

Strategic Plan Overview



Kyetume Community-Based Health
Care Programme

Strategic Plan for 2009-2014

- Prepared by:
MIT Sloan Global Entrepreneurship Lab
Global Health Delivery 2008-2009
Kyetume CBHCP Team
 - *Deborah Schapira (Team Leader)*
 - *Lisa Griffiths*
 - *Catharina Lavers*
 - *Jon Potter*

- Presented January 23, 2009

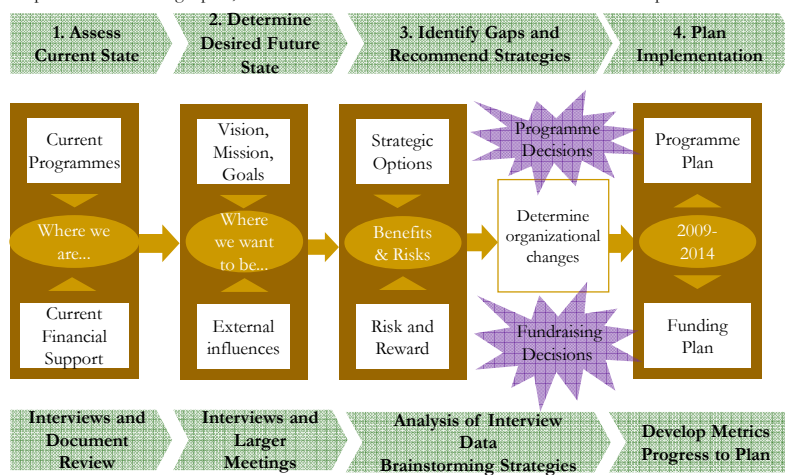
Process Overview



KCBHCP Strategic Planning 2009-2014

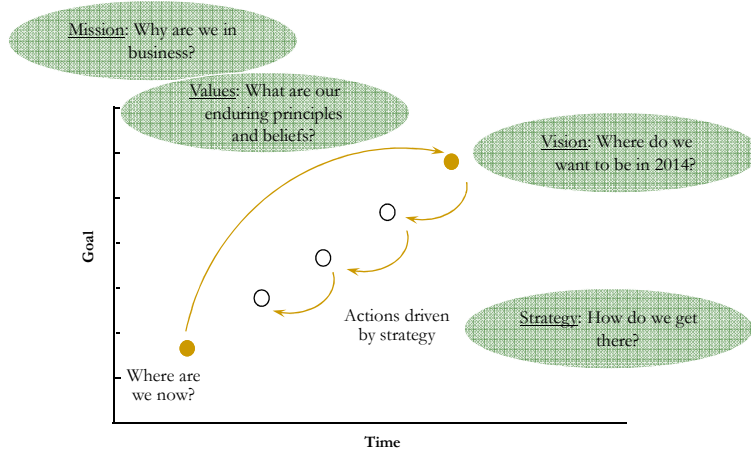
Strategic Planning Process

To develop KCBHCP's strategic plan, the team undertook an abbreviated version of the below process.



Strategic Planning Framework

KCBHCP's values, mission and 5-year vision guided the process for determining a strategy to reach these goals.



23-Jan-09

CONFIDENTIAL

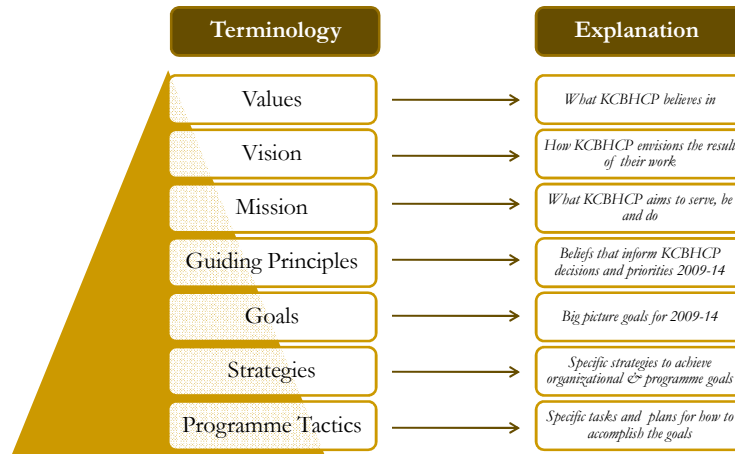
5

Organizational Overview



Strategic Plan Terminology

Distinctions were made regarding KCBHCP's values, vision, mission, guiding principles, goals, strategies and tactics.



23-Jan-09

CONFIDENTIAL

7

Statement of Values

- KCBHCP believes in **human rights and equal treatment** of all individuals, regardless of religion, race, creed, health, economic or social status
- KCBHCP is a **participatory, community-based** organization that values the contributions of all stakeholders including staff members, volunteers, beneficiaries, government leadership and the community at large
- KCBHCP **respects and values the multiple religious denominations** within Mukono South and their role in mobilizing the community
- KCBHCP develops and revises programmes and activities **in response to the needs of the community**
- KCBHCP believes in **providing holistic, wide-reaching care** to the community, especially those who are underserved
- KCBHCP attempts to implement change by **influencing the behavior of the members of the community**

Source: KCBHCP Executive Board meeting

23-Jan-09

CONFIDENTIAL

8

KCBHCP's Vision

KCBHCP exists to see a productive healthy society responsive to its fundamental human rights and obligations.

Kyetume's organizational vision for 2014 is one of financial strength and demonstrated impact through quality, holistic support services for the residents of Mukono South.

23-Jan-09

CONFIDENTIAL

9

KCBHCP Mission Statement

Kyetume CBHC Programme strives to improve the general health standards of underserved rural people within Mukono District and Uganda at large by influencing socio-economic and spiritual behavior of rural communities using a community based involvement/participatory and human rights approach.

23-Jan-09

CONFIDENTIAL

10

Guiding Objectives for KCBHCP

- To advocate for recognition, protection and provision of **quality health care as a fundamental human right**
- To **reduce maternal and infant mortalities and morbidity** rates among the rural population
- To **promote family planning and reproductive health** among our target populations to avoid unplanned pregnancies resulting in unmanageable family sizes
- To **reduce further transmission of HIV/AIDS** and to **enhance the psychological and social adjustment of those already infected and affected**
- To **establish, support and improve the existing income generating activities** for poverty reduction, nutrition, and food security
- To facilitate the increase of community support programmes aimed at **uplifting community standards** through **preventative health, nutrition, environmental sanitation and access to safe water sources**
- To **build and enhance the capacity of the target community** to be able to identify and prioritize their needs and problems to make appropriate interventions in a participatory manner
- To promote strategies geared toward **environmental protection** including wetlands
- To **support functional adult literacy** as an approach to sustainable development

23-Jan-09

CONFIDENTIAL

11

Core Strengths of KCBHCP

- Community trust and involvement
- Committed leadership and volunteers
- Involved and visionary Executive Board
- Sound physical infrastructure at Kyetume Health Center and Kyetume CBHCP Emma & Greg Resource Center
- Expertise in both programmes and clinical care
- Integrated approach to health services, education, socio-economic empowerment and spiritual development

Source: Stakeholder interviews

23-Jan-09

CONFIDENTIAL

12

External Perceptions of KCBHCP

Beneficiaries

- Thankful for free or low-cost health services, programmes and training
- Disappointed when programmes are discontinued (ex. home visits in Katosi)

Government Leaders

- Perceive KCBHCP as a stable and transparent organization; an important part of the community
- Considers the role of KCBHCP when creating county's strategic plans

Donors

- Value KCBHCP's holistic approach, particularly clinical facilities, community involvement and participatory approach to health care
- Have mixed opinions on KCBHCP's grant reporting

23-Jan-09

CONFIDENTIAL

13

Strategic Overview & Five-Year Vision



Overarching Goals 2009-14 (1)

- Goal 1: Increase and diversify revenue portfolio in order to secure stable funding and improve KCBHCP's long-term financial position.
- Goal 2: Improve the recruitment, retention and development of KCBHCP human resources, including personnel, volunteers and partners, resulting in a transparent, client-friendly, professional organization.
- Goal 3: Define and develop programme focus by balancing the portfolio of activities and investing in programme development in order to more fully meet the mission of holistic, community based care.

23-Jan-09

CONFIDENTIAL

15

Overarching Goals 2009-14 (2)

- Goal 4: Improve KCBHCP's ability to measure programme impact and client health outcomes in order to implement continuous improvement strategies and increase organizational learning.
- Goal 5: Grow KCBHCP programmes at an appropriate and sustainable pace in order to maximize the organization's impact in the community and continue expanding its reach.

23-Jan-09

CONFIDENTIAL

16

Goal 1: Increase and diversify revenue portfolio in order to secure stable funding and improve KCBHCP's long-term financial position.

- Strategy: Increase earned income
 - Implement a sliding-scale fee structure in the health centre that is fair to clients and enforceable by Kyetume staff.
 - Pursue earned income opportunities across all interventions as a foundational source of revenue for the organization.

23-Jan-09

CONFIDENTIAL

17

Goal 1: Increase and diversify revenue portfolio in order to secure stable funding and improve KCBHCP's long-term financial position.

- Strategy: Diversify funding sources
 - Increase fundraising capacity through additional administrative staff devoted to fundraising and ongoing training in fundraising programme implementation.
 - Develop stable revenue base through the patient implementation of a fundraising programme that emphasizes consistent, long-term funding from a variety of sources in multiple categories.

23-Jan-09

CONFIDENTIAL

18

Goal 2: Improve the recruitment, retention and development of KCBHCP human resources.

- **Strategy:** Focus on staff development and retention activities that incentivize long-term employment and professional growth of employees within the organization.
 - Improve operational effectiveness by increasing leadership capacity within the organization, focusing on developing the management team and beginning to plan for succession of key leaders.
 - Invest in staff by offering continued training and recurrent vocational education opportunities, or by enabling staff to take short-term leaves in order to enroll in training programmes related to their work.

23-Jan-09

CONFIDENTIAL

19

Goal 2: Improve the recruitment, retention and development of KCBHCP human resources.

- **Strategy:** Increase ability to reward and retain volunteers.
 - Improve volunteer recognition programmes by hosting events, providing small supplies to support their work and presenting annual awards. Focus on reinforcing their role as key stakeholders in the organization.
 - Develop systems for managing the work of visitors and foreign volunteers, defining possible projects and appointing a member of the management team to serve as a lead liaison.

23-Jan-09

CONFIDENTIAL

20

Goal 3: Define and develop programme focus by balancing the portfolio of activities and investing in programme development.

- **Strategy:** Balance KCBHCP's programme portfolio so that non-HIV specific programmes are as effective as HIV-related care programmes.
 - Increase investment in maternal and child health and economic support programmes. Develop a range of activities within this portfolio, including Orphans & Vulnerable Children, School-based health education, women's health, tuition assistance and food security programmes.
 - Increase operational effectiveness at the management level so that all programmes are adequately staffed, supported and supervised.

23-Jan-09

CONFIDENTIAL

21

Goal 3: Define and develop programme focus by balancing the portfolio of activities and investing in programme development.

- **Strategy:** Increase disease-prevention activities to decrease the incidence of our most-commonly treated infectious diseases.
 - Identify key factors contributing to the most prevalent infectious diseases and define strategies for preventing the continued proliferation within Mukono County South.
 - Increase education and other prevention activities, including community outreach and sensitization through churches, theater activities, workshops, and school-based health care services and programmes.

23-Jan-09

CONFIDENTIAL

22

Goal 4: Improve KCBHCP's ability to measure programme impact and client health outcomes.

- Strategy: Assess the effectiveness of current and desired future measures of programme and treatment outcomes and strengthen ongoing monitoring.
 - Begin a targeted impact assessment process focused on analyzing success-rates for key programmes, with a goal of continuous reassessment for the programme portfolio, determining programme strengths and areas of need.
 - Continue investment in Data Management Information Systems (DMIS) and scope a comprehensive data project to define additional data needs and improved tracking and use guidelines for staff users.

23-Jan-09

CONFIDENTIAL

23

Goal 4: Develop KCBHCP's ability to measure programme impact and client health outcomes.

- Strategy: Strengthen KCBHCP's reputation by increasing communications and marketing presence in order to convey impact and further develop local support for KCBHCP programmes.
 - Promote KCBHCP's vision and mission, emphasizing KCBHCP's role as a source of community health care and services.
 - Conduct outreach to donors, churches, staff, volunteers, community-members and beneficiaries to reinforce KCBHCP mission and solicit input on programme effectiveness.

23-Jan-09

CONFIDENTIAL

24

Goal 5: Grow KCBHCP programmes at a sustainable pace in order to maximize the organization's impact.

- Strategy: Improve quality of care and strengthen our ability to impact behaviors and client outcomes among our existing programmes.
 - Ensure new and existing programmes are sustainable by developing long-term funding, staff succession and cross-training plans.
 - Communicate programme expectations and manage community perception of new programmes when introduced.

23-Jan-09

CONFIDENTIAL

25

Goal 5: Grow KCBHCP programmes at a sustainable pace in order to maximize the organization's impact.


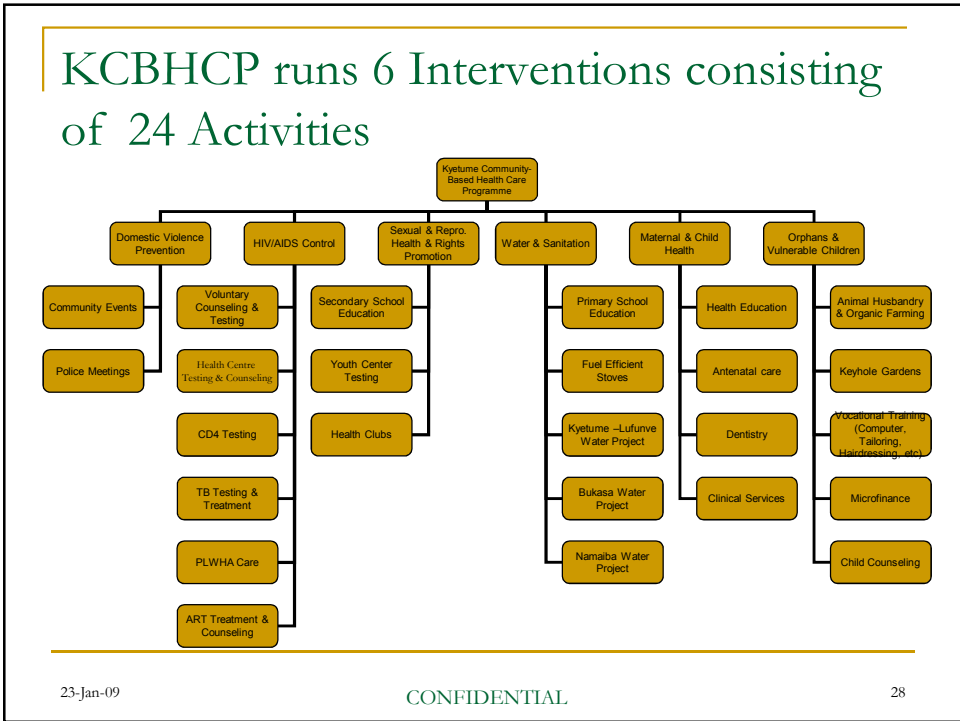
- Strategy: Clarify resource allocation between existing programmes and health centers and set targets for growth.
 - Communicate resource allocation decisions to staff at all centers and between programmes.
 - Set clear annual priorities for programme funding and clinic operations so that staff and community stakeholders are aware of growth objectives and decision criteria.

23-Jan-09

CONFIDENTIAL

26

Programme Plan

Programmatic Best Practices

Utilizing best practices recognized by other for-profit and not-for-profit organizations will enable KCBHCP to successfully run, manage and track their programmes, and effectively service its beneficiaries.

1. **Strength precedes growth** – ensure programmes are robust before expanding to new client markets
2. **Funding precedes launch** – secure funding for a project before dedicating expensive time and resources
3. **Rigorously track programme metrics** – regularly collect information on the impact and scale of interventions in order to show progress
4. **Centralize some programmatic functions** – reduce duplication of efforts across each intervention and maximize resource sharing
5. **Improve impact by providing access to multiple interventions for existing clients** – focus on providing an appropriate level of care to core constituency of clients
6. **Encourage transparency** – when communicating with clients, make only reasonable commitments that can be met; ensure that selection criteria for programmes are clear to all

23-Jan-09

CONFIDENTIAL

29

Programmatic Considerations

Each intervention and activity should be periodically reviewed for goal alignment

1. **Alignment with Mission** – Programme or service is consistent with KCBHCP mission and priorities
2. **Appropriate to Community** – Services provided are relevant to the specific needs of the community
3. **Value to Community** – Services provided are those that are of greatest use to the community
4. **Quality of Service** – Service can consistently be delivered at the desired level of quality
5. **Client Access** – Services are consistently available to the targeted community
6. **Fundability** – Programmes are structured and defined in a way that meets relevant funding requirements

23-Jan-09

CONFIDENTIAL

30

Overall Portfolio Assessment

The following assessments were made of the current KCBHCP programmes:

STRENGTHS	WEAKNESSES
KCBHCP programmes have contributed greatly to the quality of life of many individuals and communities	Many interventions lack depth in services
Programmes are developed specifically around needs in the community	Cessation of programmes (i.e. outreaches) has compromised KCBHCP's reputation in some areas
Staff believe in the mission and work of the organization	When developing new activities, need to do more to ensure fundability, long-term viability, and alignment with KCBHCP objectives
Volunteers are extensively utilized to deliver needed services and outreach in widely dispersed areas	Must continue to improve data management analysis tools to reduce staff burden and improve impact assessment
Volunteers are respected in communities, and see great value in their work	Staff are dedicated, but need ongoing encouragement and incentive (monetary and non-monetary)
Greatest programmatic strengths are in area of HIV/AIDS and palliative care	Delays in orders and supplies may be exacerbated by bottlenecks in decision-making authority
Current interventions cover a significant portion of client needs	Disparity exists between services and infrastructure at the Kyetume vs. Katosi facilities

23-Jan-09

CONFIDENTIAL

31

Observations & Recommendations: Domestic Violence Prevention

Suggested areas of focus:

- Seek partnership with local authorities to develop resources for abused women: go beyond “sensitization” to “action”
- Work closely with Oxfam to ensure common priorities for continued growth

Suggested metrics:

- # Community Sensitisation Events (and # new/repeat attendees per event)
- Change (+/-) in reported cases of domestic violence

Note: care must be used in the interpretation of this metric, as an increase in reported incidents may be considered a positive result and a reflection of changes in local mores.

23-Jan-09

CONFIDENTIAL

32

Observations & Recommendations: HIV/AIDS Control Project

Suggested areas of focus:

- Develop regular schedule of drug deliveries to Katosi; inconsistent drug availability is causing damage to reputation
- Enhance opportunities for collection of user fees
- Seek funding for sustained expansion of home kit and home visit programme

Suggested metrics:

- # clients on ART treatment (Nakisunga & Ntenjeru as % of population)
- # home care visits/ # visits per client
- # home care kits provided
- % population tested (with/without symptoms)

23-Jan-09

CONFIDENTIAL

33

Observations & Recommendations: Orphan Support Programme

Suggested areas of focus:

- Establish criteria for award of OVC benefits to improve perception of fairness and transparency
- Review successful MFI programmes and best practices in order to strengthen programme and prepare for additional funding opportunities
- Set schedules and skill levels for vocational training programmes; increase percentage of paying students

23-Jan-09

CONFIDENTIAL

34

Observations & Recommendations: Orphan Support Programme (continued)

Suggested metrics:

Heifer Programme

- # of animals distributed
- # applications received
- % increase in family income
- % increase in school attendance for orphans

Keyhole Gardens

- # gardens created
- % gardens in continued use
- Weight or other measure of nutrition of children in homes with gardens

Child Counselling

- # children counselled/ frequency of counselling

Vocational Training

- # matriculated/graduates of training programmes (M/F)
 - Grades/academic records of degree candidates
 - # businesses started by graduates
 - % graduates employed within the field of training 1 year after graduation
 - % of students paying full/subsidized rates
 - % change in application rates for each training course
 - # vocational training schedules
- #### Microfinance
- % default rate at periodic intervals (month/quarter/ year)
 - Total size of loan pool (US\$)
 - # loans issued/ % applications approved
 - Average size of each loan

23-Jan-09

CONFIDENTIAL

35

Observations & Recommendations: Sexual & Reproductive Health

Suggested areas of focus:

- Develop regular curricula for use in schools
- Determine target adolescent populations (i.e. OVCs, particular primary schools, etc)
- Involve older students in education programmes for younger students

Suggested metrics:

- # of schools and students reached/ # of sessions per year
- Pre and post-education session attitudes/perception evaluations
- # youth seeking testing and counselling for STIs
- % of youth testing positive for STIs
- % decrease in unplanned adolescent pregnancy

23-Jan-09

CONFIDENTIAL

36

Observations & Recommendations: Water & Sanitation

Suggested areas of focus:

- Secure funding for Lufunve Water Project
- Begin work on new projects only when funding is secured

Suggested metrics:

- # fuel efficient stoves built
- % of fuel efficient stoves in use
- A measure of relative health of women using these stoves
- % of community with access to clean water
- Revenue generated from community water sources

23-Jan-09

CONFIDENTIAL

37

Observations & Recommendations: Maternal & Child Health

Suggested areas of focus:

- Rename programme to properly represent breadth of services rendered: "Clinical Health Services"
- Sell lab services to partner organizations to leverage excess capacity (e.g. CD4)
- Seek additional transportation options (ambulance) for patient care and client access
- Consider services to underserved groups such as elderly, disabled, pediatric
- Consider layout of clinics to maximize patient privacy and minimize risk of infection transmission

Suggested metrics:

- % of lab capacity utilized
- % of children immunized
- # mothers seeking & receiving antenatal care
- # of infant deliveries
- # clients served, # of interactions with each client
- # of clients served, by service type

23-Jan-09

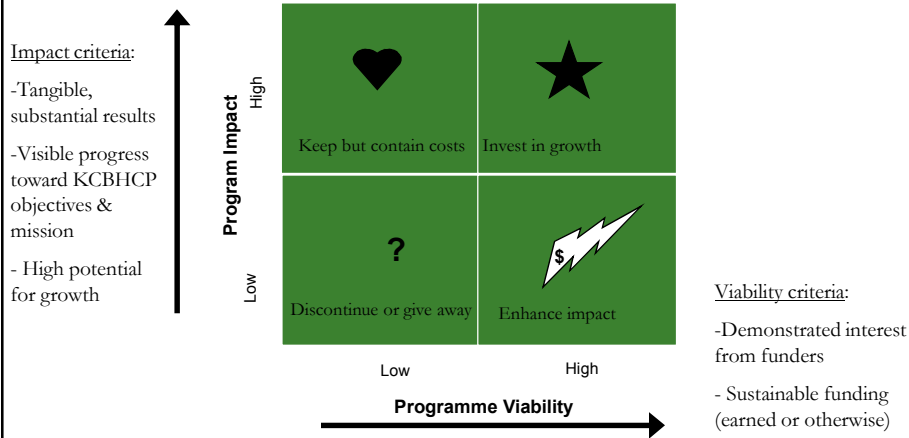
CONFIDENTIAL

38

Programme Portfolio – Impact and Viability Assessment Tool

KCBHCP should conduct a more complete evaluation of each program.

Try to move programmes away from (?) toward ★



23-Jan-09

CONFIDENTIAL

39

Immediate Recommendations

While tactical recommendations are beyond the scope of the strategic plan, the team has a few specific recommendations for immediate programmatic improvement:

- Expand authority delegated to key individuals to reduce administrative bottlenecks
- Designate an education coordinator to organize all the education-based activities to reduce redundancy and streamline the calendar
- Coordinate data-processing efforts between health and resource centers to limit duplication of work
- Develop a wish-list or schedule of projects for volunteers to continue leveraging international relationships

23-Jan-09

CONFIDENTIAL

40

Appendices



Interviews

INTERVIEWEE	TITLE	DESIGNATION	INTERVIEW
AISU, ESTHER	PROJECT OFFICER	STAFF	8-Jan-09
BUKENYA, ISAAC	PROJECT ACCOUNTANT	STAFF	9-Jan-09
GUTTABINJI, KANVIN	COUNSELOR	STAFF	16-Jan-09
KABANDA, JOHN	CLINICAL OFFICER	STAFF	9-Jan-09
KIYIMBA, MUKASA JOHN	PROGRAMMES DIRECTOR, BOARD MEMBER, FOUNDER	STAFF, EXECUTIVE BOARD	15-Jan-09
MUBIRU, REUBEN KAGGWA	PROGRAMMES MANAGER	STAFF	12-Jan-09
MWASA, GEORGE WILLIAM	LAB TECHNICIAN	STAFF	8-Jan-09
NAGAWA, BETTY	COUNSELOR	STAFF	8-Jan-09
MAKIBWE, DENIS (DANIEL)	COMMUNITY NURSE	STAFF	16-Jan-09
NAMUKASA, DOROTHY	DATA OFFICER	STAFF	9-Jan-09
NAMUTEBI, JOLLY	COMMUNITY NURSE	STAFF	14-Jan-09
NANGABANE, MARGRET	TAILORING INSTRUCTOR	STAFF	8-Jan-09

23-Jan-09

CONFIDENTIAL

62

Interviews (continued)

INTERVIEWEE	TITLE	DESIGNATION	INTERVIEW
NANSUBUGA, REBECCA	COMPUTER INSTRUCTOR	STAFF	8-Jan-09
SSERUNKUUMA, GODFREY	MOBILIZER	STAFF	12-Jan-09
WASWA, J. ZAAKE (Julius)	PROJECT OFFICER	STAFF	9-Jan-09
MATILDA, ALICE	CASHIER	STAFF	19-Jan-09
KASALIRWE, DAVID	VETERINARY OFFICER	STAFF	19-Jan-09

23-Jan-09

CONFIDENTIAL

63

Interviews (continued)

INTERVIEWEE	TITLE	DESIGNATION	INTERVIEW
MUTYABA, G. FRED	CHAIRPERSON	EXECUTIVE BOARD	15-Jan-09
NSUBUYA, HARRIET	BOARD MEMEBER	EXECUTIVE BOARD	15-Jan-09
DR. KUTESA, ANNET	BOARD MEMEBER	EXECUTIVE BOARD	15-Jan-09
HAJJI TWAHA	BOARD MEMEBER	EXECUTIVE BOARD	15-Jan-09
REV. KIBALAMA, FREDERICK	BOARD MEMEBER	EXECUTIVE BOARD	15-Jan-09
MAWANDA, DICK	CHAIRPERSON, NAKISUNGA	SUB-COUNTY LEADER	16-Jan-09
	HEALTH INSTRUCTOR, NAKISUNGA	SUB-COUNTY LEADER	16-Jan-09
BAKANANSA, CISSY	CDO, NTENJERU	SUB-COUNTY LEADER	14-Jan-09
SSENTOMGO, RICHARD	INTERN, NTENJERU	SUB-COUNTY LEADER	14-Jan-09

23-Jan-09

CONFIDENTIAL

64

Interviews (continued)

INTERVIEWEE	TITLE	DESIGNATION	INTERVIEW
GODFREY	CCA*, NAKISUNGA	VOLUNTEER	14-Jan-09
MOSES	CCA*, NAKISUNGA and BOARD MEMBER	VOLUNTEER, EXECUTIVE BOARD	14-Jan-09
DAVID	CCA*, NAKISUNGA	VOLUNTEER	14-Jan-09
VIAN	CCA*, NAKISUNGA	VOLUNTEER	14-Jan-09
GEORGE	CCA*, NAKISUNGA	VOLUNTEER	14-Jan-09
JOYCE	CCA*, NAKISUNGA	VOLUNTEER	14-Jan-09
HABYAMBERE, PASSY	CCA*, NAKISUNGA	VOLUNTEER	16-Jan-09
BUDDE, MILLY	CCA*, NAKISUNGA	VOLUNTEER	16-Jan-09
LUKEERA, MALIYA	CCA*, NAKISUNGA	VOLUNTEER	16-Jan-09
VIVIAN	CCA*, NAKISUNGA	VOLUNTEER	16-Jan-09

* CCA = Community Counseling Aid

23-Jan-09

CONFIDENTIAL

65

Interviews (continued)

INTERVIEWEE	TITLE	DESIGNATION	INTERVIEW
BENEFICIARY #1	BENEFICIARY	CLIENT, NAKISUNGA	14-Jan-09
BENEFICIARY #2	BENEFICIARY	CLIENT, NAKISUNGA	14-Jan-09
BENEFICIARY #3	BENEFICIARY	CLIENT, NTENJERU	16-Jan-09
BENEFICIARY #4	BENEFICIARY	CLIENT, NTENJERU	16-Jan-09
BOSCO	HIV/AIDS TECHNICAL ADVISOR, IRCU*	DONOR	20-Jan-09
DR. IMAN	PROGRAMME OFFICER, ART & PALLIATIVE CARE, IRCU*	DONOR	20-Jan-09
MR. KITAKULE	ACTING SECRETARY GENERAL, IRCU*	DONOR	20-Jan-09
BALILUNDA, JOSEPH	HIV/AIDS FOCAL PERSON, OXFAM	DONOR	20-Jan-09
OREGEDE, SUSAN	GBV PREVENTION MANAGER, OXFAM	DONOR	20-Jan-09

TOTAL # INTERVIEWEES: 45

* IRCU = Inter-Religious Council of Uganda

23-Jan-09

CONFIDENTIAL

66

Objectives from 2003-07 Strategic Plan

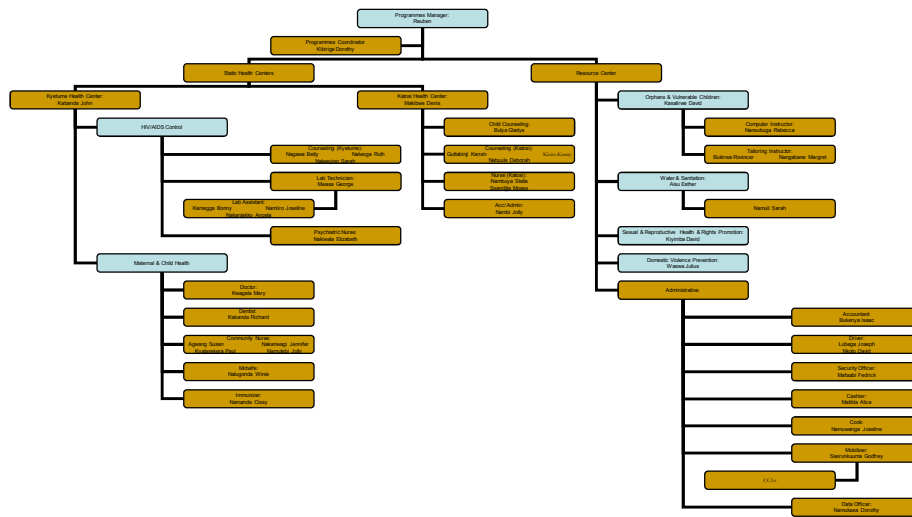
- To advocate for recognition, protection and provision of quality health care as a fundamental human right
- To reduce maternal and infant mortalities and morbidity rates among the rural population
- To promote family planning and reproductive health among our target populations to avoid unplanned pregnancies which result in unmanageable family sizes
- To reduce further transmission of HIV/AIDS and to enhance the psychological and social adjustment of those already infected and affected
- To establish, support and improve the existing income generating activities for poverty reduction, nutrition, and food security
- To facilitate the increase of community support programmes aimed at uplifting community standards through preventative health, nutrition, environmental sanitation and access to safe water sources
- To build and enhance the capacity of the target community to be able to identify and prioritize their needs and problems to make appropriate interventions in a participatory manner
- To promote strategies geared toward environmental protection including wetlands
- To support functional adult literacy as an approach to sustainable development

23-Jan-09

CONFIDENTIAL

67

Staff Organizational Chart (as of Jan 2009)

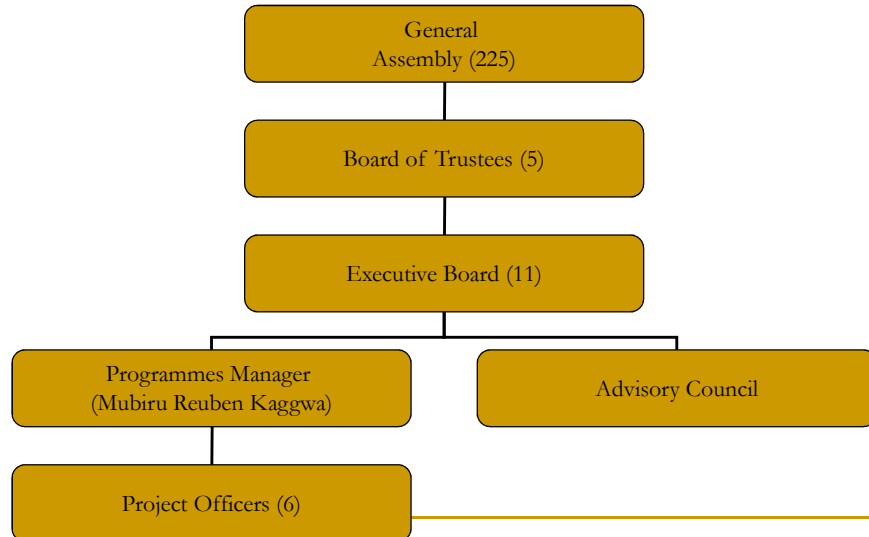


23-Jan-09

CONFIDENTIAL

68

Management Structure (as of Jan 2009)

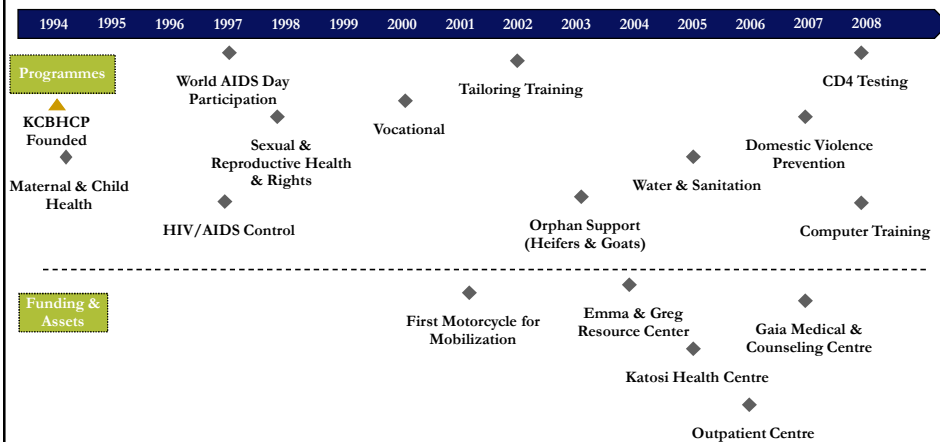


23-Jan-09

CONFIDENTIAL

69

Organizational History & Accomplishments



23-Jan-09

CONFIDENTIAL

70

