

THETA Strategic plan 2014-2018



THETA STRATEGIC PLAN 2014-2018

March 2014

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FOREWORD

The Strategic Plan sets out proposals and aspirations for THETA Uganda for the next five years. Drawing on two decades of recognized experience and achievements, THETA is well placed to continue developing its role as a leading advocate for a holistic health care system in Uganda.

THETA aspires to continue being recognized as a leader in Integrative Medicine and Research, Capacity Building in Traditional Health Systems and Community System Strengthening for effective response to HIV and AIDS, MNCH and Non Communicable Disease Control.

As an organization with sustained Visionary Leadership underpinned by strong ethics, we continue to aspire to operate under sound business principles, financial integrity and community led Programme development as key underpinnings for our organizational sustainability.

The Board of Trustees has fully supported the development of the Strategic Plan. The triangulated views from our different stakeholders and independent consultants have ensured the relevancy and validity of the Strategic Plan.

The Strategic Plan defines our goal, core business, objectives and the key strategies for our future development over the next five years. At every step Local Structures for better health is our key programming principle.



.....
Dr. Joseph Baguma
Executive Director



.....
Prof. George Kirya
Chairperson
Board of Trustees

Vision and Mission Statements

Vision

A society where people enjoy good health as a result of their own collective actions as well as access to quality holistic health services.

Mission

To improve health of society through strengthening collaboration between the traditional and biomedical health care systems and communities

Values

THETA has established fundamental guiding principles that shape its work and form the basic standards for decisions and actions. The staff behaviour and performance is regularly assessed upon the following core values:

Values	Corresponding Behaviour
Professionalism	Performance according to the standards of one's profession
	Ethical conduct of business
Accountability	Taking responsibility for all our actions
	Openness to public scrutiny
Mutual Partnership	Building relationships based on mutually beneficial objectives
	Meeting our obligations on all issues pertinent to the agreed objectives
Team work	Proactive participation in all organisation's activities by all staff
	Exhibiting a spirit of complementarity and interdependence

1.0 THETA Background and Rationale for the Strategic Plan

1.1 Background of THETA

THETA-Uganda is a not-for-profit Ugandan Non-Governmental Organisation (NGO) and company limited by guarantee. The Organization was founded as a research project in 1992 and registered as an NGO in 1995. THETA's core mandate is to improve health and access to health care through promotion of collaboration between the traditional and biomedical health care systems. THETA's objectives are: To promote research in traditional medicine; strengthen capacity for holistic health care; to build models for traditional and conventional medicine integration; and to empower communities to take charge of their health.

Since inception THETA has had operations in over forty with its programmes implemented in all regions of Uganda. The geographical coverage has however been influenced by the availability of resources for its programmes. THETA currently operates in fifteen districts. THETA's work is implemented in partnership with the district local governments and in collaboration with other civil society partners.

1.2 Rationale for the Strategic Plan

THETA-Uganda's fourth strategic plan has been formulated with a focus on addressing the challenges of the future. This strategy builds on the lessons learned over the last strategy period 2010-2013; and takes into account THETA

external and internal environments while helping it to define its purpose, what it intends to become, and how it will attain its goals.

This strategic plan is the formalized road map that describes how THETA will execute her business in the period 2014-2018. It spells out THETA's journey in next five years and the approaches to get there. Typically, this plan is THETA organization-wide business management tool that serves the purpose of helping THETA become smarter through re-focusing resources in the a common direction in order to build competitive advantage.

This strategic plan will also ensure that THETA remains relevant, sustainable and responsive to the communities' health needs as strategic imperative. This strategic plan will further help THETA to define its development direction, establishment of policy and creation of rationale for action and decision making.

1.3 Strategic Planning Process

This strategic plan has been developed through a process of self-assessment and broader stakeholder consultation. Two strategic planning meetings were organised in 2013 bringing together THETA staffs, members and development partners. In initial consultations and meetings were facilitated by a consultant from Choice-Africa a social enterprise with vast experience in health development.

The consultation processes and internal organisations assessments led to the development of the first draft of the strategic plan. The draft strategic plan was discussed the THETA Board in June 2014. The Board further reviewed the organisations status quo (SWOT analysis), refined the core business for the next five years. During the retreat the Board and management redefined THETA's vision, mission and strategic objectives. The Board mandated to develop strategic actions and implementation framework for the draft strategic plan. The management organised a Board retreat in August 2014 which reviewed and refined the second draft of the strategic plan and approved it as a working document for Management. The final strategic plan was approved for dissemination in February 2015.

2.0 Strategic Analysis and Critical issues to be addressed

2.1 External Environment Analysis

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The environmental scan reveals the opportunities and challenges within THETA's external environment. Using a "PESTLE" analysis we have identified strategic options that THETA needs to pursue along the next five years of THETA's journey. The table below summaries our external environment analysis

Factor	Challenges/opportunity	Strategic options
Political	MoH TM integration in health system is slow	Lobby for a technical working group on TM to speed up policy implementation
Economic	High dependence on donor support	Step up resource mobilization from local sources
Social	Increasing life style diseases	Initiate NCD programmes targeting modifiable behaviours and use of herbal medicines for long-term treatment
Technological	Increasing availability of ICT options in the country	Position THETA for use of ICT in resource mobilization, advocacy and health education
Legal	Changes in NGO regulation and government control	THETA must ensure compliance with the legal requirements
Environmental	Increasing environmental degradation depleting habitats for medicinal plants	Promote programmes for domestication of medicinal plants
Demographic	High fertility rate, strain on the health services	Promote family planning and health promotion programmes

2.2 SWOT Analysis

The table below presents THETA's key strengths, weaknesses, opportunities and threats identified as well as their strategic implications

Strengths	Strategic Implication
Strong niche in TM and community health programming	Continue to build expertise for a stronger competitive advantage

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Membership based organisation with broader ownership	Review the membership strategy to leverage additional resources for programme support
Ownership of office infrastructure with additional space for rental income	Improve and market additional office infrastructure to optimise income generation
Strong and functional governance and management structures	Continue with governance development initiatives to optimise performance
Weaknesses	Strategic Implication
Limited research capacity to generate evidence for influencing policy and practice	Institutionalise research as one of the programme areas
Limited visibility of THETA and its programmes	Rebrand THETA to improve visibility
Narrow resource base	Diversify resources base resource for local income and grants
Opportunities	Strategic implication
Increasing government interest in T&CM	Initiate new programmes for TM development
Growing demand for herbal medicine products	Undertake capacity building on herbal medicine practice and product value addition as a strategic priority
Donors interest in funding for health programmes	Design programmes that offer a strong value proposition to the donor's priorities
Threats	Strategic Implication
Increasing competition for limited funding	Regularly conduct strategic analysis of donors priorities and strengthen program effectiveness in the priority areas
Limited operations planning culture in THETA	Develop a performance management system that links staff rewards with performance
Unfavourable publicity on TM	Forge strategic engagements with the media to promote positive aspects of traditional medicine

2.3 Stakeholder Analysis

Different stakeholders will play a critical role in strategic plan implementation by providing support in form of funding, technical assistance, marketing, participating in programmes and providing a facilitating environment. THETA will need to consolidate collaboration with its current at it identifies other prospective stakeholders for successful implementation of the strategic plan. Below we provide a summary of some of the critical stakeholders and the areas of collaboration.

Ministry of Health and other government agencies

The Ministry of Health and other government agencies set policy, regulations and technical guidelines within their mandates. THETA operates within the national policy frameworks and technical guidelines but also seeks to influence policy in favour of its priority programmes. THETA will proactively engage government agencies to contribute to shaping health policy development as well as have access to technical guidelines and tools for its programmes

Research and Training Institutions

Research and training institutions include universities and other statutory agencies designated to undertake research. These institutions have the expertise and connections to internal research funding agencies. THETA will collaborate with these agencies to benefit from their technical expertise, joint research project implementation and as allies for TM research promotion.

International Cooperating partners

These include bilateral agencies, UN agencies, international NGOs, Foundations, Charities and Global Health Initiatives. These stakeholders will provide funding and technical assistance to THETA. THETA has managed to attract and maintain the support of ICPs. THETA will continue to engage ICPs for funding and technical support, however the future sustainability of THETA relies on diversification of funding including local resources building.

Private sector

The private sector includes corporate business entities and small scale enterprises dealing in herbal products. The private sector is critical for funding and

technology transfer. THETA will engage the private sector for financial support for community health initiatives as well as technical support in TM capacity building.

Civil society organisations

Civil Society Organisations are key stakeholders in THETA's advocacy efforts as well as programme implementation. THETA will ensure strengthened collaboration with civil society organisations at national and district levels. For instance THETA will strengthen its engagements in civil society coalitions including TMAC, VHR, UCCOSUN and Civil Society Coalition on MNCH.

THETA membership

THETA members are the ambassadors of THETA in their individual and collective capacities. THETA also derives its Board of Trustees from THETA members. THETA will strengthen membership development strategies to build a movement of its advocates in different spheres of influence. THETA however will strategically shift from individual to institutions membership for better coordination and empowerment of its members.

A detailed stakeholder analysis is provided in appendix (4)

2.4 Organisational Performance Analysis

Key achievements

In the last five years THETA has established new funding partnerships. These include the US government through CDC, the Swedish International development Agency (SIDA). THETA has also strengthened its institutional systems following management challenges that the organisation went through in the period 2009-2010. THETA has maintained active networks with Africa Capacity Alliance (ACA) previously Regional AIDS Training Network (RATN) and the Uganda Network of AIDS Service organisations (UNASO).

THETA also joined two new networks/alliances, the Civil Society Coalition on Maternal Newborn and Child Health and the Uganda Civil Society Coalition on Scaling Up Nutrition (UCCOSUN) these alliances have strengthened THETA's capacity in advocacy at national level. In 2012, THETA changed its Board of Trustees. The new Board under the leadership of Professor George Kirya, has

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strengthened governance through development of a Board charter that guides the Board operations. The Board is now poised to move THETA to the next stage of development with this strategic plan for the next five years 2014-2018

Key challenges faced

In the years 2008-2012 THETA programmes mainly focused on HIV/AIDS driven by donor funding priorities. This approach to programming created a disconnect between organisation's programmes and its mission subsequently affecting the organisation's identity and corporate image. THETA has not been able to effectively connect with its membership hence losing a sense of ownership and a predictable local income base. This strategic plan seeks to make THETA reclaim its identity, set it on the path to become a national leader in its niche and enable it to establish a flexible and sustainable funding base.

3.0 STRATEGIC DIRECTION 2014-2018

3.1 Strategic focus areas for 2014-2018

THETA's strategy for 2014-2018 is designed to contribute to the building of a holistic health care system that recognizes traditional health practitioners and communities as integral partners in the health care system.

With this strategy, THETA intends to strengthen the traditional, biomedical and community health systems as well the institutional capacity for sustainability. THETA's areas of focus in this five year's period will be on four strategic core business areas.

Core business areas

- Integrative Medicine Research (IMR)
- Capacity development for indigenous health systems (CDIH)
- Community health system strengthening (CHSS)
- THETA Institutional Development (ID)

3.1.1 Integrative medicine research (IMR)

The services to be delivered by THETA under the programme area of integrative medicine research include: integrated biomedical, traditional and complementary medicine model clinic, clinical research for efficacy and safety

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of local herbal medicines, applied research on use of traditional and alternative therapies and dissemination of traditional medicine research.

3.1.2 Capacity development for indigenous health systems (CDIH)

The services to be delivered by THETA under the programme area of capacity development for indigenous health systems include: Establishment of an institute for indigenous health sciences, Delivery of accredited short and long-term training courses, technical assistance to district based traditional medicine programmes and documentation of indigenous traditional medical knowledge.

3.1.3 Community health system strengthening (CHSS)

The services to be delivered by THETA under the programme area of community health include: capacity building for community led HIV/AIDS prevention initiatives, maternal new-born and health (MNCH) services, non-communicable disease (NCD) prevention and Advocacy for health rights and equity. Community programmes will focus on strengthening existing community health systems and structures.

3.1.4 THETA Institutional Development (OD)

The focus of institutional development will be on enhancing the capacity governance, management systems partnerships and overall organisational sustainability. Special focus will be put on staff development and performance management, programme development, partnership and networking and resource mobilisation.

3.2 Strategy Goal:

The overall goal of the strategic plan is to contribute to the improvement of health outcomes of Ugandan people through research, capacity building and advocacy in partnership with traditional and biomedical health care systems and communities

3.3 Strategic Objectives

- (i) To increase evidence base for integration of traditional medicine practices, practitioners and products in the national health care system by 2018
- (ii) To increase technical and professional skills of traditional and

complementary health practitioners in order to catalyse delivery of holistic health services by the end of 2018

(iii) To enhance technical and organisational capacity of community health systems that ensure effective response to HIV/AIDS, MNCH and NCDs and other health rights and equity challenges by 2018

(iv) To strengthen THETA's institutional capacity for resources and programme sustainability by the end of 2018

3.3.1 Rationale for strategic actions

THETA will pursue appropriate strategies to enable it successfully achieve its strategic objectives. The strategies will be geared towards; consolidating the achievements already gained in HIV/AIDS, Maternal health, integrated clinical services model for Kamwokya slum community in Kampala and advocacy for health rights. THETA will take advantage of the opportunities available like the national strategy for non-communicable disease control and the national policy on public private partnership in health and funding from the global health initiatives to advance new programme development.

While making programmatic choices for this new strategic plan, THETA has been cognisant of the need to minimise the effects of the threats like reducing donor funding and correcting the weaknesses in the management systems that limit the organisation's ability to take advantage of the opportunities. Additionally, the chosen strategies for programme execution have to be in support of the THETA's mission, enhance its competitive advantage, be financially viable and support THETA to move to the next stage of development and sustainability.

3.3.2 STRATEGIC ACTIONS

Programme area 1: Integrative Medicine Research (SO1)

Although there is widespread use of traditional herbal medicine in Uganda, one of its key defining features is the paucity of research evidence regarding the safety or efficacy to guide decision making about that use by individuals, health care providers and health policy makers. This barrier poses challenges to the promotion of rational use of traditional herbal medicine practices. The need for evidence based information regarding TM remains compelling. To respond to this need, THETA seeks to; 1) institutionalise research in TM as one of its key programmes 2) implement a model of an integrative medicine centre that supports clinical herbal medicine research.

Expected result: Increased evidence base on TM for policy development and advocacy for its integration into the health care system.

Key Strategies

- Establish self-sustaining integrative medicine centre model
- Initiate collaborative clinical research programmes on TM
- Establish platforms for dissemination of reliable and evidence based information on TM

Programme Area2: Capacity development for holistic health services (SO2)

The increasing demand for high quality TM practices and products in Uganda is constrained by the lack of technical capacity of the TM practitioners. Health training institutions in Uganda do not include training in TM. There is hence a critical shortage of professionals in TM practice which affects the delivery of high quality TM services. Equally, the need to document indigenous traditional medical knowledge, its protection, and preservation and promotion remains unaddressed. To respond to these needs THETA seeks to establish an indigenous health science institute that will strengthen professionalization of TM practice as well as support documentation of indigenous traditional medicine knowledge.

The institute will focus on: 1) Training THPs who wish to increase their knowledge and skills in professional TM practice, in research and product development; 2) increasing capacity of scientists in biomedical and behavioural research disciplines in TM; 3) Documentation indigenous TM knowledge and in-situ TM knowledge conservation.

Expected result: Professionals with improved knowledge, skills and competences for TM practice, research and development of high quality TM products.

Key strategies

- Establishing a self-sustaining indigenous health science institute
- Establish knowledge centre for traditional medicine resources
- Develop community based technical assistance hubs for traditional medicine development

Programme Area3: Community Health Systems Strengthening (SO3)

Uganda is experiencing a double burden of communicable and non-communicable diseases. The focus for response to this dual health challenge remain largely health facility based health services. THETA recognises the need to strengthen community systems to complement health systems. THETA's approach to health systems strengthening is premised on two notions; 1) that effective health systems derive legitimacy through community participation in selection of community health priorities, planning and monitoring of the health services, 2) that better health can only be attained when communities are actively engaged in actions that promote their own health. THETA seeks to strengthen community systems on order to empower communities to take charge of their health challenges and to effectively engage in the health system.

Expected result: Community health systems have capacity to address prioritised community health challenges

Strategic actions

- Develop effective community based models, systems and initiatives for MNCH, HIV and AIDS and Non-Communicable diseases (NCDs)
- Strengthen peripheral health systems and structures for delivery and accountability for health services

Programme Area 4: THETA's institutional sustainability (SO4)

THETA recognises the importance of good governance and strong management systems in the organisation's sustainability. In this strategic plan THETA hence seeks strengthen governance structures and management systems that effectively guarantee resources generation, management and accountability.

Expected result: Strengthened organisational capacity and management systems that assure growth, and accountability for resources and programme results.

Key strategic actions

- Strengthen governance structures to ensure effective leadership
- Strengthen resource mobilisation and management
- Strengthening knowledge management
- Strengthen 's visibility and public image

3.4 CRITICAL SUCCESS FACTORS

In coming up with the strategies for the next five years the THETA has considered the following key factors as determinants of programme success.

Success factor	Team behaviour
Innovation	Developing new, effective replicable models in response to emerging programme and operational challenges
Proactivity	Anticipate, react more quickly and effectively to threats and opportunities
Cost-effectiveness	Working to optimise results within limited financial resources

4.0 INSTITUTIONAL ARRANGEMENTS

4.1 Programme Strategies

4.1.1 Evidence based programming

In order optimise results, THETA will adopt an evidence based approach to development of its programmes and policies. It's our deliberate intention to ensure that THETA initiatives are relevant, technically sound and responsive to the beneficiaries' needs.

4.1.2 Gender main streaming

In recognition that gender issues influence health, access to and utilisation of health services, THETA will develop and implement a gender sensitive approach to programming that will ensure that gender concerns are integrated into the design, implementation, monitoring of operations, plans, programmes and activities at all levels. This will include but not limited to integrating gender throughout THETA's strategic plan, programmes and projects at all levels. THETA will incorporate gender responsive indicators in its M&E framework.

4.1.3 Rights based approach

During the execution of this strategic plan, THETA will adopt a rights based approach in its work. Essentially this means that THETA shall always consider beneficiaries of its programmes as rights holders and therefore THETA and other duty bearers have an obligation to fulfil these rights. Thus THETA programmes and policies will be informed by the norms and principles of the international human rights system. These principles include equality, non-discrimination, accountability, empowerment and participation.

4.1.4 Programme implementation models

In order to implement its programmes in a coherent and consistent manner, THETA will adopt the following models and test model for both capacity development and community systems strengthening.

4.2 Organisational Strategies

4.2.1 Organisational structure alignment

The effective execution of this strategic plan requires review of the organisations structure. This involves streamlining structures for programme coordination, resources and knowledge management. THETA will review the mandates of the departments to align all functions and roles with the strategic plan. A harmonised organogram will provide guidance to the human resource needs for the effective execution of the strategic plan

4.2.2 Monitoring and Evaluation

The strategic plan will be monitored quarterly and annually against strategic and programmatic indicators outlined in the SP logical framework matrix annex (Appendix 1). The results matrix will be operationalised through a detailed M&E framework to inform data collection analysis and usage. The M&E framework will also be used as guiding tool on how to effectively track progress in the implementation of the THETA Strategic Plan, entrench the practice of evidence based programming as well as and final impact assessment.

THETA management will prepare quarterly status reports on the progress of the strategic plan implementation and submit to the Technical/Programmes

committee and the Finance and Administration committee, which will in turn report to the full Board. The progress reports will highlight results achieved against planned activities, challenges and proposals to resolve them. Financial reports will indicate the income realised and expenditure against the approved budget and reasons for variances.

4.2.4 Coordination of Implementation of the strategic plan

Governance

The THETA Board has the ultimate strategic role in the implementation of this strategic plan. It is expected that the Board will continue to provide strong, visionary, supportive and nurturing style of leadership. The Board will meet regularly to review progress and share information related to THETA's work to key stakeholders. The Board will support fundraising efforts for this strategic plan by way of advocacy for THETA programmes, making recommendations for fundraising initiatives and engagements of current and prospective donor partners.

THETA management

THETA management team under the leadership of the Executive Director will lead the implementation of the strategic plan. The management will mobilise resources, design/implement programmes aligned to the strategic plan and provide regular updates on the progress of implementation of the strategic plan to the Board and eventually to the Annual General Meeting (AGM). The management will constantly monitor changes in the external operational environment, adapt and actively respond through innovative ways to enable THETA to deliver on its mission

4.3 Sustainability strategies

The sustainability of THETA will be mainly at three levels: Institutional, Programmes and Financial sustainability.

4.3.1 Institutional sustainability

The focus of the sustainability plan for THETA during the period (2014-2018) will be on ensuring that relevant policies, systems and procedures are reviewed to ensure that they address the emerging needs and challenges. Specifically the following will be reviewed annually; Constitution, Strategic plan, Operational workplans, Organisational Structure, Governance, Administrative, human resource and Financial Management systems, policies and procedures.

4.3.2 Programme sustainability

Key factors viewed as contributing to programme sustainability include: 1) Designing programmes that are resource generating or embed cost recovery mechanisms; 2) Application of evidence based approach to programmes design and implementation and 3) Greater involvement of programme beneficiaries in programme design and implementation and hence increasing ownership. THETA will ensure that all programmes to large extent take care of their own costs, generate evidence or are evidence informed and meaningfully involve the beneficiaries in their design and implementation.

4.3.3 Financial sustainability

The main strategy to achieve financial sustainability for THETA will be to diversify its funding base by raising more local and unrestricted income in addition to resources from the international cooperating partners. THETA will strengthen local income streams from its medical centre, design and market training courses in TM and Optimise income from its conference hall and rental space.

The resource mobilisation framework will guide THETA's efforts to achieve financial stability. The resource framework will be reviewed on an annual basis.

4.4 Risk Analysis and Mitigation

Certain assumptions have been made during the design of this strategic plan.

These assumptions are the conditions that would be necessary for the production of desired results. The risks are summarised in the table in a grid that assesses both the perceived probability of the risk occurring and the perceived impact on the programme results

5.0 RESOURCES MOBILISATION

Mobilization of resources to implement THETA's strategic plan will be a shared responsibility for all staff and the Board. Resources include both local and international sources. In this strategic plan THETA is positioning itself to attract as well as pursue diversified funding sources. The senior management through its fundraising committee will be responsible for raising funds for the strategic plan. The executive director will take lead in identifying local resources and potential funding partners and sponsors, as well as consolidating relationships with current and future partners. A resource mobilisation strategy will be developed to guide all resource mobilisation and fundraising efforts.

5.1 Resource requirements

THETA management has estimated that it will require 7 Million USD to implement this strategic plan. The detailed budget for the strategic plan period (2014-2018) will be prepared as part of the business plan.

<p>3. Community structures have capacity to prioritise health needs, represent community in health systems governance and decision making and ensure the health system is responsive to communities priority health needs</p>	<ul style="list-style-type: none"> • 50% increase in number of CBOs that have capacity advocate for priority health needs of communities in their constituency • 50% increase in number of decision making fora with representation of community structures 	<ul style="list-style-type: none"> • M&E reports • Assessments • Feedback from community Quarterly and annual reports 	
<p>4. Strengthened organisational capacity and systems for effective coordination and implementation of THETA's programmes.</p>	<ul style="list-style-type: none"> • THETA able to fulfil its objectives and operations as per mandate • THETA expenditure matches or less than annual income • High level participation of stakeholders 	<ul style="list-style-type: none"> • Annual finance statements • M&E reports 	
<p>Narrative summary</p>	<p>Performance Measurement</p>	<p>Means of verification</p>	<p>Assumptions</p>
<p>Integrative Medicine and Research</p>			

APPENDICES

Appendix 1: Results based Logical Framework

Narrative summary	Performance Measurement	Means of verification	Assumptions
<p>Strategy Goal</p> <p>To improve health outcomes of communities through strengthening capacity for effective collaboration between traditional, biomedical health care systems and communities</p>	<p>Performance (Impact) indicators</p> <ul style="list-style-type: none"> • Health indices (Mortality, morbidity) • Improved index of collaboration between traditional and biomedical health care systems 	<ul style="list-style-type: none"> • UDHS, Reviews and surveys 	<p>Stable and predictable political and economic context</p>
<p>Strategic Objectives</p> <p>1. Increased evidence base to support rational use and policy influence in favour of TCM</p>	<p>Performance (Outcome) indicators</p> <ul style="list-style-type: none"> • 50% increase in number of THETA publications on integration of TCM • 50% increase in number of THETA organized national fora for communicating TCM information 	<p>Sources of verification</p> <ul style="list-style-type: none"> • THETA reports • Journals 	<p>Interest for TCM remains high</p> <p>Policies towards TM remain accommodative</p> <p>TCM Practitioners and other professionals willing to acquire skills</p> <p>Decision making fora receptive of community structures representation</p> <p>Financial resources are available in time</p>
<p>2. TCM practitioners and other professionals interested in TCM have improved knowledge, skills and competences for TCM practice and development of high quality TCM products</p>	<ul style="list-style-type: none"> • 50% increase in number of clients rating holistic services by TCM practitioners as good quality • 50% increase in new clients for holistic care services 	<ul style="list-style-type: none"> • Reports from M&E surveys • Annual reports 	

	Improved knowledge, skills and competencies of TCM practitioners	<ul style="list-style-type: none"> Percentage increase in number of THPs reporting improvement in performance as a result of THETA training Percentage increase in number of trainees attending THETA courses A TCM training institute in place 	<ul style="list-style-type: none"> M&E and assessment reports Quarterly and annual reports 	<ul style="list-style-type: none"> There is demand for TCM courses among THPs and other professionals Institutions are supportive of collaboration
	Institutional collaboration to develop courses that meet competences for TCM practitioners improved	<ul style="list-style-type: none"> Number of short term and long term courses that meet skills and competence needs of TCM practitioners developed. Number of institutions collaborating with THETA to develop TCM courses meeting required skills and competences Existence of accredited TCM courses 	<ul style="list-style-type: none"> Assessment reports Quarterly and annual reports 	
Narrative summary	Performance Measurement	Means of verification	Assumptions	
Community Health Systems Strengthening				

	Improved evidence on efficacy and safety of Traditional and complementary medicine	<ul style="list-style-type: none"> Number of publications on efficacy and safety of TCM arising from THETA research Percentage increase in number of clients served using TCM products through THETA integrative clinic TCM research policy at THETA a research and ethics committee functional Increase in number of research protocols implemented 3 platforms for dissemination of TCM research and knowledge exchange established 	<ul style="list-style-type: none"> Quarterly and annual reports M&E and assessment reports internet 	<ul style="list-style-type: none"> There is impetus for research in TCM and TCM products Researchers in TCM are available Funding for TCM is available Biomedical health practitioners are willing to collaborate
	Improved collaboration between traditional and biomedical practitioners	<ul style="list-style-type: none"> Percentage increase in number of practitioners using TCM products (THETA okayed) in their practice Percentage increase in number of collaborative research projects 	<ul style="list-style-type: none"> M&E reports Quarterly and annual reports 	
Narrative summary	Performance Measurement	Means of verification	Assumptions	
Capacity development for holistic health services				

Improved organisational effectiveness and efficiency	<ul style="list-style-type: none"> • Management and accounting systems in place and utilized • Percentage of staff filled with adequate skills • Percentage satisfaction levels of key stakeholders with THETA services • THETA organisational structure Realigned and rationalised 	<ul style="list-style-type: none"> • Audits • M&E reports • Assessments • appraisals 	<ul style="list-style-type: none"> • TCM and community health remain priority to improve health outcomes • Resources are available to retain staff • Political situation remains stable
THETA is financially sustainable through active resource mobilization	<p>Resource mobilization strategy implemented</p> <p>Income and expenditure ratio</p> <p>Percentage of total resources raised against budget</p> <p>Percentage performance against strategic plan targets</p>	<ul style="list-style-type: none"> • Audits • M&E reports • Assessments 	

Capacity of community health structures and systems enhanced	<ul style="list-style-type: none"> • Percentage increase in demand for health services • Percentage increase in number of community workers at peripherals trained • Percentage increase in number of community structures regularly participating in health system meetings. • Number of CSOs strengthened in leadership, governance and advocacy • Number of CSOs for whose organisational systems were strengthened • Urban community health programme running • Number of new THETA districts implementing MNCH programme • Safe male circumcision and HIV/AIDS treatment functional at THETA 	<ul style="list-style-type: none"> • Quarterly and annual reports • M&E and assessment reports 	<ul style="list-style-type: none"> • Communities will demand for services • Trainees will be available in the community • Health related CSOs available in the communities for capacity building
Narrative summary	Performance Measurement	Means of verification	Assumptions
Institutional Sustainability			

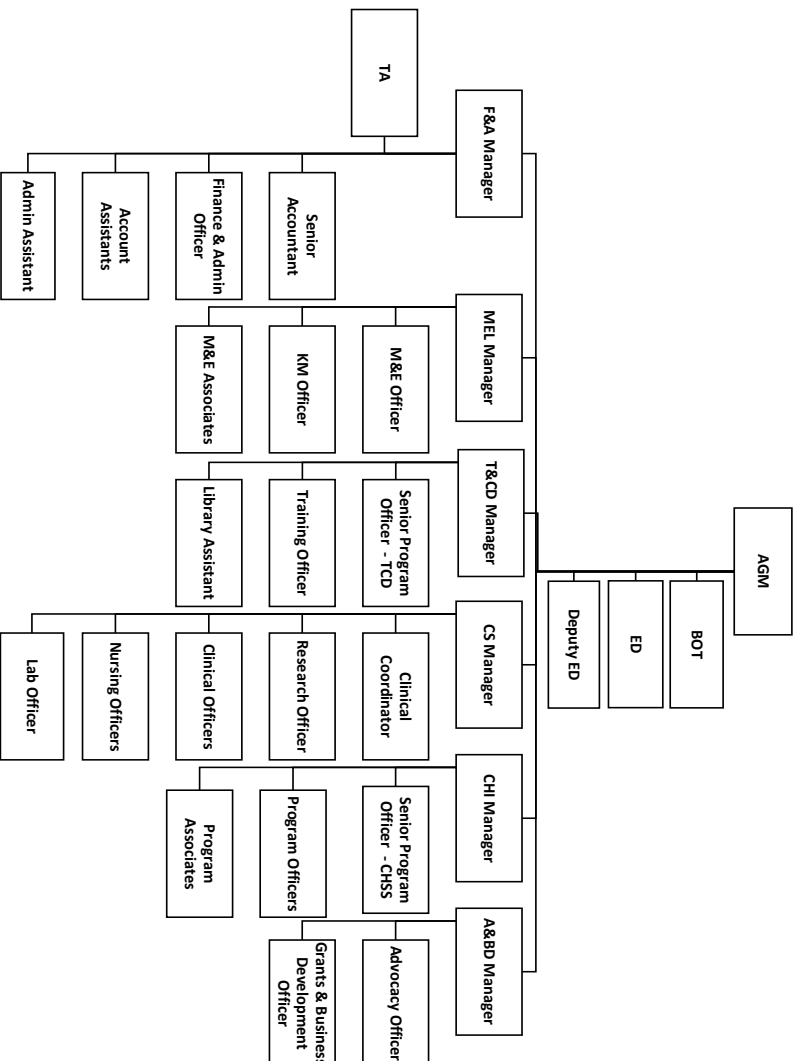
Appendix 4: Stakeholder analysis

Stakeholder category	Interests in THETA	Potential areas of collaboration
Research Institutions (NCRI and ICRC, and Universities (MUK, MUST))	Joint research grants development Research collaboration	Joint research projects implementation
Government agencies (MoH, UNHRO, NDA, UNCSST)	Policy formulation, Registration herbal medicine products, and regulation	NPPH operationalization, Research financing, Capacity building for GMP and registration of herbal medicines, REC accreditation and capacity building of REC members
Professional Associations eg (Uganda Pharmaceutical Society, Uganda Medical Association, Allied health professionals association)	Professional development, research, research dissemination	Research Implementation and dissemination, Advocacy for integration of TM in HTTs curricula
International cooperating partners (Multilaterals/bilateral/Global health initiatives, diplomatic missions, UN agencies, Foundations	Increased capacity for accountability Partnership with indigenous organisations	Grants and technical assistance
Private sector	Business partnership Promotion of CSR interests	Technical support in processing and upscaling herbal medicine production

Appendix 3: Financial estimates for the SP 2014-2018

Core Business Areas	2014	2015	2016	2017	2018	Total
Integrative Medicine Research	50,000,000	250,000,000	312,500,000	390,625,000	585,937,500	1,589,062,500
Capacity development for indigenous health systems	10,000,000	60,000,000	175,000,000	340,625,000	510,937,500	1,096,562,500
Community Health Systems Strengthening	510,000,000	2,100,000,000	2,625,000,000	3,281,250,000	3,609,375,000	12,125,625,000
Institutional strengthening	450,000,000	562,500,000	675,000,000	742,500,000	779,625,000	2,759,625,000
Grand Total	1,020,000,000	2,972,500,000	3,787,502,016	4,755,002,017	5,485,877,018	17,570,875,000

PROPOSED THETA ORGANOGRAM



Appendix 5: Risks and Mitigation Framework

Risk	Mitigation measure
Limited staffs understanding of the THETA strategy	Implementation of the strategy must be a constant on senior management team's agenda Effective information sharing and communication
Failure to manage THETA's information and knowledge could jeopardize the strategy	Embed knowledge management in project plans Build staffs capacity for knowledge capture and management Make documentation part of performance management and job descriptions
Failure to influence government and donors will be an obstacle to successful implementation of the strategic plan	Ensure that THETA is represented by right people at all for a Use reliable and well documented evidence to communicate effectively Continuous relationship building with the MOH, district local governments and other partners
Lack of community involvement will impede sustainability	Involve communities in project design, implementation monitoring and evaluation