PLANNING AND MANAGEMENT

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Planning, organising, staffing, directing and controlling are the five key management functions. This tool focuses on these functions and highlights how ADDO provider associations can go about them to realise their full potential.

Planning

Planning is all about setting direction, and creating a system for implementation of different activities, and ensuring that the system follows the set direction. A plan bridges between an organisation's present and future status. Thus, it provides a logical framework within which an organisation can develop and fulfil its purpose.

For ADDO provider associations to succeed, they need well thought out plans to guide their activities, both in the short and long terms.

Why should associations plan?

ADDO provider associations need to plan in order to:
- Have a sense of direction regarding where they want to be;
- Determine how to get to where they want to be;
- Determine what they need to do in order to get to where they want to be;
- Determine what resources (human, material and financial) they need to be able to get to where they want to be;

Planning is all about setting direction, and creating a system for implementation of different activities, and ensuring that the system follows the set direction.

- Determine how they are progressing towards the intended destination;
- Determine what decisions or next steps to take in order to accelerate the momentum towards the destination;
- Determine appropriate response to changes in both internal and external environments, which affect their progress towards the intended destination by avoiding mistakes and maximising on opportunities.

What should associations plan for?

The following are some of the things ADDO provider associations need to plan for:
- Day-to-day management of different activities of the associations;
- Implementation of both short and long-term development projects;
- Materials needs, including office space, furniture, equipment (e.g. computer, printer, telephone line, internet facility, etc) and stationery (e.g. printing paper, files, registers, note pads, pens, etc);
- Human resources needs and related costs, including salaries and allowances;
- Other recurrent costs, including rent, transport and communication overheads.

How can associations plan?

Experience has shown that the best way to plan is to plan backwards. Thus, when developing plans, ADDO provider associations need to take note of the follow 10 steps:
- *Step 1*: Clearly describe the desired or intended state of the association in terms of its fundamental objective and/or strategic direction i.e. a long-term view of what the association would like to be (**vision**).
- *Step 2:* Define the fundamental purpose of the association by clearly stating why it exists, and what it does to achieve its objectives. This could be summed up in a single **mission** statement.
- *Step 3:* Identify shared beliefs and values (**guiding principles**) to direct the association throughout its endeavours e.g. self-reliance, transparency, accountability, gender equality and equity in empowering members.
- *Step 4:* Analyse the situation in which the association exists by assessing its strengths, weaknesses, opportunities and threats (**SWOT analysis**) to be able to determine how best to move forward.
- *Step 5:* Establish the **goal** of the association based on the situation analysis and the overall mission of the association.

The best way to plan is to plan backwards by starting with the envisioned outcome of successful implementation of the plan.

The goals should emphasise the strengths of the association and its ability to maximise on the existing opportunities and overcome its weaknesses and threats.

- **Step 6:** Identify major **objectives** to be met in line with the goal of the association. Thus, the objectives should be timely and indicative of progress toward the set goal;
- *Step 7:* Identifying **strategies** or methods to be employed in order to realise the goal and set objectives. The choice of strategies should be informed by their practicability, efficiency and affordability.
- *Step 8:* Identify key priorities in line with the identified strategies for meeting the goals and objectives of the association i.e. **strategic objectives**.
- *Step 9:* Develop a **plan of action** based on the identified strategies. The plans should indicate specific activities for each strategic objective, timeline for implementation, resource needs for each activity, and the responsible person for implementation.
- *Step 10:* Develop a **monitoring and evaluation plan** to help determine whether the association is making progress towards its goal or not. The monitoring and evaluation plan should describe expected outputs from each implementation activity, indicators for measuring output delivery (including targets), means of verification (including data source, data collection method, frequency of collection and the responsible person), resource needs for the monitoring and evaluation process, and general assumptions regarding delivery of the planned outputs.

Steps 1 to 8 constitute the strategic planning process, which is inevitable for any organisation hoping to make an impact.

Monitoring and evaluation can be helpful in determining whether an organisation is making progress towards its goal or not.

Steps 1 *to* 8 above constitute strategic planning, which is an inevitable process for any organisation hoping to make an impact. This process can be summarised in a simple framework – the **Strategic Framework**.
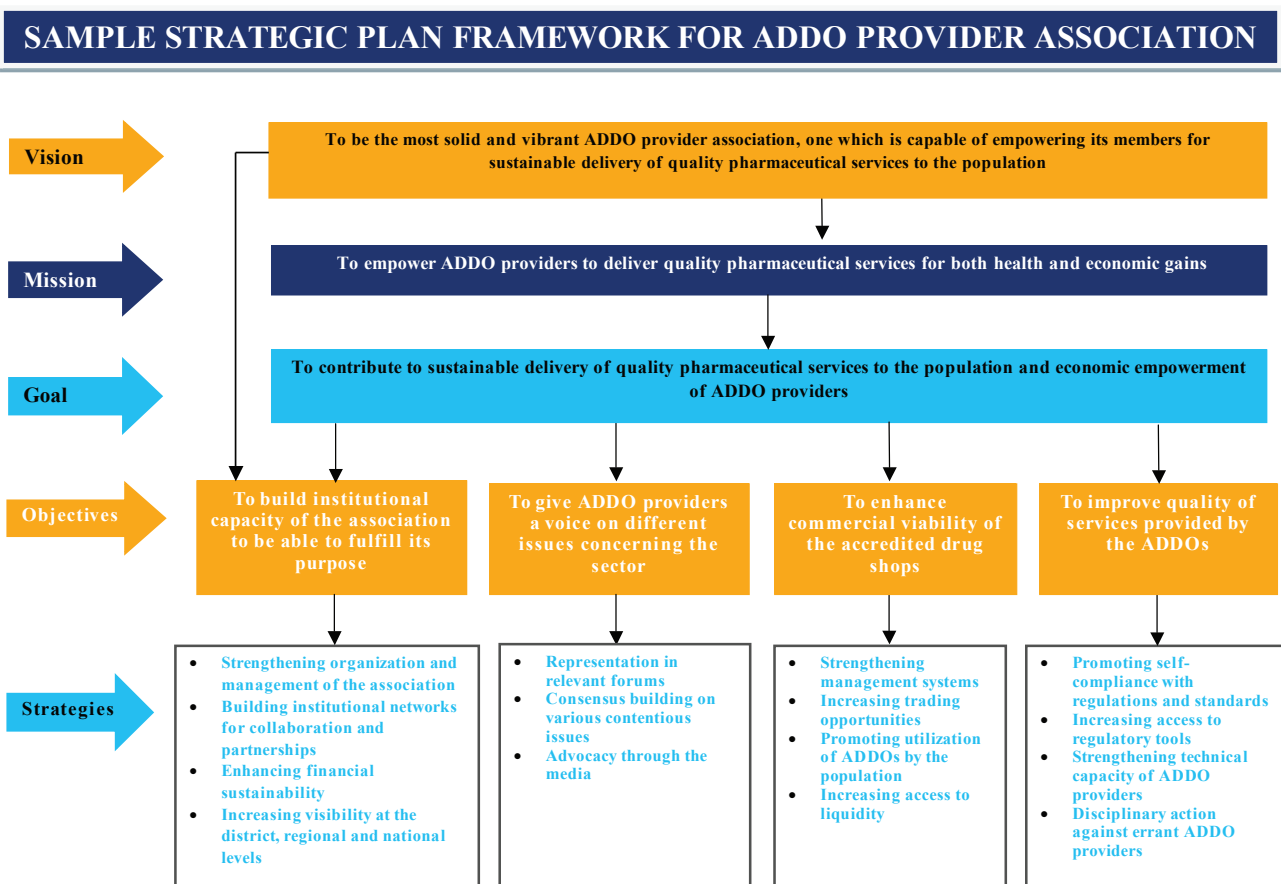
Step 9 mainly involves development of an action plan, which is largely dependent on the strategic framework. The process can also be summarised in a single framework – the **Implementation Framework.**

Step 10 should lead to development of a **Monitoring and Evaluation Framework**, which is highly dependent on the implementation framework.

These three frameworks are key planning tools, which ADDO provider associations need to be armed with in order to systematically implement their activities and realise their individual goals and objectives.

The strategic framework, action plan, and the monitoring and evaluation framework are key planning tools which ADDO provider associations need to be armed with.

Sample Strategic Framework

SAMPLE STRATEGIC PLAN FRAMEWORK FOR ADDO PROVIDER ASSOCIATION

Vision	To be the most solid and vibrant ADDO provider association, one which is capable of empowering its members for sustainable delivery of quality pharmaceutical services to the population
Mission	To empower ADDO providers to deliver quality pharmaceutical services for both health and economic gains
Goal	To contribute to sustainable delivery of quality pharmaceutical services to the population and economic empowerment of ADDO providers

Objectives	To build institutional capacity of the association to be able to fulfill its purpose	To give ADDO providers a voice on different issues concerning the sector	To enhance commercial viability of the accredited drug shops	To improve quality of services provided by the ADDOs
Strategies	• Strengthening organization and management of the association • Building institutional networks for collaboration and partnerships • Enhancing financial sustainability • Increasing visibility at the district, regional and national levels	• Representation in relevant forums • Consensus building on various contentious issues • Advocacy through the media	• Strengthening management systems • Increasing trading opportunities • Promoting utilization of ADDOs by the population • Increasing access to liquidity	• Promoting self-compliance with regulations and standards • Increasing access to regulatory tools • Strengthening technical capacity of ADDO providers • Disciplinary action against errant ADDO providers

Sample Implementation Framework

Strategy 1: Strengthening Organisation and Management of the Association				
Strategic Objectives	**Activities**	**Time Frame**	**Resource Needs**	**Responsible**
1.1. To develop the association's organisational structure	***1.1.1*** Elect Executive Commitee members	Feb 2011	Human, Financial	All members
	1.1.2 Appoint ward level co-ordinators	April 2011	Human	Executive Committee
	1.1.3 Recruit members all over the district	Continuous	Human, Financial	EC ,Ward Co-ordinators
1.2 To Establish a fully functional secretariat	***1.2.1*** Rent an office space	June 2011	Financial	Executive Committee
	1.2.2 Appoint a volunteer co-ordinator	June 2011	Human	Executive Committee
	1.2.3 Hire a fulltime secretary	June 2011	Financial	Executive Committee
	1.2.4 Buy office tables and chairs	June 2011	Financial	Executive Committee
	1.2.5 Buy cell phones for official use by the secretariat	June 2011	Financial	Executive Committee
	1.2.6 Buy a computer	August 2011	Financial	Executive Committee

Note: *For the financial resources, you need to indicate the amount needed. This will require budgeting for every activity.*

Sample Monitoring and Evaluation Framework

Expected Output	Indicator		Means of Verification				Resource Needs	Assumptions
	Description	Target	Data Source	Data Collection Method	Frequency	Responsible		
Strategic Objective 1.1: To develop the association's organization structure								
Output 1.1.1 Executive Committee	No. of Executive Committee members	5 (Chairman, Vice chairman, secretary, Organising sectary, treasurer)	Association reports	Review of reports	Once (during mid-term review of implementation of the strategic plan	Executive Committee	Human, Financial	The association constitution does not change
Output 1.1.2 Ward coordinators appointed	No. of ward coordinators appointed	6 (one coordinator from each ward)	Association reports	Review of reports	Once (during mid-term review of implementation of the strategic plan	Executive Committee	Human, Financial	Number of wards remain the same
Output 1.1.3 New members recruited all over the district	No. of members recruited	50 members	Membership register	Review of membership register	Annually	Executive Committee	Human, Financial	Potential members exist all over the district

Note: *For the financial resources, you need to indicate the amount needed. This will require budgeting for every process.*

Principles for successful planning

The following are important guiding principles for successful planning and implementation of a plan:

(i) Involve the right people in the planning process

When planning, it is important to get inputs from everyone who will be involved in the implementation process. It is also important to get individuals with relevant skills and experience to guide in the process. Active participation of all key stakeholders is crucial for ownership of the process and sustainable implementation of the plan.

(ii) Write down the plan

When planning, it is important to put down in writing all important details, for the following reasons:
- Writing down the plan helps to capture various ideas and details shared in the course of the planning;
- A written plan enables the implementers to know what to do at a given point in time;
- A written plan helps to track progress of the implementation process;
- Writing down of the plan makes it easier to share the plan with various stakeholders who may be interested in supporting its implementation in one way or another.

When writing down the plan, it is important to:
- Have a small group of people (preferably the executive committee members and ward co-ordinators) to write down the draft plan. The team may be assisted by an external facilitator to guide the process.
- The draft plan should be circulated to all members of the association and other relevant stakeholders for inputs;
- Additional ideas or comments from the stakeholders should be incorporated in the draft towards production of the final plan;
- The final document should be well formatted for use by different stakeholders.

(iii) Goals and objectives should be SMART

When developing the goals and objectives of the association, those involved in the planning process should ensure that the goals and objectives are **S**pecific, **M**easurable, **A**cceptable, **R**ealistic and **T**ime-bound (SMART).

When planning, it is important to get inputs from everyone, who will be involved in the implementation process.

(iv)   Build in accountability

Plans should specify who is responsible for achieving each result, including goals and objectives. Dates should be set for completion of each result. Responsible parties should regularly review status of the plan. Be sure to have key officials of the association to sign the plan to show that they agree with, and support its contents.

For the sake of accountability, plans should specify who should be responsible for achieving each result, including goals and objectives.

(v)   Note deviations from the plan and re-plan accordingly

Considering that implementation environment is subject to change, a deviation from the plan may be unavoidable. Therefore, it is important to take note of deviations in the plan, and make the necessary adjustments.

(vi)   Evaluate the planning process and the plan

During the planning process, regularly collect feedback from participants. Do they agree with the planning process? If not, what don't they like and how better could it be done,?

During regular reviews of implementation of the plan, assess if goals are being achieved or not. If not, were the goals realistic? Do responsible parties have the resources necessary to achieve the goals and objectives? Should goals be changed? Should more priority be placed on achieving the goals? What needs to be done?

Organising

Organising is the process of establishing the internal structure of an organisation. It mainly focuses on division, co-ordination and control of tasks, as well as flow of information within the organisation. It is an essential process in ensuring optimum use of resources required to enable successful implementation of different activities of an organisation.

Organising mainly involves division, co-ordination and control of tasks and flow of information within the organisation.

During the June 2009 assessment of ADDO provider associations, it was learned a number of the associations lacked sound organisational structures, management systems and the necessary leadership required to enable them to realise their potential. This section pays a close attention to these basic requirements for a well functioning organisation.

ADDO provider associations need sound organisational structures to be able to function well. The structures could be based on the following functional needs of the association:

- Overall co-ordination of different implementation activities;
- Representation at all levels i.e. giving a voice to ADDO providers;
- Technical capacity development through training, follow-up and supportive supervision;
- Improvement of quality of pharmaceutical services through promotion of self-compliance with regulations and standards;
- Economic empowerment by increasing ADDO providers access to loans and funding opportunities;
- Publicity, public information and education to raise the ADDO profile and stimulate demand for services;
- Institutional networking to leverage resources and optimise outputs delivery.

Subsequently, the ADDO providers may establish the following organisational structures, depending on their varying institutional needs:

(i) *Executive Committee (EC)* consisting of the association chairperson, secretary general, organising secretary, treasurer, and their deputies, as well as ward coordinators (1 per ward). The role of the EC should include overall co-ordination of all activities of the association, representation of the association at different forums; and institutional networking at all levels; handling of public complaints regarding services of the ADDOs; and disciplinary action against errant ADDO providers.

(ii) *Publicity Sub-Committee* charged with the responsibility of raising the association's profile through different publicity and public relations activities; marketing the benefits of the association and mobilising potential members to join the association; and educating the public about various health issues, including the concept of safe medicines use and buying of medicines from authorised providers only.

(iii) *Quality Improvement Sub-Committee* responsible for all regulatory issues, including promotion of self-compliance; capacity development to ADDO providers through training, follow up and supportive supervision; and monitoring and reporting of unethical practices, such as collusion and price fixing by errant ADDO providers, as well as conflict of interest by actors in the regulatoty system who compromise regulations and standards for selfish individual gains.

(iv) *Finance Sub-Committee* responsible for resource mobilisation, linking of ADDO providers to financing

ADDO provider associations need sound organisational structures, which are based on functional needs of the associations.

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opportunities, and overall financial oversight for the association;

(v) *Secretariat* responsible for providing administrative support to the Executive Commitee and the sub-committees.

Note: ADDO providers are not bound to the above three sub-committees. The associations are at liberty to create more sub-committees depending on the need. However, all the sub-committees should be answerable to the Secretariat, which is in turn answerable to the Executive Commitee (EC).

Staffing

After an organisation's structural design is in place, it needs people with the right skills, knowledge, and abilities to fill in that structure. People are an organisation's most important resource. They have a crucial role to play in ensuring its success.

Staffing is the process of identifying qualified people to fill in positions in an organisation. It involves recruitment, hiring, training, appraising and compensating individuals with specific roles to play in the day-to-day running of an organisation. In the case of ADDO provider associations, staffing may include all paid and unpaid positions. Because of the importance of hiring and maintaining a committed and competent staff, effective human resource management is crucial to the success of all organisations.

Staffing involves recruitment, hiring, training, appraising and compensating individuals with specific roles to play in the day-to-day management of an organisation.

Subsequently, ADDO provider associations need to establish their human resource needs based on their functional and structural needs. The associations particularly need to establish and agree on the following:
• The number of people they need in the Executive Committee, Secretariat and the various sub-committees;
• The calibre (qualifications) of people needed in the various positions within the organisation;

- The procedure for identifying and hiring qualified individuals to fill different positions in the association, especially for the secretariat charged with the day-to-day management of different activities of the association;
- The procedure for appraising/evaluating individuals with specific roles to play in the day-to-day management of the association;
- Compensation of individuals involved in the day-to-day management of associations;
- The procedure for firing and replacing staff in the association;
- Modalities of mobilising, recruiting, motivating and retaining volunteers in the association.

Directing

In management terms, directing can be defined as the process of guiding, inspiring, overseeing and instructing people towards accomplishment of organisational goals. It is a continuous process throughout the life of an organisation and helps to convert plans into performance. It is widely considered as the life spark of an organisation.

Directing is the process of guiding, inspiring, overseeing and instructing people towards accomplishment of organisational goals.

In order to successfully guide, instruct, control and inspire people towards realisations of organisational goals, ADDO provider associations need to develop sound policies, procedures and operating manuals.

Policy is a statement of agreed intent that clearly sets out an organisation's views with respect to a particular matter. It is a set of principles or rules that provide a definite direction for an organisation and assist in defining what must be done.

Procedure is a clear step-by-step method for implementing an organisation's policy or responsibility. Procedures describe a logical sequence of activities or processes that are to be followed to complete a task or function in a correct and consistent manner. Procedures can be produced in the form of flowcharts, checklists or written steps.

Policies and procedures can help leaders, staff and members of ADDO provider associations to work within the association's mission and legal framework. Policies and procedures define the organisation's culture/behaviour; guide business practice; safeguard the values of the organisation; and protect the rights of members, employees, volunteers and other stakeholders.

For every policy developed, it is important to create supporting procedures. Both should be written down and well communicated within the organisation in order to avoid confusion and conflict.

Subsequently, ADDO provider associations need to develop **operating manuals** based on the agreed policies and procedures. These manuals may focus of different functional needs such as:
- Human resource management;
- Financial management;
- Use of working tools, including office equipment and vehicles (if available);
- Institutional networking, collaboration and partnerships;
- Publicity, public information and education;
- Promotion of self-regulation and compliance.

Controlling/Performance Monitoring

Controlling is a management function, which involves verifying whether activities of an organisation are in conformity with the plans adopted, instructions issued and policies established. It is a form of monitoring (performance monitoring), which involves the following four key steps:
- Establishing performance standards based on the organisations objectives;
- Measuring and reporting actual performance;
- Comparing the actual performance with the set standards; and
- Taking corrective and preventive action as necessary.

The following are some of the advantages of controlling:
- Controlling ensures that there is effective and efficient utilisation of organisational resources so as to achieve the planned goals;
- Controlling measures the deviation of actual performance from the standard performance;
- Controlling discovers the causes of such deviations and helps in taking corrective actions;

Controlling requires that those in charge verify whether activities of the organisation are in conformity with the plans adopted, instructions issued and policies established.

Subsequently, ADDO provider associations need to establish performance standards for every important task. The standard should come from the approved plans. Once established, the associations should ensure that the standards are not lowered for whatever reason. For example, if the association planned to establish a fully functional secretariat within the first six months of formal registration, it should be able to:

- Clearly describe what it considers as a "fully functional secretariat" e.g. has sufficient office space, adequate staff and the necessary equipment including furniture, computer, telephone line and email facilities, among others;
- Report the outputs realised by the end of the period;
- Compare the delivered outputs with the set standards to see if there are any deviations from the original plan;
- Establish causes of deviation (if any) and take the necessary corrective measures.

It should be noted that controlling is a continuous process in the life of any organisation. It leads to identification of new problems which in turn need to be addressed through establishment of performance standards and measuring of performance.

Summary of the Management Functions

The best way to drive ADDO provider associations to success is to effectively plan, organise, lead, direct and control management processes.