
Report on the Participatory Management Organizational Assessment of The African Centre for Global Health and Social Transformation (ACHEST) Using The Management and Organizational Sustainability Tool (MOST)

William Kiarie

September 28,2012

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.

Governance, workshop, LMG, Uganda, JCRC

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Report on the

Participatory Management Organizational Assessment of

The African Centre for Global Health and Social Transformation (ACHEST)

using the

Management and Organizational Sustainability Tool (MOST)



MOST Workshop Dates: 19-21 September 2012

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MSH wishes to thank USAID for the financial support and their participation and guidance on the planning and implementation of this workshop. We would also like to thank Professor Francis for his dedication and commitment toward the continued performance improvement of the organization that he leads. The success of the workshop, demonstrated by the high participation of all members of the ACHEST team, is a testimony of his enlightened leadership. We also want to thank HRSA and GWU for their critical and active participation, valuable guidance and inputs into this process. Finally, we congratulate all members of the ACHEST team who have taken part in this process, including the member of the ACHEST Technical Advisory Board who participated in the MOST workshop.

The Management and Organizational Sustainability Tool (MOST) assessment was carried out by ACHEST staff and Management Sciences for Health (MSH) staff and consultants. The following individuals led this effort:

MOST Workshop Co-Facilitators:	Mr. William Kiarie , MSH Consultant Mr. Paul Waibale , MSH- In-Country Senior Coordinator*
MOST Technical Support and Oversight:	Mr. Alain Joyal , MSH Country Portfolio Director* Ms. Sara Weinstein , MSH Senior Program Officer
MOST Workshop Planning and Logistical Support:	Prof. Francis Omaswa , ACHEST Executive Director

* Alain Joyal and Paul Waibale also visited Uganda in August 2012 to support the planning phase of the MOST.

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1. Abbreviations

ACHEST	The African Centre for Global Health and Social Transformation
CC	Coordinating Center
GWU	George Washington University
HRSA	Health Resources and Services Administration
MEPI	The Medical Education Partnership Initiative
MOST	Management and Organizational Sustainability Tool
MSH	Management Sciences for Health
USAID	United States Agency for International Development

2. Introduction and Background

This report reviews the purpose, expectations and results of the Management and Organizational Sustainability (MOST) workshop that was held at the Royal Suites Hotel in Kampala, Uganda on 19-21 September 2012. This workshop is part of the Leadership, Management and Governance (LMG) project funded by USAID and implemented by a consortium of organizations, including Management Sciences for Health (MSH). Workshop participants included ACHEST staff and one Board Member as well as a representative from ACHEST partner George Washington University (GW).

The African Centre for Global Health and Social Transformation (ACHEST) is a not-for-profit organization based in Uganda. The organization has the following management organs:

- The Executive Board
- Technical Advisory Board
- Expert Panels and Networks
- The Secretariat

The organization has 14 permanent employees but also engages temporary staff as needed. The organization has the vision of *“Africa as a people driven continent enjoying the highest attainable standard of health and quality of life.”* ACHEST’s 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, the 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 overall program evaluation and helping develop communications among MEPI grantees toward the end of 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.

Prior to the MOST assessment, ACHEST had identified the following capacity building and support needs:

- Capacity building for ACHEST staff in:
 - Leadership and management
 - Communication,
 - Financial Management
 - ICT
- Strengthen ACHEST's technical faculty and staff in the medium term
- Improve infrastructure to support the anticipated expansion and increasing complexity of the organization's programs
- Support for the envisaged transition of MEPI African coordination from George Washington University to ACHEST
- Support for strengthened partnerships with key institutions and agencies in Africa and beyond, in keeping with the ACHEST vision.

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 - the ultimate commitment to improving service delivery, and fostering

sustainability through accountability, engagement, transparency, and stewardship. Led by Management Sciences for Health (MSH), the LMG consortium includes the African Medical and Research Foundation (AMREF); 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 has central 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 further equipped to directly manage donor funds and fulfills its role and responsibilities as a Coordinating Center for MEPI with distinction. LMG is to address capacity building needs that will strengthen ACHEST's management and governance capacity with the objective of improving its organizational performance in general and in its role as a CC partner for MEPI.

3. MOST Engagement and Preparatory Phase

Mr. Alain Joyal, Country Portfolio Director, MSH and Dr. Paul Waibale, Country Senior Coordinator, MSH visited Uganda between 13th and 15th August 2012 to support the planning phase of the MOST. During the visit they held meetings with key ACHEST staff and also representatives from USAID, George Washington University and HRSA.

ACHEST:	Prof. Francis OMASWA, Dr. Patrick KADAMA, Dr. Peter ERIKI, Dr. Vincent OJOOME, Dr. Elsie KIGULI MALWADDE, Mr. Johnson EBAJU Ms. Solome MUKWAYA, Mr. Moses ODONGO Mr. Joseph OGWAPIT	Executive Director, Director Policy and Planning Director Health System Director Monitoring and Evaluation Director MEPI/ACHEST Finance Manager Research Fellow Communication Specialist Accounts Assistant
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HRSA: Ms. Christine LIM,

USAID: GWU:	Ms. Michelle WU, Fitzhugh MULLEN,	Public Health Advisor (HSS), GH/OHA Principal Investigator
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Some of the key issues agreed on during the planning visit included:

- The date of the MOST workshop
- The timelines for the finalization and costing the concept note on MSH/LMG capacity building support to ACHEST

The MSH team also met individually with ACHEST staff. During these meetings a certain number strengths and areas to improve emerged. Areas highlighted as needing strengthening include:

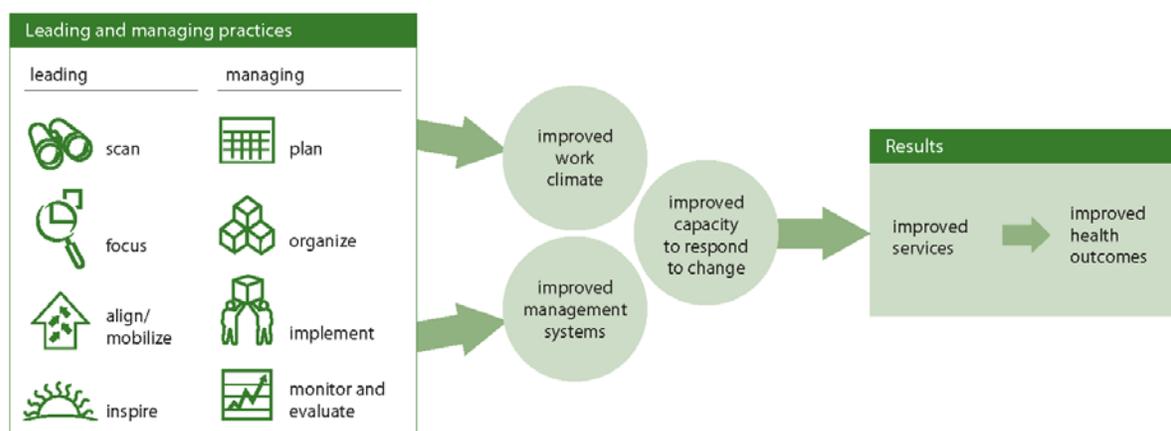
- Strengthening financial management practices and systems including procurement
- Mentorship and leadership of mid-level managers and key staff
- Need to strengthen team work
- Strengthening of HR policies and practices
- Building the institution’s communication capacity
- Improving financial sustainability at program and institutional level

4. MOST Approach and Methodology

The assessment, development of objectives and action plan development was conducted using **MOST** (Management and Organizational Sustainability Tool), 3rd Edition, published in 2010 by MSH. The Management and Organizational Sustainability Tool is a participatory, rapid-assessment process for identifying an organization’s management needs and making concrete plans for improvement. 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, the instrument presents four possible stages of development (1 Being the lowest stage of development and 4 the highest stage), each of which is defined by a set of characteristics. The following were the key steps that were followed in conducting the MOST:

A. Introduction to Leadership and Management practices

Participants were taken through the Leading and Managing for Results Model (see below) and the eight leading and managing practices based on the MSH Leading and Managing Framework. Participants held discussions on ways of using these practices to strengthen ACHEST management and institutional capacity.



B. Discussions on the change process and the principles of change

Participants were also introduced to the change process and principles of change. Principles of change underlie the entire MOST process. A successful MOST experience will bring about changes that begin during the workshop itself and continue long afterward.

The MOST change process comes from within the organization, as the result of an open exchange of views and a successful struggle to reach consensus. MOST embodies four principles of managing organizational change, collected from literature on the subject:¹

1. The change process must meet a real organizational challenge. Change for its own sake is likely to be strongly resisted. Staff will generally support change when they perceive it as essential for resolving issues that affect their organization's ability to live up to its mission. The MOST process applies this principle by using the organization's own staff, rather than outsiders, to identify the areas for change. MOST also requires the organization's director, along with a change leader and change team, to clarify the priority management issues, the rationale for changes, and the details of implementation that result from the MOST process.
2. The change process must be "owned" and guided by key stakeholders. Stakeholders include those who are responsible for making decisions about changes and those who will carry out those decisions. To become supporters and effective implementers of the change process, stakeholders must accept the proposed changes fully and see themselves as integral to the success of the process. In the MOST process, this group is likely to begin with staff who have management responsibilities and take part in the workshop. These staff members "own" the change process fully, as it is they who conduct the management assessment, identify the changes to be made, and develop the plans, with the full support of the director. After the workshop, they will help mobilize their colleagues at all levels of the organization to understand, support, and implement the changes.
3. Short-term results can be milestones on the way to broader, more substantive changes. Sometimes organizations set goals or objectives for change that are so ambitious that the staff think they are unreachable. It is useful to break large goals or objectives into smaller segments and measure progress step by step along the way. MOST is designed to foster smaller, feasible changes that will move an organization toward a higher stage of development.
4. The change process must be supported by staff with clear roles and accountability. An organization cannot make and sustain significant changes with casual, ad-hoc oversight. To keep the change process on track and monitor progress, it must be the long-term responsibility of one or more people who have been assigned this new role and whose performance will be judged, in part, by how successfully they carry out the assignment. The MOST action plan is overseen and monitored by a change leader and change team, whose authority comes from the director.

In light of these principles, participants held discussions on how they could better manage change at ACHEST as they pursue their bold vision of creating an organization that is truly world class.

¹These principles are included in the MOST Manual, 3rd Edition, 2010.

C. Individual and Group Assessment of ACHEST Management, Governance and Organizational Sustainability

As a first step, participants individually reviewed each of the 19 management components covered by the MOST instrument and scored each component at 1, 2, 3 or 4 based on how well developed they believed that component was at ACHEST. They also recorded the evidence they had to back the selected rating. The participants were then split into two groups and used consensus to arrive at a group score for the same 19 components. They again cited evidence for the score they had agreed on as a group.

Refer to appendix 10.3 for the individual and group scores

D. Consensus on Assessment Scores

The two groups in a plenary session discussed those components for which they had divergent scores and again used consensus to arrive at a score that reflected the stage that they believed ACHEST was at currently. To arrive to a consensus score, the groups were encouraged to focus on the available evidence to support the stage selected.

Refer to appendix 10.3 for the consensus ACHEST scores

E. Development and Prioritization of Actionable Objectives

The participants were again split into two groups. Each group was allocated certain management areas for which it was to identify actionable objectives that could take ACHEST to the next higher level of organizational performance. The teams were asked to focus on the management components that had low scores. Each group was provided with a print-out of the results of the consensus scores and the evidence that was given to justify the score. The objectives developed were written on a flip chart and each participant was asked to select (using colored dots) three objectives they felt should be given the highest priority. The votes were used to rank the objectives in terms of priority. Where there were opportunities to merge the objectives, this was done.

F. Development of Action Plans

Six priority objectives were selected and participants were asked to develop a 6-month action plan to achieve each of them. The planned period of six months was arrived at following consultations with the Executive Director. Participants were split into two groups and each group worked on three objectives. The groups presented their action plans in the plenary, received feedback, and made the recommended changes

Refer to appendix 10.4 for the Action Plan template used

G. Team Building Activities

Participants took part in team building activities throughout the workshop. After each activity a debriefing session was held to reflect on the activity, draw out management lessons and identify possible application at ACHEST.

H. Discussions on the Way Forward and Next Steps

Participants were led by the Executive Director in a plenary discussion on the way forward and next steps

5. Workshop Attendance

Twelve out of 14 the members of the ACHEST staff and one board member attended the MOST workshop. In addition, the following individuals participated in the workshop:

- Leigh Anne Butler, George Washington University
- Ms. Christine LIM, HRSA - Thursday, 20 September, 2 to 4 pm, via Skype
- M Brewinski-Isaacs, HRSA - Thursday, 20 September, 2 to 4 pm, via Skype
- N Paranietharan, USAID Uganda - Friday, 21 September, 11am to 1pm
- Gerard Mugema and Patience Nambogga of MSH, Uganda provided administration support

Refer to appendix 10.1 for the complete list of MOST workshop participants.

6. Key Findings

The assessment showed that most management components at ACHEST are well developed and that overall the organization has good management systems and practices. However, as detailed below, there are a number of management components that require strengthening especially as the organization continues to grow, its scope expands, and the complexity of its operations increases. Another positive observation is that none of the components received a consensus score of 1 (the lowest possible score).

A. Areas of Strength

The table below provides a summary of those management components that received the highest rating of 4.

Management Area	Management Component	Remarks
Strategy	Links to Clients and community	It was reported that ACHEST maintains strong links to its stakeholders, including Ministries of Health across Africa and training institutions and civil society organizations worldwide, and involves them in the development and review of its strategy and plans
	Links to Potential Clients	It was reported that ACHEST actively identifies and engages potential clients, for example during the development of proposals
Structure	Lines of Authority and Accountability	ACHEST undertakes regular review of its organizational structure and job descriptions
	Decision- Making	It was reported that staff at different levels were involved

Management Area	Management Component	Remarks
		in the decision-making process
Systems	Communication	Information is widely and openly shared within the organization. It was however noted that there was room for improving the ACHEST website and developing searchable databases
	Human Resource Management	HR policies are in place, are regularly reviewed, and are effectively implemented
	Monitoring and Evaluation	M&E is carried out and reports are issued in a timely manner
	Financial management	Financial management systems and practices have been greatly strengthened. It was however recognized that this is an area that will still require further improvement especially as ACHEST plans for expansion, including (but not limited to) the envisaged priming of the eventual MEPI II.

B. Areas Requiring Improvement

The areas shown in the table below require strengthening as they received a consensus score of 2 or 3.

Management Area	Management Component	Consensus Score (Out of 4)	Remarks
Mission	Existence and Knowledge	3	It was felt that there was need to ensure that the mission was better known, owned and used to guide strategy formulation within ACHEST
Values	Existence and Application	2	As with the mission above
Strategy	Links to Mission and Values	3	It was felt that there is need to ensure a stronger and more formalized link between strategy formulation and the mission and values of ACHEST
Structure	Governance: Board of Directors	3	There is need to operationalize and orient the newly established executive board
	Role and Responsibilities	3	Roles and responsibility can be fine-tuned to ensure there are better aligned with the organizational strategies
Systems	Planning	2 for the institution 4 for programs	Although there is high quality planning for programs, ACHEST does not currently have an institutional strategic plan as the original one has lapsed.
	Information Management: Data Collection	3	It was felt that although the organization was doing fairly well in this area there is room for improvement
	Information	3	Same as above

Management Area	Management Component	Consensus Score (Out of 4)	Remarks
	Management: Use of Information		
	Quality Assurance	3	There is need to strengthen quality assurance through periodic reviews of the system and practices and staff training
	Revenue generation	3	ACHEST has done quite well in attracting and managing donor funded programs. It was however felt that there is a need for a long term strategy to guide resource mobilization and ensure the long term sustainability of the organization
	Supply Management	3	Although supply management systems are in place, there is need to ensure that relevant staff are trained

7. Proposed Objectives to Improve Organizational Management and Sustainability

Working in groups, participants formulated actionable objectives for helping improve the management and organizational capacity of ACHEST. Participants then prioritized the objectives as shown in the table below:

A. Prioritization of Objectives

#	Objective Description	Number of Participants Prioritizing the Objective*	Comments
1	Increase awareness and use of ACHEST mission and values statement	7	It was agreed that the objective would be incorporated into objective number 4 below
2	Review the HR manual and practices to incorporate staff induction and appraisal	3	Selected
3	Strengthen governance by operationalizing the executive board	0	Incorporated in the leadership and management objective – number 9 below
4	Update ACHEST's strategic plan	9	Selected
5	Improve ACHEST's information and communication capacity and practices	6	Selected
6	Strengthen financial and administrative systems and procedures	10	Selected
7	Strengthening systems for quality	0	Not selected

	assurance, monitoring and evaluation		
8	Strengthen revenue generation systems and practices	2	Selected
9	Strengthen the leadership and management capacity of all staff	2	Selected but will incorporate governance

** Each participant was asked to select three out of the nine objectives that they felt should be given top priority*

Below is the final list of the objectives that were selected:

B. Selected Objectives

#	Objective Description
1	Update and disseminate ACHEST's strategic plan
2	Review the HR manual and practices
3	Improve ACHEST's information and communication capacity and practices
4	Strengthen financial and administrative systems and procedures
5	Strengthen revenue generation systems and practices
6	Strengthen the leadership, management and governance capacity of all staff and board

8. Action Plans

The teams developed action plans for the six objectives selected. These action plans are shown below:

Objective 1: Update and disseminate ACHEST's strategic Plan

Evidence of Achievement (Indicators): 1: Facilitators engaged by end of October
2: Stakeholders meeting held in December 2012

Activity To make the strategic plan	Resources Needed (Human, Financial, Material)	Responsible Person(s)	Implementation Timeline						
			Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013
1. Review and update the mission, vision, values and strategies	Facilitator consultant	Executive Director							
2. Review and update the priority programs of ACHEST.	"	"							
3. Review and update the institutional capacity (infrastructure, organizational structure, staffing and other resources)	"	"							
4. Finalize, Print and disseminate the plan	"	"							

Objective 2: Update the HR Manual and Practices

- Evidence of Achievement (Indicators):**
- 1 Committee setup to do the review
 - 2 Draft of a reviewed HR Manual in place

Activity	Resources Needed (Human, Financial, Material)	Responsible Person(s)	Implementation Timeline						
			Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013
1. Set up a committee to review manuals	Internal Staff	Administrator							
2. Review and update the HR manual (induction, performance appraisal)	Internal Staff	Committee chair							

Objective 3: Improve ACHEST’s Information and Communication Capacity and Practices

- Evidence of Achievement (Indicators):**
- 1 Communication Strategy in place
 - 2 High quality website and newsletters in place

Activity	Resources Needed (Human, Financial, Material)	Responsible Person(s)	Implementation Timeline						
			Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013
1. Constitute a team to develop a communication strategy	Internal and external resources Financial	Communication Specialist							
2. Develop a knowledge management platform	TA	Administrator							
3. Develop a searchable database	Internal /TA	Communication Specialist							
4. Develop/improve a regular ACHEST publication/newsletter (online/print)	TA	Communication Specialist							
5. Upgrade ACHEST website	TA	Communication Specialist							
6. Train staff on communication	TA	Communication Specialist							

Objective 4: Strengthen Financial and Administrative systems and procedures

Evidence of Achievement (Indicators): Updated Financial Manual in place

Activity	Resources Needed (Human, Financial, Material)	Responsible Person(s)	Implementation Timeline						
			Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013
1. Review and Update the Financial and Procurement manual	Internal and External resources	Finance Manager							
2. Continue to strengthen financial and administrative capacity (Communication, provide Training opportunities for staff , Exchange visits and Mentorship Opportunities)	Internal and External resources	Finance Manager							
3. Put in place Office/assets management systems and practice - <i>(to be better defined by the change committee)</i>	TA	TBD							

Objective 5: Strengthen revenue generation systems and practices

- Evidence of Achievement (Indicators):**
1. To get consultants hired by end of December 2012
 2. Resource mobilization plan in place January 2013

Activity	Resources Needed (Human, Financial, Material)	Responsible Person(s)	Implementation Timeline						
			Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013
1. Develop a resource mobilization plan	Technical Assistance	TBD							
2. Training of staff on grant writing	"	"							

Objective 6: Strengthen the leadership, management and governance capacity of all staff and Board

- Evidence of Achievement (Indicators):**
1. 1st Executive Board meeting held by end of December
 2. Mentorship program in place by December

Activity	Resources Needed (Human, Financial, Material)	Responsible Person(s)	Implementation Timeline						
			Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013
1. Convene the Executive Board (Support orientation and logistics)	Financial	Executive Director							
2. Establish and run a mentorship program in leadership and management for all staff	TA/ Financial	Administrator							

9. Additional Workshop Output

In addition to the assessment results, objectives and action plans, there were other outputs of the most workshop. These are summarized below:

A. Workshop Expectations

At the beginning of the workshop, participants stated their expectations which are listed below:

1. Get information and support on how we can improve our website
2. Improve team spirit
3. Develop clearer goals, roles and targets over the next six months
4. Improve the harmonization of ACHEST initiatives
5. Develop a clearer organizational direction
6. Obtain a deeper understanding of ACHEST and how we can make it better
7. Develop a stronger team perspective/ buy-in for ACHEST programs in relation to our Vision
8. Review our capacity to manage our increasingly diverse and complex program portfolio
9. Appreciate how to best use the skills of ACHEST staff across programs/functions
10. Improve internal coordination for efficient use of resources
11. Better manage change
12. Set a road map for running ACHEST effectively and efficiently
13. Harness synergies across programs
14. Develop measurable objectives and indicators to track performance of the MOST action plans

B. Output from the Team Building Session

Some of the key lessons participants said they learned from the team building session include:

- “We should never give up”
- “Change is not easy but we can make it happen”
- “We have more potential than we think”
- “We need to be creative in addressing the challenges we face”
- “We need to be focused on those things that are important to us and not be distracted”
- “We should be willing to try new approaches”
- “We must clearly define what results we want to achieve at the start of each assignment”
- “We need to work together”
- “We need to learn from our mistakes”

C. Workshop Evaluation

At the end of the workshop, participants formally evaluated the workshop. The evaluation results were very positive. Some participants however felt that parts of the tool require further customization to take into consideration some of the contextual issues of ACHEST especially the fact that it is currently quite a small organization. Refer to appendix 10.5 for the evaluation tool and appendix 10.6 for the detailed results of the evaluation

9. Way Forward and Change Team

Prof. Francis Omaswa led discussions on the way forward and next steps. Overall it was agreed that the organization together with its partner will work very hard to ensure that the action plans agreed on will be implemented in the next six months. Below is a summary of the next steps that were agreed on:

Activity	Responsible Person(s)	Timelines
First Meeting of the change team	Change-leader	Week of 24 September 2012
MOST Report finalized after review with the ACHEST Executive Director and change team	LMG – MSH/Executive Director	28 September 2012
ACHEST Executive director shares the report with board and staff and makes a call for commitment and action	Executive Director	Week of 1 st October 2012
Integration of MOST action plan into ACHEST's operation plan and review cycles	Executive Director and Change-Leader	Week of 1 st October 2012
Change team meetings every 2- 4 weeks	Change Leader	On-going
LMG - MSH Coaching session 1 for the change team (Half-day)	LMG-MSH/Executive Director	Week of 19 th November 2012
LMG - MSH Coaching session 2 for the change team(Half-day)	LMG-MSH/Executive Director	Week of 11 th February 2013
One-day meeting to present achievements	Executive Director and Change-Leader	4 th of April 2013

The following were selected into the change team:

1. Dr. Patrick Kadama, Director of Policy and Strategy - - **Team Leader**
2. Dr. Elsie Kiguli Malwade, Director of Medical Education Partnership Initiative (MEPI)
3. Ms. Harriet Aguti Malinga, Administrator
4. Mr. Johnson Etyeku Ebaju, Finance Manager

10. Appendices

10.1 Attendance List

No	Name	Organization	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
3.	Ebaju Johnson	ACHEST	Finance Manager	0772426124	jebaju@gmail.com
4.	Elsie KiguliMalwadde	ACHEST	MEPI Director	0782410876	kagulimalwadde@achest.org
5.	Ojooome Vincent	ACHEST	Head, M&E	0772661521	vincentojooome@achest.org
6.	Moses Odongo	ACHEST	Communication Specialist	0773183091	modongo@achest.org
7.	Okoine Abraham	ACHEST	IT Technician	0774157139	aokino@achest.org
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10.2 Workshop Agenda

Day 1 - Wednesday 19 September 2012

8.30 Arrival and Registration

9.00 Introductions

9.15 Opening Remarks and Context

- Prof. Francis OMASWA, Executive Director, ACHEST
- Paul Waibale - In-country Senior Coordinator, MSH
- George Washington University Representative

9.45 Review workshop agenda, clarify expectations and set ground rules

10.00 Introduce the MOST process

10.15 Tea Break

10.45 Linking improved leadership and management to organization results

11.30 Explore the principles of change

12.20 Organizational review - Individual and group exercise

1.00 Lunch

2.00 Organizational review - Individual and group exercise cont.

4.45 Wrap-up

5.00 Close and Tea

Day Two - Thursday 20 September 2012

8.30 Review Day 1

8.45 Organization's Current Status - Plenary Consensus

10.00 Develop actionable objectives and identify indicators for each component – Group Work

10.30 Tea Break

11.00 Develop actionable objectives and identify indicators for each component – cont

1.00 Lunch

2.00 Develop actionable objectives and identify indicators for each component – cont

3.00 Review, validate and prioritize objectives - Plenary Exercise

4.45 Wrap-Up

5.00 Close and Tea

Day 3 - Friday 21 September 2012

8.30 Review Day 2

8.45 Develop an Action plan for identified objectives - Group work

10.30 Tea Break

11.00 Develop an Action plan for identified objectives - cont

11.45 Present Action plans for plenary review and feedback

1.00 Lunch

2.00 Identify Change team and way forward - Prof. Francis OMASWA and Paul Waibale

3.00 Team Building Activity

4.30 Closing Remarks

- Paul Waibale - In-country Senior Coordinator, MSH
- George Washington University Representative
- Prof. Francis OMASWA, Executive Director, ACHEST

4.45 Cocktail

10.3 Individual, Group and Consensus “MOST” Scores

A) Individual Scores

Management Component	Number of People Selecting Stage				Current Stage (Consensus)	Evidence
	1	2	3	4		
Mission						
Existence and Knowledge		3	6	2		•
Values						
Existence and Application		7	2	2		•
Strategy						
Links to Mission and Values		1	7	3		•
Links to Clients and Community			10			•
Links to Potential Clients			6	3		•
Structure						
Lines of Authority and Accountability		2	4	5		•
Governance: Board of Directors			8	2		•
Role and Responsibilities		1	6	4		•
Decision-Making		1	3	7		•
Systems						
Planning		4	1	3		•
Communication			3	8		•
Human Resource Management			7	4		•
Monitoring and Evaluation		1	11			•
Information Management: Data Collection		5	6			•
Information Management: Use of Information			10	1		•
Quality Assurance		6	4	1		•
Financial Management		1	6	1		•

Management Component	Number of People Selecting Stage				Current Stage (Consensus)	Evidence
	1	2	3	4		
Revenue Generation			8	1		•
Supply Management	1	7	3			•

Note: Individuals were asked not to rate components that they were not very familiar with

B) Group and Consensus Scores

Management Component	Group 1		Group 2		Overall Consensus Stage
	Current Stage	Evidence	Current Stage	Evidence	
Mission					
Existence and Knowledge	3	Mission statement is in all the offices and has been quoted by stakeholders	3	Rockefeller and MEPI have frequently cited our mission in their websites	3
Values					
Existence and Application	4	It is frequently discussed in meetings and staff are held accountable	2	Clearly defined in our publications	2
Strategy					
Links to Mission and Values	4	The strategies implement the mission and values	3	Our grant applications are justified by our mission and values	3
Links to Clients and Community	4	Research and needs assessment are carried out. There are regular stakeholder meetings	3	As a research institution, evidence informs strategy	4
Links to Potential Clients	4	There are mechanisms in place	3	Our collaboration with clients is based on evidence	4
Structure					
Lines of Authority and Accountability	4	Organizational chart exists and everyone works according to plan	4	It has been reviewed a number of times	4
Governance: Board of Directors	3	The board meets every two years and an executive board has been appointed	3	Exemplified by the current board and their approval of the performance reports	3
Role and Responsibilities	4	The roles and responsibilities are clearly spelt out	3	Policy and procedure manuals are in place	3
Decision-Making	4	Weekly meetings are held	4	Minutes of staff meetings	4
Systems					
Planning	4	Operational plans are developed in line with	2	There is need for a unified strategic	4 - (Program) 2 - (Institution)

Management Component	Group 1		Group 2		Overall Consensus Stage
	Current Stage	Evidence	Current Stage	Evidence	
		our strategies		plan for ACHEST	
Communication	4	There is open communication within the organization and with stakeholders	4	Relevant information is shared at all times	4
Human Resource Management	4	Policies exist and are in use	4	Policies in place and consistently used and regularly reviewed	4
Monitoring and Evaluation	4	Reviews are done regularly	3	Quarterly reports; technical reports; monthly project updates; annual and biannual reports	4
Information Management: Data Collection	3	This has begun taking root	3	ACHEST performance reports; Annual audit reports (quarterly for some projects)	3
Information Management: Use of Information	3	Prompt feedback is given	3	Production of a newsletter	3
Quality Assurance	3	A lot of effort put in place to make this everybody's business	3	Review of procurement contracts; contracts committee	3
Financial Management	4	A financial management software is being put in place	3	Accurate audit reports produced on time	4
Revenue Generation	3	We are receiving funds from donors	3	There is a growing portfolio of funded projects	3
Supply Management	3	There are procurement systems in place	2	Staff have not yet been trained	3

10.4 Action Plan Template

Objective: _____

Evidence of Achievement (Indicators): 1 _____
 2 _____

Activity	Resources Needed (Human, Financial, Material)	Responsible Person(s)	Implementation Timeline						
			Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013

10.5 Workshop Evaluation Form

1. In a scale of 1 to 5, rate the effectiveness of the MOST workshop in realizing the set out objectives.

Tick as appropriate (1 being the lowest score and 5 being the highest score)

1	2	3	4	5

2. Which of the issues addressed did you find most useful?

3. What did you learn in this workshop that you can apply in your work?

4. What feedback do you have for improving the process?

Thank You for the Feedback

10.6 Detailed Evaluation Results

Workshop Evaluation Results

Below is a summary of the results of the workshop evaluation:

1. **Number of Respondents:** 12
2. **Rating of the effectiveness of the MOST workshop**

Rating (1 being the lowest and 5 being the highest)	Number of respondents selecting rating
1	0
2	0
3	1
4	9
5	2

3. Issues that the participants found Most Useful

- Introduction to leadership and management
- The MOST framework and approach
- Importance of mission and vision
- The importance of making realistic goals
- The teamwork session
- The need for an institutional strategic direction

4. Lessons the participants feel they can apply

- The importance of enhancing teamwork
- The importance of engaging employees at all levels
- Management of change
- Persistence and determination especially in the face of challenges
- Using participatory approaches in planning
- Use of colored “dots” in prioritization of objectives
- Maintaining a focus on results

5. Feedback on the MOST Process

The main feedback was that for some of the components, the wording was not appropriate for an organization like ACHEST because of its small size and hence the need for some tool customization

6. Quotes

Below are some verbatim quotes derived from the responses given in the MOST workshop evaluation questionnaire:

- *“All the issues addressed through the MOST process were very useful. They were organized logically and one issue led to the next.”*
- *“The approach was very practical and easy to understand”*
- *“We need more workshops like this one to build our capacity”*
- *“The team building session was very stimulating”*
- *“I found the review very useful. We were able to put our organization under the microscope”*
- *“MSH needs to provide support and follow-up for the identified priority areas”*