

Strategic Visioning Exercise

Pakistan National AIDS Consortium

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Introduction:

Pakistan National AIDS Consortium (PNAC) is a registered network of more than 350 NGOs from different provinces and regions of Pakistan. It is a non-governmental and non profit network working for the prevention and control of HIV/AIDS. PNAC aims to prevent the AIDS epidemic from engulfing the general population. PNAC advocates on behalf of the people living with HIV/AIDS as well as other vulnerable and marginalized groups, to create an environment of openness, gender equality, equity, free access to services and respect for human rights. PNAC's constituent consortia are: Balochistan AIDS Network, Kashmir AIDS Consortium, Northern Areas AIDS Control Consortium, NWFP AIDS Consortium, Punjab AIDS Consortium; and Sindh NGO Network of HIV/AIDS.

PNAC is implementing a project titled "Building-Up Rights-Based Approaches to HIV/AIDS in Pakistan: A National Civil Society Capacity Building Project." commonly known as the TAMEER Project, in collaboration with Interact Worldwide, and funded by European Commission and DFID. This Programme aims to enhance the capacity of HIV/AIDS NGOs and to help them be effective and enduring partners in public-private sector partnerships fighting HIV and AIDS.

PNAC is a major contributor to the national response in line with Government of Pakistan's strategic Framework 1999-2006.

Rationale for the Activity;

PNAC's current programme cycle will conclude by December 2006. PNAC initiated a process for articulating its future vision and strategies for next five years in line with national strategic framework and needs of the HIV and AIDS sector in Pakistan through a consultative process, with all its stakeholders. The strategic planning process begun with a rapid performance review including an assessment of the processes and activities through which PNAC delivers its programmes, and the relevance, efficiency, effectiveness, impact and sustainability. The Strategic Planning also, included an assessment of current framework and response analysis, identification of strategic priority focus areas and an action plan including scope of programme, resources required, sources of funding, and institutionalization of systems and approaches.

While, the PNAC is conducting its strategic planning for the next five years. This is the opportune time, as it will also coincide with the strategic review and planning of the national HIV/AIDS response for the next five years by the Government of Pakistan (GoP). Thus PNAC can play its important role by streamlining its strategic focus and by influencing the Government of Pakistan in ensuring that wider and more effective partnership arrangements are established and joint collaborative efforts among all the stakeholders (especially public sector and civil societies) are fostered in addressing the national response.

Objectives:

1. **To conduct situational and response analysis:** rapid assessment of the opportunities and challenges in areas in which PNAC is active and that can help determine the market niche for PNAC based on PNAC's comparative advantage s-à-vis other similar support organisation and network

2. **To identify key strategic priority areas for PNAC:** identification of ways and means of moving PNAC in the next five years from programmatic, management and strategic leadership perspective and to develop PNAC as a recognized hub for civil society in Pakistan in the field of sexual and reproductive health and partner of choice in all relevant PPP.
3. **To develop an action plan for next five years;** (human, financial and programs), including workplan, budget and strategies of mobilizing recommendations for deciding on the enhancing PNAC’s role with Provincial/Regional Consortia and making their activities congruent with the broader objectives of PNAC, and for laying out a process for further improvement.

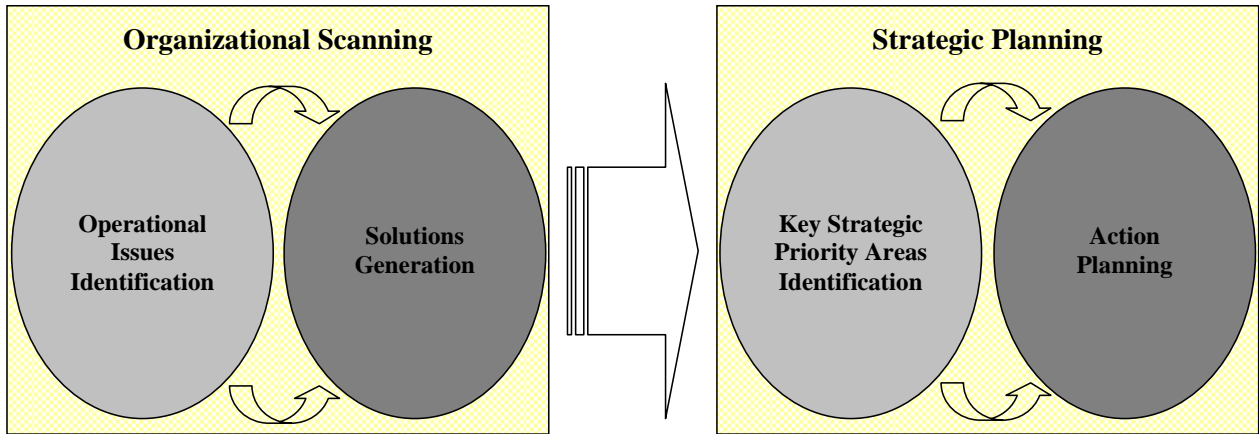
Outputs:

1. Operational / strategic review document
2. Resource mobilization strategies

Methodology:

The exercise commenced by identifying the current situation and the responses to that situation made by the PNAC and its wider stakeholders. The traditional planning also took into account the “problem solving” approaches which helped in identifying the felt needs, identification of problem, analysis of causes followed by action planning. The basic assumption remained that *an organization is a problem to be solved*. Considering the structure and organizational ethos of PNAC, an “appreciative enquiry” followed this exercise. This approach envisages appreciating and valuing the best of what is, envisioning what might be, and dialoguing what should be. The basic assumption in this approach is that *an organization is a mystery and has potentials to be revealed*.

Conceptual Framework:



Day - I

Situation & Response
Analysis

Methodology:

First part of the strategic visioning exercise initiated with a review / rapid analysis of current operational being experienced at the managerial / governance level: using a problem solving approach. The rationale being to take into account the problems being faced at the operational level, before going ahead with the planning for the future.

Each section participated (represented by the incharge) took part in the discussion (see participation: Annexure – I). The President, National Manager, Director Technical IWW and Financial Advisor IWW responded and solutions related to identified areas were agreed, using a participatory approach: (See matrix – operational issues).

Following PNAC sections participated in the exercise:

- Programme Section
- M&E Section
- Finance Section
- Administration Section
- Communication / Advocacy Section
- IT Section
- Support Section

Based on the operational issues identified and actions proposed following matrix was developed.

Sr.	Issue	Discussion	Action Proposed	Responsibility	Follow up
1.	Work plan: Implementation	All PNAC staff to accomplish all activities as per their approved work plan	Travel requests; signed in advance	All staff	NM / M&E
			Advance for traveling equivalent to one salary	NFM, AO	
2.	Staff Capacity building	Active participation of staff during meetings / workshops / trainings	All staff must attend meetings / workshops / trainings with some back ground knowledge about the issue	All staff	NM / NTC
3.	Employee Benefit plans	Health insurance case: Brief to the president on the process followed	President PNAC to be apprised about the process followed	NFM, AO	NM
4.	TORs: SGP review Committee / MT	TORs for functioning of SGP Committee hasn't been developed	Development of TORs for SGP review committee	M&E	NM
		MT is a forum for Management decisions, MT will not take decisions involving policy matters	MT minutes are shared with the president in soft, now will be followed with the hard copies	M&E	NM
			Any issue involving policy related implication: Brief to be shared president for his advise		
5.	SGP Projects: Additional Grant	As the president is signatory in all grant agreements for SPG projects: all cases to be discussed with him	All grant management cases to be discussed & approved in consultation with the president	NPO,	M&E, NM
6.	SGP Learning Forums	BAN has conducted SGP Learning forum for all SGP Projects	National thematic forum for all SGP projects: - Concept paper development - WBS development	NPO, M&E	NM
7.	Staff vacant Posts: Recruitment	President & National Manager to work out	Advertisement by coming Sunday	AO	NM

		additional posts for recruitment, in addition to vacant posts			
8.	Chain of Command: Ambiguity	Staff sometimes has to face problems due ambiguity in chain of command	President & National Manager will discuss & resolve any ambiguity in this regard.	NM, President	PNAC Board
9.	Procurement issues: Documentation	Admin. Section is overburdened due to	Purchase request to be initiated from the section where purchases has to be made by the Admin. Officer after approval from NM	All concerned	M&E
10.	PNAC's staff Policy: Revision	Review of Staff Policy Manual	Review of staff policy manual adopting proper process	NM, President	PNAC Board
		Board has decided to exclude DSA from the staff policy			
		Until review of policy by the board, PNAC will follow the draft policy manual			
11.	Office safety Measure	Necessary safety measures to initiated to safeguard any untoward event	Immediate purchases and installment of fire extinguisher in the office	AO	M&E
12.	Official PNAC's Timing	All staff to observe official timing	Official timings: 08.30 AM – 05.30 PM (Mon. to Friday)	AO / NFM	NM
			03 late comings (After 09.00 AM) equal to one casual leave		
13.	Recruitment of Internal Auditor	Internal audit of PNAC and its provincial consortia	Process for hiring of Internal Auditor to be completed, without any further delay	AO	NM
14.	Training participants / Reimbursement	Reimbursement of training participants (out station) based on fixed rates	NPO to work out fixed rates for various zones, bases of geographic location /	NPO	NM

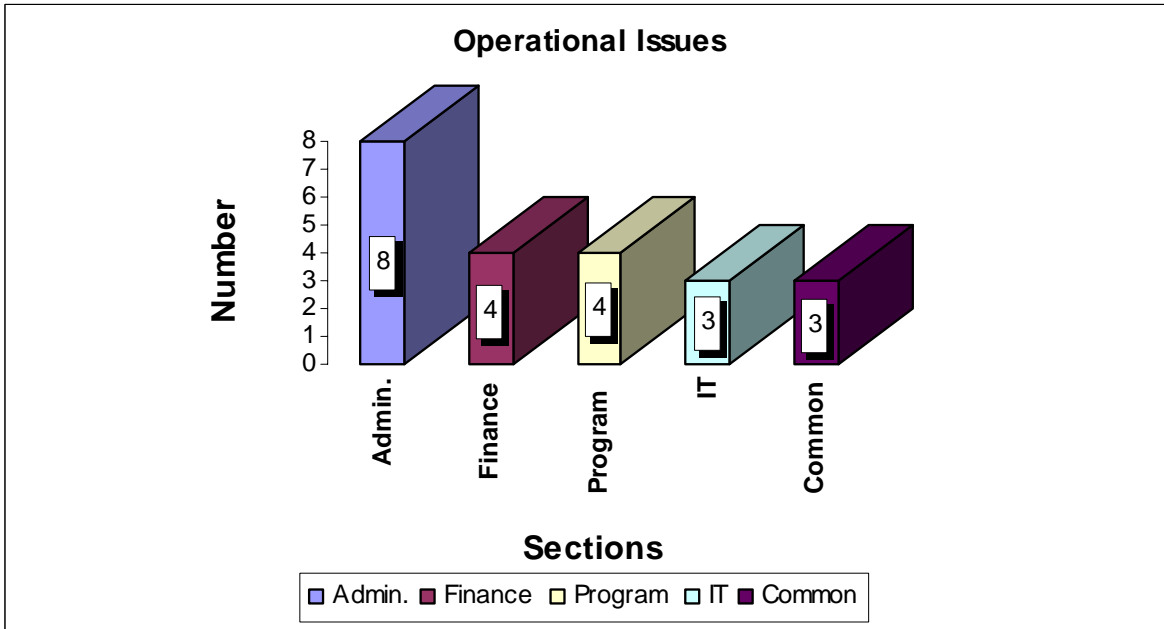
			distance. Any claim over & above that to be reimbursed on presentation of actual receipts and documents		
15.	Pending Financial Cases: Resolution	27 pending cases of financial releases (prior to devolution of funds to PNAC) have been identified	Finance Section to work in close collaboration with the financial advisor IWW: for resolution all cases within one week	NFM, Financial Advisor IWW	NM
16.	Financial Management: Delay in Processing of capital purchases	Certain capital purchases hasn't been made, despite repeated advises in this regard	All pending capital purchases to be completed by June 15, 2006	AO	NM
17.	Capital Purchases	Necessary capital approved by the BOD will be purchased from the TAMEER funds, even if above 15% of variance limit	Immediate purchases of capital items as approved by the BOD.	AO / NFM	NM
18.	Senior Management; Availability	Time availability of signatures for processing of financial cases	Two days per week; President & NM to spare time for processing of all such cases.	NFM	NM
19.	SGP Grant Releasing: Delay in processing	Considerable delay in SGP grant management cases, because: - Delay in processing at provincial level - After the initial review at consortia level, still many discrepancies are recorded & observations reported for feedback	Review of performance of provincial Finance Managers; in case any financial documents are returned three times: concerned finance manager will be accountable for that.	All concerned / PMs	NFM / NM
20.	Data Back / Management	Back up of individual computers to be kept in safe custody	Periodic back up of all computers on CDs till server becomes fully operational	All staff	ITO
21.	IT staff skills	Staff shall try to enhance	Staff briefing on:	ITO	M&E

		their IT skills	<ul style="list-style-type: none"> - Data management - Back up - Trouble shooting 		
22.	PNAC – Web	PNAC website & HIV/AIDS portal including resource centre as two entities in future	Development of HIV/AIDS portal for resource centre	ITO	NM

Discussion:

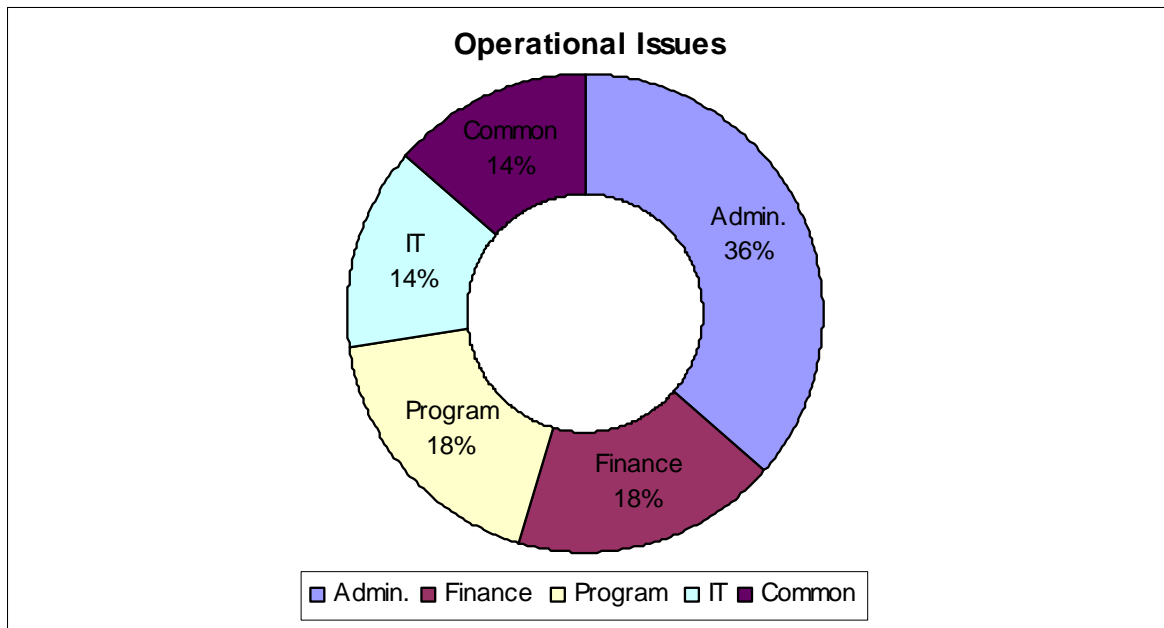
A through review operational problems identified revealed, as indicated below:

Figure – I



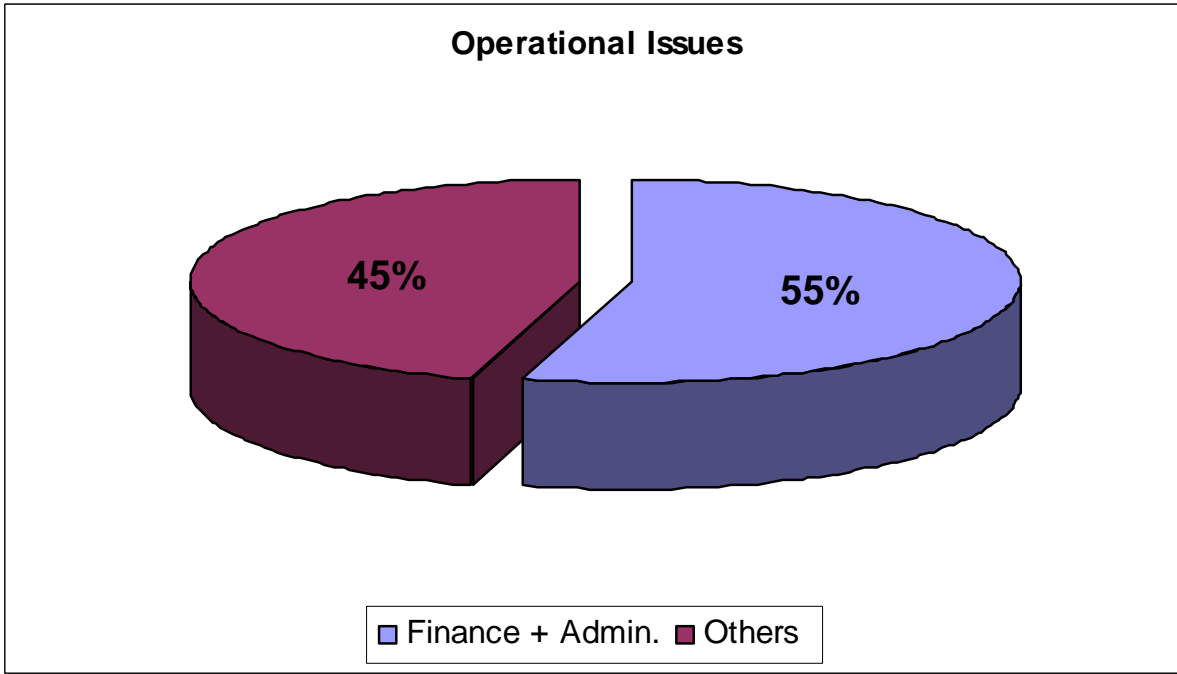
Proportions of operational issues highlighted by the various sections of PNAC

Figure - II



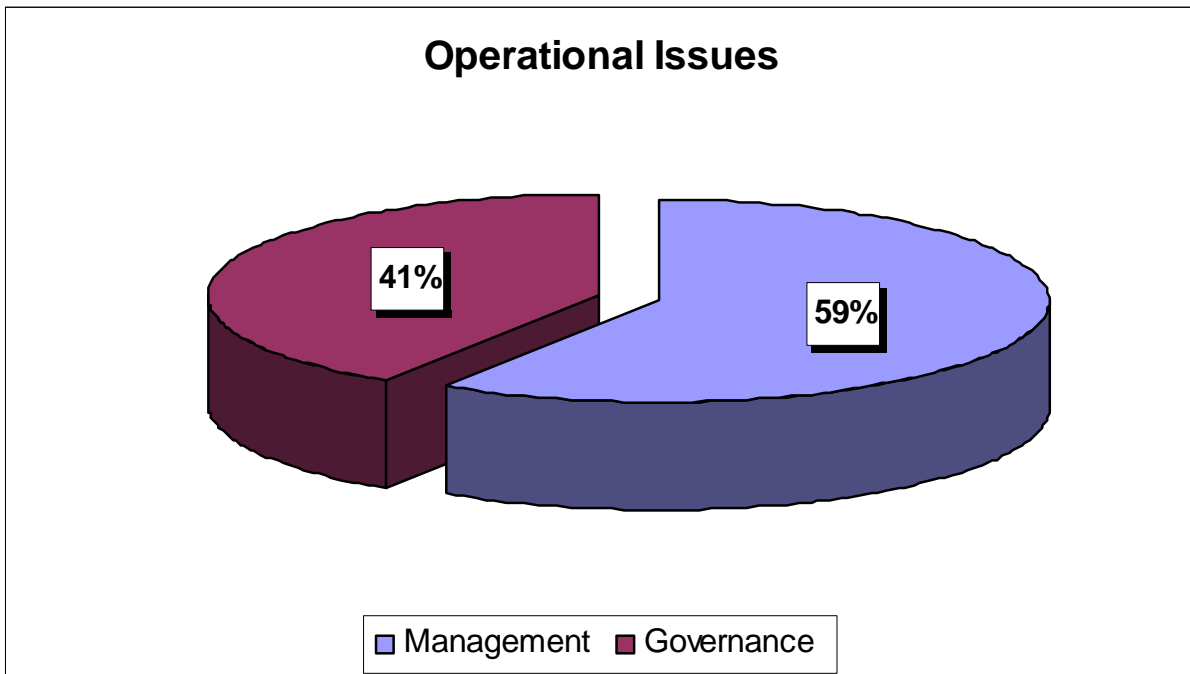
Majority of the operational issues related to two sections of PNAC (Finance & Administration): both being the support sections for the remaining sections of PNAC.

Figure – III



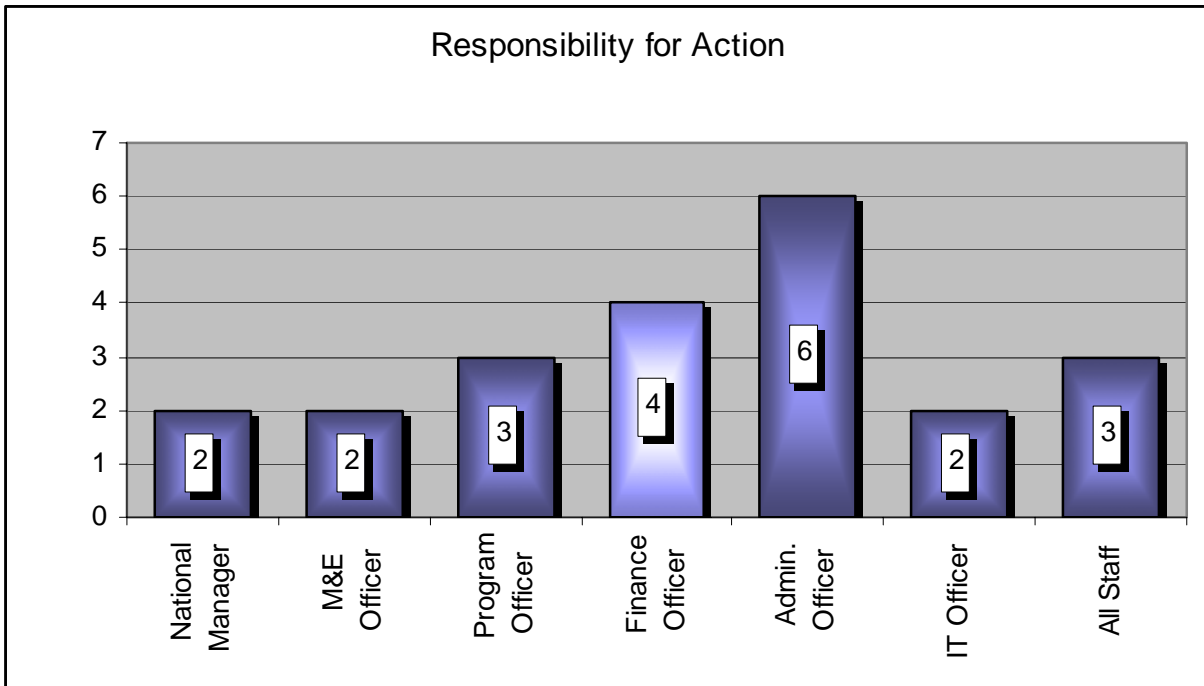
Break up of issues identified in terms of management versus governance related implications:

Figure – IV



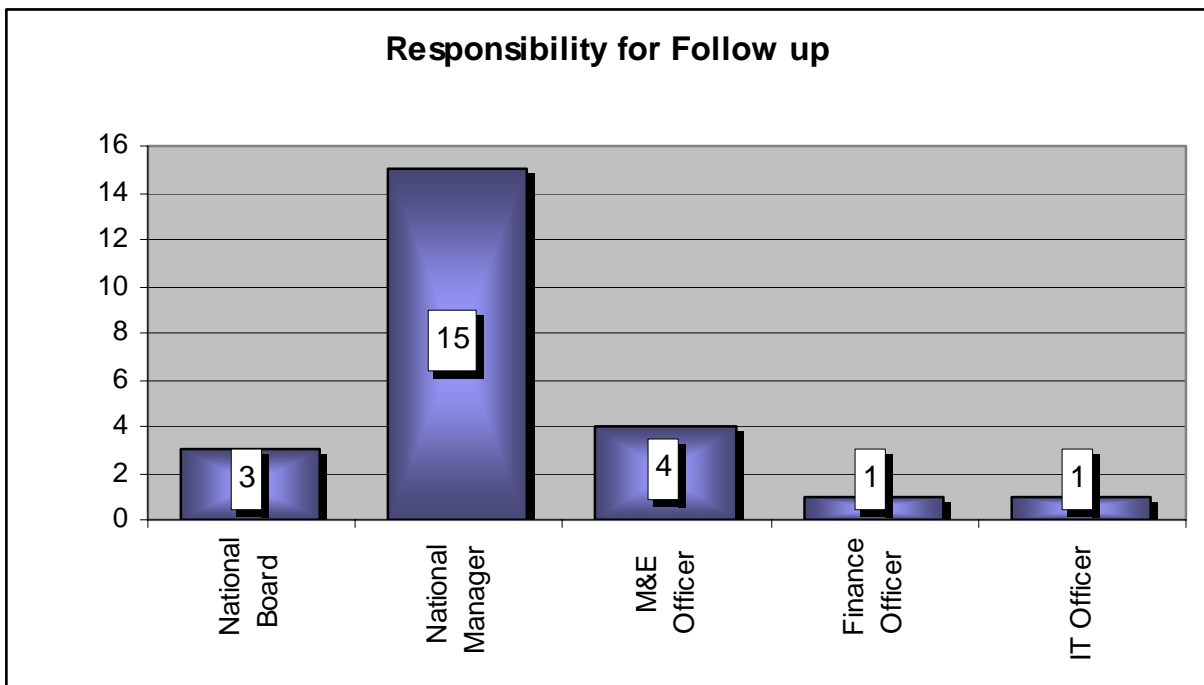
Review of actions outlined revealed responsibilities for various sections, as indicated below:

Figure – V



The responsibilities for follow up of actions indicated:

Figure – VI



Summary:

The first stage of strategic visioning exercise culminated in identification of issues of operational nature. Overall, twenty two such issues were identified: majority of whom related to Finance and Administration Sections of PNAC (Both contributing to around 55% overall).

Break up of the operational issues, in terms of Management versus Governance related implications indicated 40:60 ratio.

Both Finance and Administration Sections bear responsibility for various majority of actions proposed. National Manager, followed by Monitoring & Evaluation Officer were identified with key responsibilities of follow up for various action outlined.

The subsequent challenge being, to relate the operational issues outlined, with actions proposed, with the future planning process.

Day - II

Key Strategic Priority Areas

Methodology:

After the organizational scanning for operational issues, the next day focused on identification of future role of PNAC in the context of National HIV & AIDS Response, along with review of various resource mobilization strategies for future.

Each of nine areas of National HIV and AIDs Response, along with an additional related to resource mobilization, were explored for opportunities for future role of PNAC.

Against, each area of National HIV & AIDS Response, future roles of PNAC based on strengths and opportunities, were chalked out (See matrix – Strategic Visioning)

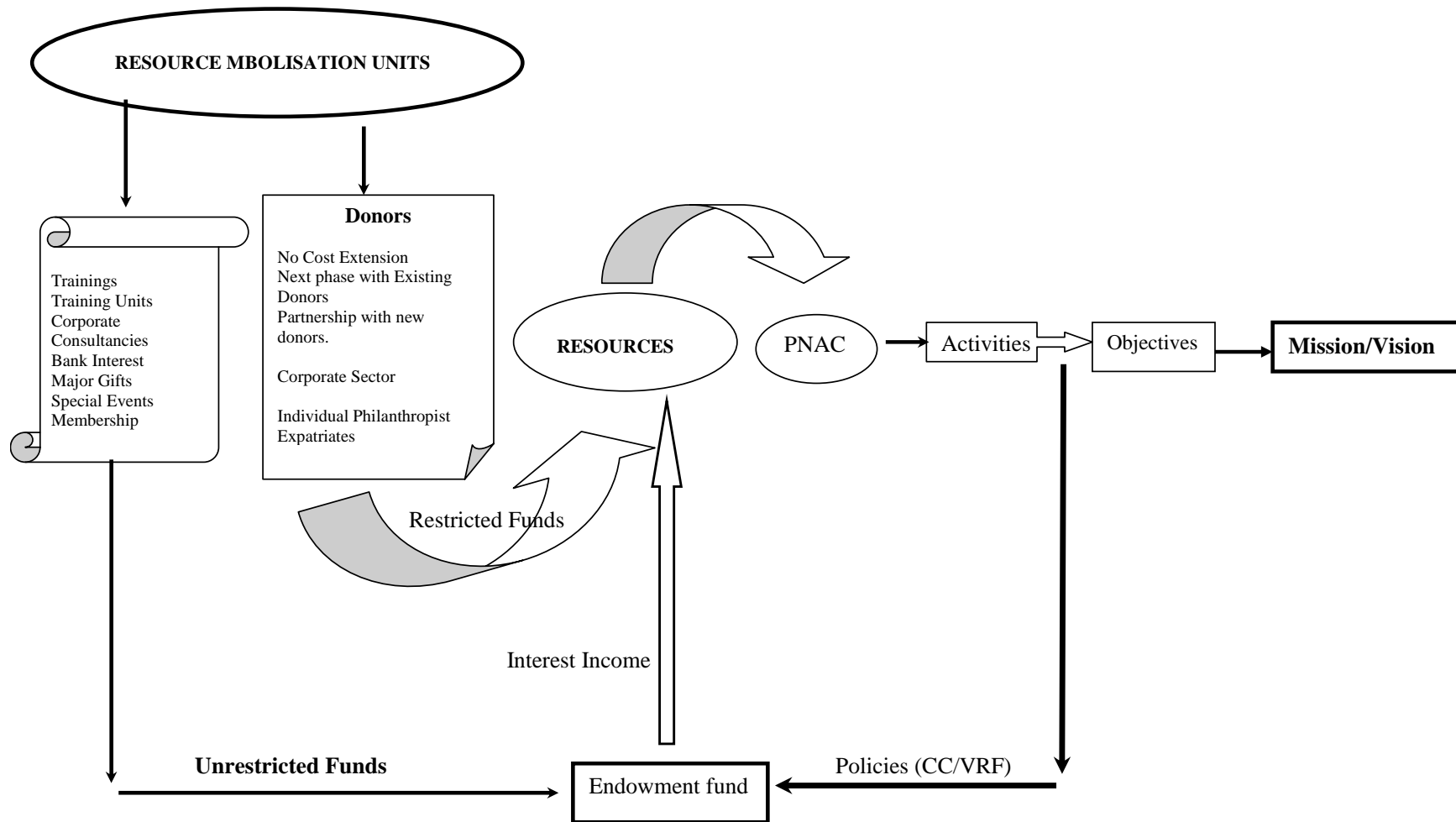
This session was followed with a reflection, on various resource mobilization strategies for PNAC (See matrix – Resource mobilization)

Exercise Strategic Framework-PNAC			
	National HIV/AIDS Strategic Framework (2001-2006)	PNAC	
	Priority Areas	Goals	Expected Outcomes (Nested Tameer PMF)
	Priority Areas	Goals	Future Role
1	Expanded Response	To ensure effective, well-coordinated and sustainable multisectoral response to HIV/AIDS in Pakistan	<p>Radically enhanced capacity of PNAC) at 5 x Provincial/Regional and the National level) as effective and enduring partners in PPPs fighting AIDS at the National and Provincial level.</p> <ul style="list-style-type: none"> - Centre of excellence for a multi-sectoral response with a national out reach - Model of good governance - Involvement of all development players through strong advocacy strategy - Development issue involving non-HIV/AIDS NGOs and corporate sector - Policy advocacy - Linkages with TB, Hepatitis and other programs - Regional and district level networking - Membership with international organizations
2	Vulnerable and High Risk Groups	To reduce risk of HIV infection amongst venerable and high-risk groups	<p>Safer behavior by young people and the key people who have been identified as especially associated with vulnerability and risk which are prevalent in each province/region.</p>

3	Youth	To reduce the vulnerability of young people to HIV/AIDS		<p>groups</p> <ul style="list-style-type: none"> - Glossary of basic terms for vulnerable groups - Creation of enabling environment - Networking with poverty alleviation organizations / institutions for income generation projects - Representation of vulnerable groups in staff and board - PNAC as a champion of RBA - Provide forums to vulnerable groups at national level - 100 % increase in resource mobilization and allocation - Documentation, Video conferencing etc & its dissemination - Toll free helpline numbers
4	Surveillance and Research	To expand the knowledge base in order to facilitate planning, implementation and evaluation of STI/HIV/AIDS programs	Enhanced Capacity of Civil Society/NGOs contributing to the fight against HIV/AIDS	<ul style="list-style-type: none"> - Data bank management - Resource pool of best practices - Tech support to provincial consortia for operational research - Highly sophisticated Research & documentation department - Utilization of research data for advocacy - Consolidation & dissemination of RSAs - Linkages with research organizations in public & private sectors
5	Sexually Transmitted Infections	To reduce the prevalence and prevent the transmission of sexually transmitted infections both as an important public health issue in its own right and as part of the effort to reduce HIV transmission	Improved Sexual health and decreased vulnerability/risk with regard to contracting or spreading HIV/AIDS (with regard to behaviorally facilitated transmission)	<ul style="list-style-type: none"> - Information dissemination on STIs management - Develop preventive IEC material - Strengthening STI management services Referrals - Capacity building in Case management - Training of the fresh medical

				<ul style="list-style-type: none"> graduates - Linkages with PMA etc - STI-related information on Website
6	General Awareness	To reduce the risk of infection amongst the general public through an increase in awareness levels	Decrease stigma and discrimination and increase in knowledge about HIV/AIDS issues in Pakistan for initiating policy dialogue.	<ul style="list-style-type: none"> - Mass communication - Specified group awareness - Development and dissemination of relevant IEC Material - Linkages with media - Linkages with schools (Beacon house and City School), Law colleges, bar councils, universities, teachers training institute, NCHD, chambers of commerce - Development of communication strategies
8	Infection Control	To prevent transmission of HIV in formal and non-formal health care settings through enhancing knowledge about and compliance with universal precautions	<i>Enhanced Capacity of Civil Society/NGOs contributing to the fight against HIV/AIDS</i>	<ul style="list-style-type: none"> - Linked with general awareness - Identify target group of health practitioners and develop communication strategy - Participation in policy making forums (linked with general awareness)
9	Care and Support	To improve the quality of life for the people living with HIV/AIDS through the provision of quality care and support (including meeting their medical, social, and sometimes material needs), and ensuring a secure environment for all people infected and affected by HIV/AIDS.	Empowerment of PLWHAs and vulnerable groups and brining the voice of vulnerable and other marginalize groups to the benter of the policy dialogue	<ul style="list-style-type: none"> - Strong referral mechanism - Advocacy for People living with HIV/AIDS: adherence to policy documents - Linkages with and strengthening of Positives peoples' groups - Linkages with poverty alleviation networks/sources
10			Resource mobilization and diversified funding base	<ul style="list-style-type: none"> - No cost extension - PNAC Resource mobilization strategy

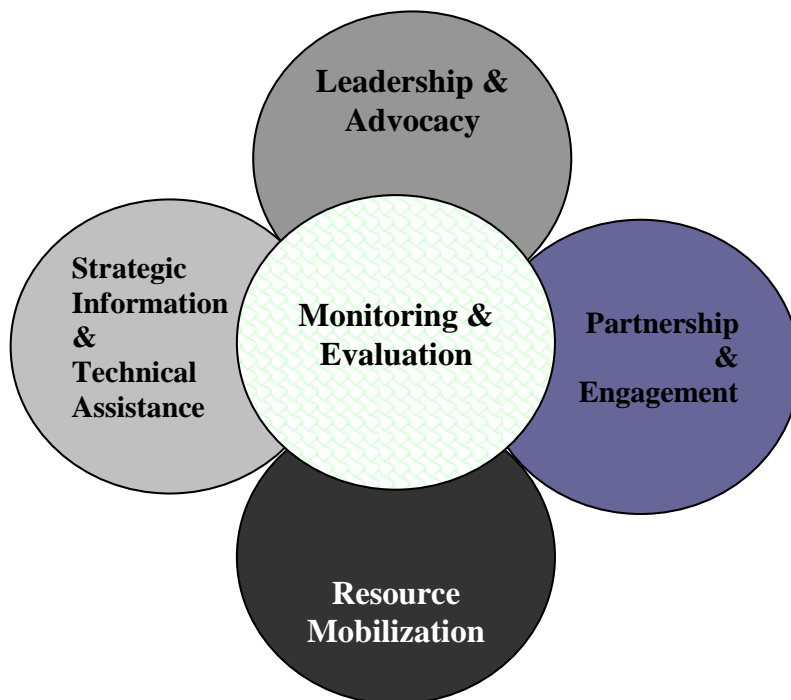
FLOW OF PNAC RESOURCE MOBILIZATION STRATEGY



Reflection:

Based on responses against each area of National HIV & AIDS Response, **four** future roles of PNAC, as follows, were identified.

- Leadership & Advocacy
- Strategic Information & Technical Assistance
- Partnership & Engagement
- Resource Mobilization



Focus Areas:

Sr.	Focus Areas	Future Roles
1.	<i>Leadership & Advocacy</i>	<ul style="list-style-type: none"> - Centre of excellence for a multi-sectoral response with a national out reach - Model of good governance - Involvement of all development players through strong advocacy strategy - Development issue involving non-HIV/AIDS NGOs and corporate sector - Policy advocacy - Strategies for safer behaviors revised in consultation with stake holders & beneficiaries - Capacity building and advocacy for enabling environment - Creation of enabling environment - Representation of vulnerable groups in staff and board - PNAC as a champion of RBA - Advocacy for People living with HIV/AIDS
2.	<i>Strategic Information & Technical Assistance</i>	<ul style="list-style-type: none"> - Data bank management Documentation, Video conferencing etc & its dissemination - Resource pool of best practices - Tech support to provincial consortia for operational research - Highly sophisticated Research documentation department - Utilization of research data - Consolidation & dissemination of RSAs - Information dissemination on STIs management - Develop preventive IEC material - Strengthening STI management services Referrals - Capacity building in Case management training the fresh medical graduates - STI-related information on Website - Mass communication - Specified group awareness - Development and dissemination of relevant IEC Material - Linkages with media - Linkages with schools (Beacon house and City School), Law colleges, bar council, universities, teachers training institute, NCHD, chambers of commerce - Development of communication strategies - Research center for vulnerable - Glossary of basic terms for vulnerable groups - National & provincial resource center Information hub focusing on high risk behavior groups
3.	<i>Partnership and Engagement</i>	<ul style="list-style-type: none"> - Strong referral mechanism - Linkages with and strengthening of Positives peoples' groups - Linkages with poverty alleviation networks/sources - Linked with general awareness - Identify target group of health practitioners and develop communication strategy - Participation in policy making forums (linked with general awareness)

		<ul style="list-style-type: none"> - Provide forums to vulnerable groups at national level - Linkages with TB, Hepatitis and other programs - Regional and district level networking - Membership with international organizations - Facilitation role of PNAC - Networking of vulnerable groups - Networking with poverty alleviation organizations / institutions for income generation - Linkages with relevant forums - Thematic networks/support groups - Linkages with research organizations
4.	<i>Resource Mobilization</i>	<ul style="list-style-type: none"> - No cost extension - PNAC Resource mobilization strategy - Continuation of Small Grants with a gradual phase out - 100 % increase in resource mobilization and allocation

Annexure – I

Sr.	Name	Designation
1.	Raja Khalid Mehmood	President, PNAC
2.	Qadeer Baig	National Manager
3.	Abid Attique	Director Technical, IWW
4.	Zubair Kiyani	Financial Advisir
5.	Dr. Safdar Kamal Pasha	M&E Officer, PNAC
6.	Sarfraz Ahmad Nadeem	National Finance Manager
7.	Malik Aftab Awan	National Programme Officer
8.	Kashif Ejaz	National Communication Officer
9.	Irshad Junejo	M&E Officer: South
10.	Iftikhar Ahmad Khan	Administration Officer
11.	Jawad Raisat	IT Officer
12.	Gul Muwaz	Driver
13.	Tahir Memood	Driver