups (TWGs), and administering and analyzing a network-wide survey.

About the LMG Project

Funded by USAID, the Leadership, Management, and Governance (LMG) Project (2011-2016) is collaborating with health leaders, managers, and policy-makers at all levels to show that

investments in leadership, management, and governance lead to stronger health systems and improved health for all. The LMG Project embraces the principles of country ownership, gender equity, and evidence-driven approaches. Emphasis is also placed on good governance in the health sector. LMG's commitment is to improve service delivery; and foster sustainability through accountability, engagement, transparency, and stewardship. Led by Management Sciences for Health (MSH), the LMG consortium includes Amref Health Africa, International Planned Parenthood Federation (IPPF), Johns Hopkins University Bloomberg School of Public Health (JHSPH), Medic Mobile, and Yale University Global Health Leadership Institute (GHLI).

In coordination with the Office of the U.S. Global AIDS Coordinator (OGAC), USAID's Office of HIV/AIDS put funds in the LMG Project to provide additional and complementary capacity building support to ACHEST. The goal of this LMG assistance is to strengthen the management, governance, and operational capacity of ACHEST so that the organization is better equipped to directly manage donor funds, and fulfill its role and responsibilities as a Coordinating Center for MEPI. LMG will address capacity building needs that will strengthen ACHEST's management and governance capacity, with the objective of improving its organizational performance and its role as a CC partner for MEPI.

About MOST and the MOST process at ACHEST

The African Center for Global Health and Social Transformation (ACHEST) conducted an organizational assessment with LMG's technical support in September 2012 using the Management and Organizational Sustainability Tool (MOST). MOST is a participatory, rapid-assessment process for identifying an organization's management needs and making concrete plans for improvement. MOST is carried out by the organization itself, not by an external team. It uses consensus building rather than votes or a top-down ruling to make decisions about management ratings and needed improvements. As such, its results are not independently produced, and should not be used in place of an independently run management review or audit.

The MOST instrument is a matrix used to assess 19 management components related to an organization's mission, values, strategy, structure, and systems. For each component, there are four possible stages of development defined in the matrix (1 being the lowest stage of development and 4 the highest stage), and each stage is defined by a set of characteristics. As organizations grow, strengthen, and mature, they evolve through a continuum of stages of development. Each stage of development includes and builds on the characteristics of the previous stage.

Following the MOST assessment in September 2012, ACHEST developed an action plan to improve identified priority institutional and management areas. The resulting ACHEST capacity development action plan was organized around the following objectives:

- **Objective 1:** Update and disseminate ACHEST's strategic Plan

- **Objective 2:** Update the HR Manual and Practices
- **Objective 3:** Improve ACHEST's Information and Communication Capacity and Practices
- **Objective 4:** Strengthen Financial and Administrative Systems and Procedures
- **Objective 5:** Strengthen Revenue Generation Systems and Practices
- **Objective 6:** Strengthen the Leadership, Management and Governance Capacity of all Staff and Board Members

Based on the September 2012 MOST assessment, ACHEST developed a 3-year capacity building action plan (see section 6.2).

4. Mini-MOST Approach and Methodology

After two years of implementation, ACHEST with LMG jointly planned a follow up MOST (Mini-MOST) to systematically review progress, conduct a causality analysis for those areas still requiring strengthening, and develop a new action plan that will serve as a roadmap for ACHEST to fully operationalize its change process toward increased organizational performance and sustainability.

A fast-tracked approach was designed for the follow up MOST assessment, or Mini-MOST. This accelerated process was possible because most ACHEST team members were already familiar with the MOST methodology, outcomes, and deliverables. The key steps followed were:

- **Step 1: Carry out the follow up assessment of ACHEST's organizational development**

Part one of the assessment was conducted using **MOST** (Management and Organizational Sustainability Tool, 3rd Edition, published in 2010 by MSH). The ACHEST team members were divided into two working groups tasked with identifying the stage of development for each of the 19 management components. In their respective working groups, the participants discussed their perspectives and collected evidence to build consensus on ACHEST's current stage of development for each component. The two groups then came together in a plenary session to come to an agreement around the components' stage of development ratings. The final MOST assessment ratings are in section 6.1 below, along with the ratings from September 2012.

- **Step 2: Comparison of the Mini-MOST Scores with the September 2012 Scores**

By comparing their organization's management performance to the characteristics that define the stages, and comparing them over time, an organization and its partners can see and describe the organization's progress. ACHEST's new MOST scores were compared with those of September 2012 to evaluate progress made and identify remaining challenges.

- **Step 3: Definition of the Implementation Status of the September 2012 MOST Action Plan**

Participants assessed the implementation status of the September 2012 MOST action plan developed by ACHEST. Participants rated each activity as “*Not Started*”, “*Partially Implemented*” or “*Fully Implemented*”. Participants also added remarks providing evidence about the implementation of each activity, and highlighting any outstanding issues. The details on the status of implementation of the 2012 plan can be seen in section 6.2 below.

- **Step 4: Development and Prioritization of Actionable Objectives**

Based on the new MOST scores and the implementation status of the action plan, the facilitators and participants developed an initial list of areas still requiring strengthening. To facilitate the priority setting process, the participants were asked to individually vote on four top areas requiring attention and efforts moving forward. They did this on the basis of the following factors:

- Timing and time required to implement the change(s)
- Resources required to make the change(s)
- Capacity to implement (technical, managerial, etc.) the change(s)
- Impact of the change(s)

Participants’ votes were tallied, and the areas selected by ACHEST became priority objectives (see section 7 below).

- **Step 5: Development of an updated Organizational Capacity Development Action Plan**

Six priority objectives were then selected among the list and participants were asked to develop a 12-month action plan for each of them. Three objectives were assigned to each of the two working groups, and each group presented their action plans in plenary to receive feedback and fine-tune them. The detailed action plans for each of the six priority objectives are in section 8. The template used for this planning exercise is in section 9.3.

The organizational capacity development plan drafted during the Mini-MOST workshop is a draft requiring the ACHEST team to fine tune and add more specifics to some of its parts. The process of finalizing the plan is under the responsibility of ACHEST Director of Policy and Strategy **Patrick Kadama**, assisted by Chief Operations Officer **Robert Adebo**.

The organizational capacity development plan drafted during the Mini-MOST workshop will also be updated by ACHEST in light of the results of the Clinical Assessment for System Strengthening (CLASS) scheduled to take place the following week.

The plan for how the LMG Project will provide technical assistance to ACHEST in light of the follow up MOST review results will be discussed between the leadership of the organization and the project, along with USAID’s Office of HIV/AIDS (OHA) and the Agreement Officer’s Representative (AOR) for the LMG Project.

5. Workshop Attendance

Sixteen out of 17 the members of the ACHEST staff attended the Mini-MOST workshop (see section 8.1 for the complete list of participants).

6. Key Findings

Key findings are presented in three sections: MOST Assessment, Action Plan Implementation Status, and Summary of Findings.

6.1 MOST Assessment

The table below provides a summary of component scores in September 2012 and February 2015, and participants' remarks for each component.

Management Component	MOST Rating*		Remarks *1 = lowest and 4 = highest
	September 2012	February 2015	
Mission			
Existence and Knowledge	3	4	Mission was reviewed in 2012 and approved in a board retreat in 2014; it is widely known by the staff. Need for further review has not arisen yet.
Values			
Existence and Application	2	4	ACHEST values are now widely known and approved by the board. Values and the mission statement are regularly evoked and used during weekly staff meetings. There are examples of issues arising that have been addressed and resolved using ACHEST values statement. Values have been included in the revised strategic plan.
Strategy			
Links to Mission and Values	3	4	Programs being implemented are focused on vision, values, and mission; ACHEST has had to decline donor offers that were not aligned with these.
Links to Clients and Community	4	3	Participants felt that this may still be rated at "4". There are strong linkages with clients in connection to programs and technical design. Linkages could be strengthened in regard to strategic plan. Key programs are all based on survey findings. Updated Strategic Plan could have been better disseminated to reach more stakeholders and clients. ACHEST's work incorporates active consultation with clients and stakeholders. There is room for more consultation with communities.
Links to Potential Clients	4	4	There is still room for improvement in ensuring that scanning and analysis for business development opportunities is proactive and systematic and findings are appropriately shared within ACHEST.
Structure			
Lines of Authority and	4	4	The structure has been used in creating new positions.

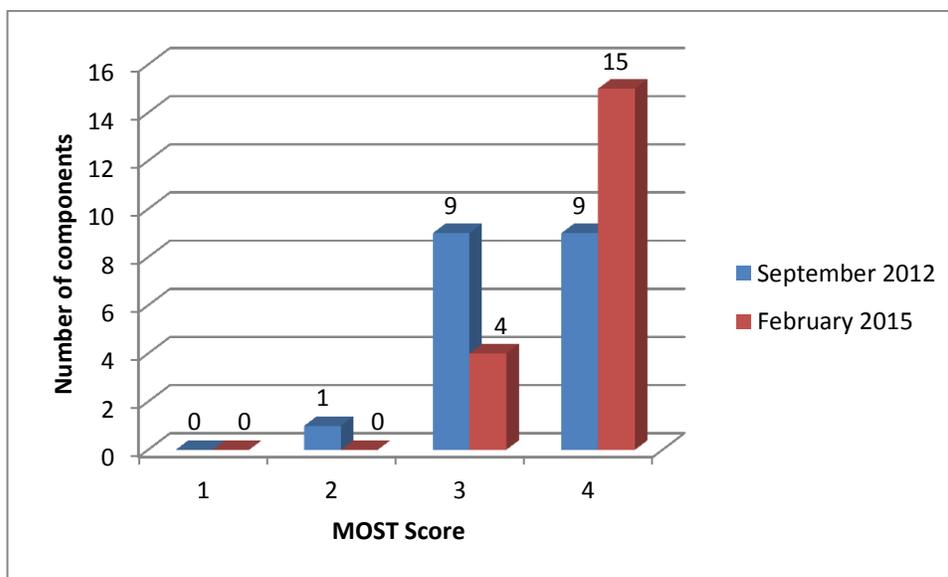
Accountability			
Governance: Board of Directors	3	4	The board meets three times a year as per its charter. ACHEST now has an established and active Board. The board has expressed interest in being involved in revenue generation.
Role and Responsibilities	3	4	These were recently reviewed and a report produced in 2014. Has been used to recruit new staff.
Decision- Making	4	4	Staff members are empowered to make decisions pertaining to their jobs. We maintain good consultative practices that supports quality decision-making
Systems			
Planning	4	4	There is a Consultative process in place allowing staff to provide inputs to workplans.
Communication	4	4	This is now one of ACHEST's strongest attributes. Weekly staff meetings are held regularly where each department provides an update. Also have email communication, internet based information posting, and intranet. We have an open-door policy.
Human Resource Management	4	4	We regularly evaluate the competitiveness of ACHEST in the labour market. There is still room for growth in this area to ensure greater effectiveness at attracting, hiring, and retaining talented staff. The retention policy ought to be formally defined and put in place, and the retention plan and/or practice(s) could be more effective.
Monitoring and Evaluation	4	3	Progress and results are routinely discussed at weekly staff meetings (since 2014). There is now an annual program review as well. ACHEST has its own comprehensive M&E plan above and beyond the specific performance plan of the programs it implements. End of project evaluation is taking place upon donors' request. ACHEST informs its plans and next phases of work from results of annual review/evaluation, but process of doing this could be more systematic and better organized.
Information Management: Data Collection	3	3	ACHEST is introducing a new financial management system based on QuickBooks.
Information Management: Use of Information	3	4	
Quality Assurance	3	4	Quality assurance issues are addressed during regular staff meetings. The hiring of the COO was intended to strengthen QA. ACHEST has a range of tools and methods to assess the quality of its work regularly. They are built into our processes. For example, clients are assessing ACHEST's work.
Financial Management	4	4	The capacity to produce accurate, timely, and comprehensive financial reporting that informs decision-making has improved and the financial unit performance is showing notable progress. Still, the participants recognize that there is room for further system and staff performance improvement in this area, including with senior staff members.
Revenue Generation	3	4	The revenue-generation (resources mobilization) plan has been developed and is now in use. This process is gaining momentum.
Supply Management	3	3	ACHEST is not doing large volume procurements. This is not a critical competence for our organization. ACHEST plans to have a supply-chain management system in the near future A procurement committee is in place. ACHEST has a procurement SOP in place and follows it.

The number of components with the highest score of 4 increased from 9 in September 2012, to 15 in February 2015:

Number and Percentage of Components for Each MOST Score

MOST score (1 being the lowest and 4 the highest)	No. of Components with specified score		% of Components with specified score	
	September 2012	February 2015	September 2012	February 2015
1	0	0	0%	0%
2	1	0	6%	0%
3	9	4	47%	21%
4	9	15	47%	79%
Total	19	19	100%	100%

Number of Components for Each MOST Rating Level



6.2 Implementation Status of September 2012 Action Plan

As shown in the table below, ACHEST did a noteworthy job of implementing the September 2012 action plan, with 16 out of 19 activities assessed as having been completed. The ACHEST team also sees opportunities for additional outputs or outcomes to be produced and achieved in

many of the action plans. Some of the remarks in the table below provide insights into this. The ACHEST team also recognizes that having completed an activity in the workplan does not necessarily mean that the organization's managerial and/or technical capacity in the related area has yet reached the desired level. The new action plan will address these needs.

Action Plan Implementation Status

Activity	Responsible Person(s)	Planned Completion Date	Implementation Status			Remarks
			Not Started	Partially	Completed	
Objective 1: Update and disseminate ACHEST's Strategic Plan						
1.1 Review and update the mission, vision, values, and strategies	Executive Director	December 2012			X	All in place; reviewed and endorsed by board. Awareness created throughout the organization. Displayed.
1.2 Review and update the priority programs of ACHEST.	"	December 2012			X	
1.3 Review and update the institutional capacity (infrastructure, organizational structure, staffing and other resources)	"	December 2012			X	Ongoing process. Influenced by program cycles. Org. structure updated, COO and additional research associates recruited.
1.4 Finalize, Print and disseminate the plan	"	April 2013			X	Finalized and printed. Dissemination partially done. Shared with board and some partners. Not shared with all partners. Some staff members have not received the plan. Suggestions: Should be included in the standard orientation pack, and on the website/intranet.
Objective 2: Update the HR Manual and Practices						
2.1 Set up a committee to review manuals	Administrator	October 2012			X	
2.2 Review and update the HR manual (induction, performance appraisal)	Committee chair	Jan 2013			X	Documents in place. Approved by the board. Appraisals are being done.
Objective 3: Improve ACHEST's Information and Communication Capacity and Practices						
3.1 Constitute a team to develop a communication strategy	Communication Specialist	October 2012			X	
3.2 Develop a knowledge management platform	Administrator	December 2012		X		Lack of clarity on the platform. Some people trained on knowledge management. Plan has been shared with MSH. Piloting a potential (tedex) platform. Working on a ministerial knowledge platform but not yet funded. Lack of clarity until recently between MSH and ACHEST on the support required in this area. Need to

Activity	Responsible Person(s)	Planned Completion Date	Implementation Status			Remarks
			Not Started	Partially	Completed	
						align expectations. Incorporate publications such as African Health Leaders and Making Change and Claiming the Future, Health Ministers Handbook in the knowledge management platform.
3.3 Develop a searchable database	Comm. Specialist	March 2013		X		Have a website, a virtual library, and are using Google docs for internal/partner document sharing. Some research reports are on our website. We have a discussion forum on our website. We do not have a chat forum - safe place for health leaders to discuss.
3.4 Develop/improve a regular ACHEST publication/newsletter (online/print)	Comm. Specialist	April 2013			X	We have a quarterly electronic newsletter. Latest in January 2015.
3.5 Upgrade ACHEST website	Comm. Specialist	April 2013			X	There is an ongoing discussion with LMG about ACHEST specific internet-based needs, especially in connection to its Senior Leader Orientation and Capacity Development package.
3.6 Train staff on communication	Comm. Specialist	April 2013			X	
Objective 4: Strengthen Financial and Administrative systems and procedures						
4.1 Review and Update the Financial and Procurement manual	Finance Manager	December 2012			X	
4.2 Continue to strengthen financial and administrative capacity (Communication, provide training opportunities for staff, exchange visits and mentorship opportunities)	Finance Manager	April 2013			X	MSH supported training of two ACHEST staff. There have been several exchange visits. Frequent Skype calls. Electronic accounts package (QuickBooks) installed and in use.
4.3 Put in place office assets management systems and practice - <i>(to be better defined by the change committee)</i>	TBD	March 2013			X	Assets register created. Assets labeled.
Objective 5: Strengthen revenue generation systems and practices						
5.1 Develop a resource mobilization plan	TBD	Jan 2013			X	Business development strategy developed. But not fully circulated internally. Have also developed an ACHEST prospectus to showcase a particular program for which we are mobilizing resources.
5.2 Training of staff on grant writing	TBD	April 2013			X	Two staff trained externally. In-house training conducted.

Activity	Responsible Person(s)	Planned Completion Date	Implementation Status			Remarks
			Not Started	Partially	Completed	
Objective 6: Strengthen the leadership, management and governance capacity of all staff and Board						
6.1 Convene the Executive Board (Support orientation and logistics)	Executive Director	Dec 2012			X	MSH has supported this activity. Supported development of board documents and conducted board orientation.
6.2 Establish and run a mentorship program in leadership and management for all staff	Administrator	April 2013		X		No formal program. But there is ongoing support to staff.

6.3 Summary of Findings

The assessment revealed that ACHEST has made major strides in strengthening its management systems. Out of 19 MOST components assessed, only four had a score of 3. The others had the maximum score of 4. The components with a score of 3 were:

- Links of Strategy to Clients and Community
- Monitoring and Evaluation
- Information Management: Data Collection
- Supply Management

Sixteen out of 19 activities in the action plan were fully implemented, and only the following three activities were partially implemented:

- Develop a knowledge management platform
- Develop a searchable database
- Establish and run a mentorship program in leadership and management for all staff

7. Proposed Objectives for the Action Plan

Working in groups, participants identified actionable objectives for developing an updated action plan. The objectives selected were based on the MOST scores and the implementation status of the September 2012 action plan. The table below shows the areas that were considered, and those that were selected for prioritization in the action plan:

Prioritization of Objectives

Action Area	Number of Participants Prioritizing Area	Remarks
Strengthening M&E	9	Selected for the action plan
Enhance HR practices	12	Selected for the action plan
Quality assurance	1	Not selected as a priority area but quality assurance is to be integrated in the M&E area plan
Business development (proposal writing, grant management)	12	Selected for the action plan
Institution accreditation (in management excellence)	2	Not selected as a priority area but management accreditation of ACHEST is to be integrated in the business development area plan
Knowledge management / e-strategy (culture of learning)	4	Combined with the communication objective actions area
Leadership development (coaching, mentoring)	6	Selected for the action plan
Strategic plan dissemination and linkages with stakeholders (civil societies, communities)	1	Not selected as a priority area but related actions are to be consolidated into the in the business development plan area
Financial management	8	Selected for the action plan
Communication strategy	5	Selected for the action plan

Selected priority action area

Activity	Resources Needed (Human, Financial, Material)	Responsible Person(s)	Implementation Timeline (2015/16)												
			Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	
Develop HR skills of key of ACHEST managers	Outside consultant	COO													

Objective 2: To strengthen leadership, management and governance capacity of ACHEST Staff

Indicators

- No. of staff trained
- Training materials and guidelines in place

Activity	Resources Needed (Human, Financial, Material)	Responsible Person(s)	Implementation Timeline (2015/16)												
			Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	
Constitute a working group to lead the L+M+G process	In-house														
Identify topics and speakers	In-house														
Develop development guidelines on L+M+G	In-house														

Institute monthly mentoring sessions	In-house / External Resource person																
Short-term training in L+M+G	In-house / External Resource person	Director Health Policy/HR Officer															

Objective 3: implement the communication strategy

Indicators

- Number of dissemination forums/meetings
- Number of media conferences

Activity	Resources Needed (Human, Financial, Material)	Responsible Person(s)	Implementation Timeline (2015/16)												
			Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	
Disseminate the communication strategy and other relevant internal documents	In-house	Comm. Specialist													
Develop communication capacity	In-house	Comm. Specialist													
Carry out activities to enhance corporate visibility through improved use of social media (Facebook, Twitter, etc.) and branding materials (calendars, pens, shirts, etc.)	In-house Funds	Comm. Specialist													
Engage with our external stakeholders (Press conferences, updating websites)	In-house	Comm. /IT													
Write opinion pieces in newspapers	In-house	Comm. Specialist													
Strengthen knowledge management, by: - Establish/expand the internet-based infrastructure and content for knowledge management platform - Develop a searchable database - Train key ACHEST staff in.....	In-House and external TA														

Objective 4: Strengthening the M&E function at ACHEST

Indicators

- Quarterly activity Reports drawn from weekly updates.
- Annual evaluation SOP is in place

Activity	Resources Needed (Human, Financial, Material)	Responsible Person(s)	Implementation Timeline (2015)									
			Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sign off Minutes of weekly meetings	In house	Admin	■	■	■	■	■	■	■	■	■	■
Develop and circulate Quarterly reports from synthesis of weekly minutes.	In house	M&E			■			■			■	
Develop an SOP for ACHEST annual performance evaluation	In house	RAs Director	■									

Objective 5: Strengthen revenue generation systems and practices

Indicators:

- Number of funding proposals produced and submitted
- Number of successful proposals
- Accreditation/Certification (from appropriate agency) in place

Activity	Resources Needed (Human, Financial, Material)	Responsible Person(s)	Implementation Timeline (2015)										
			Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Conduct complementary training in grants proposals development and writing	Internal & External	Director Health Policy											
Conduct in-house training on scanning (donors, competition, demand, etc.)	Internal												
Write & submit at least one funding proposal per quarter	Internal												
Conduct training in grants /contract management	Internal & External	COO											
Achieve ISO (or other selected accreditation / certification) for quality management	- Financial - External TA	ED											

Objective 6: Strengthening Financial & administrative systems

Indicators

- **No. of staff trained in financial management.**

Activity	Resources Needed (Human, Financial, Material)	Responsible Person(s)	Implementation Timeline (2015)										
			Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Conduct training in financial management for non-financial staff.	In-house	Finance Manager											
Conduct CPD for finance staff	In-house & External	Finance Manager											
Produce monthly financial reports	In-house	Finance Manager											

9. Acknowledgement

The team of consultants who designed and facilitated the Mini-MOST process, the authors of this report, want to congratulate ACHEST senior leadership and the whole team for the impeccable level of participation and focus it demonstrated all along. The team's high degree of commitment to ACHEST's continued performance improvement, and to its capacity to sustain its important mission moving forward is an inspiration to us.

10. Appendices

10.1 Attendance List

No	Name	Org.	Title	Contact	Email
1.	Prof. Francis Omaswa	ACHEST	Executive Director	077564268	omaswaf@achest.org
2.	Patrick Kadama	ACHEST	Director of Policy and Strategy	0712606227	Kadamap2@achest.org
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18.	William Kiarie	MSH	Consultant	+254724714758	wkiarie@insidethebox.co.ke

10.2 Workshop Agenda

Day 1 - Wednesday 25 February 2015

8.30 Arrival and Registration

9.00 Introductions

9.10 Opening Remarks and Context

- Prof. Francis OMASWA, Executive Director, ACHEST
- Alain Joyal, Country Directors' Supervisor, MSH

9.20 Review workshop agenda, clarify expectations and set ground rules

9.30 Rapid assessment using the MOST Tool (Two groups)

10.30 Tea Break

12.00 Present and discuss results of the rapid assessment and compare with initial results (Plenary)

13.00 Lunch

14.00 Assess implementation status of the MOST action plan (Two groups)

15.00 Present and discuss results of the MOST action plan implementation status assessment (Plenary)

16.30 Close and Tea

Day Two - Thursday 26 February 2015

- 8.30 Review Day 1
- 8.45 Identify Key action areas based on MOST and implementation status assessment results (Plenary)
- 9.30 Prioritize Action Points (Plenary)
- 10.30 Tea Break
- 10.45 Develop a new 10-month action plan (Two groups)
- 1.00 Lunch
- 14.00 Present and finalize action plans (Plenary)
- 15.00 Way Forward and Next Steps (Plenary)
- 15.30 Close

10.3 Action Plan Template

Objective: _____

Evidence of Achievement (Indicators): 1 _____

2 _____

Activity	Resources Needed (Human, Financial, Material)	Responsible Person(s)	Implementation Timeline (2015)									
			Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec