



**BOTSWANA-HARVARD
PARTNERSHIP
STRATEGIC PLAN REVIEW**



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Executive Summary

Botswana Harvard AIDS Institute Partnership (BHP) was established in 1996 with a mission to Fight HIV/AIDS and Emerging Public Health Challenges through Collaborative Research, Capacity Building, Education and Community Engagement. In 2010 the organisation developed its first five year (2011 – 2016) Strategic Plan. The Strategic Themes of that plan were identified as Research Excellence, Education and Capacity Building, Organisational Excellence, and Strategic Partnerships. A total of 13 strategic objectives were developed under these themes. Each of the objectives was aligned to specific perspectives of the Balanced Score Card, namely the Customer Perspective, Finance Perspective, Processes Perspective, and Learning and Growth Perspective.

Three years since its inception a mid-term review of the 2011-2016 strategic plan was undertaken in October 2014. The objectives of this review was to identify progress and achievements attained between 2011 and the end of 2013, and to identify gaps, unmet targets, and omissions that BHP needs to address during the remaining period of the strategic plan. The review was performed internally by a team of 40 BHP employees, mainly senior staff, drawn from all business subunits/departments of the organisation. Preceding the review the departments were sent a tool to report achievements against each objective that was relevant to their department. This was followed by a one day workshop with the 40 departmental representatives. The tables and the subsequent bar charts reflect outcomes of this workshop.

1. Research Excellence Theme: Botswana Harvard Partnership performance on this theme was deemed good in the areas of publications and attendances at workshops. It is worth noting, however, that despite high numbers of articles published in peer reviewed journals, the number of local scientists cited as first authors remains below expectation. The same applies to the local scientists presenting abstracts at conferences. More resources thus need to be invested in training local researchers and scientists in data analysis and manuscript writing.
2. Education and Capacity Building Theme: The performance under this theme has been remarkably good with above target number of scientists graduating with MSc/MPhil degrees and one at PhD level. This has been made possible largely through the capacity building grants such as TanZamBo and SACORE. The training of a biostatistician still remains as a gap. The other challenge is the retention of staff. There has been high staff turnover especially in the year 2013. Measures aimed at improving employees conditions of service are being finalised for deployment. The Master Trainer Programme (MTP) also performed very well with regards to expanding the pool of health

care workers able to provide HIV Care and Treatment services at the point of care. This helped significantly in facilitating the roll out of Antiretroviral Treatment (ART), with ART roll out and dispensing to 547 intended ARV treatment sites in the country.

3. Strategic Partnerships: Value adding partnerships with signed Memoranda have been entered into with Massachusetts General Hospital, Beth Israel Deaconess Medical Centre and University of Botswana to mention some. Other collaborations include joint grant applications. Results dissemination to study participants and stake holder engagement activities met expectations. However there was underperformance in achieving targeted meetings with the Ministry of Health (MoH). This needs special focus since the MoH is one of BHP's major stakeholders. The Ministry of Infrastructure Science and Technology under whom the research portfolio falls has also been identified as a key stakeholder to engage.
4. Organisational Excellence Theme: Significant investments have been made in the strengthening of BHP administrative and financial systems. This is reflected in BHP continuing to have unqualified financial audits since it became incorporated as a limited liability company. There has also been unparalleled strengthening of data management and information technology departments. Currently almost all local BHP studies have transitioned to electronic data capture systems. Data quality remains of very high quality and all this makes BHP very competitive as a research site. Old paper records are being digitalised and archived in order to free up much needed office and research space. Inadequate office space remains a major challenge. There is need to source long term funding to address this issue.

This review is the first for BHP. Apart from identifying gaps with regards to the set objectives and targets, it also brought to light the need for improvement in performance tracking. Some information was missing because the departments did not have adequate documentation of their performance over the years. This exercise gives BHP an opportunity to learn more about Performance Management.

Signed: _____



Joseph M. Makhema (Chief Executive Officer)

Date: 27th November 2014 _____

Introduction

The Botswana Harvard AIDS Institute Partnership (BHP) was established in 1996 as a collaborative research and training partnership between the Government of the Republic of Botswana's Ministry of Health and the Harvard School of Public Health AIDS Initiative (HAI) under the leadership of Prof Max Essex. In 2007 the Botswana Harvard AIDS Institute became an independent corporation, registered in Botswana as a legal entity under the Companies Act as a "not for profit" limited liability company (LLC). Its mission is:

'To Fight HIV/AIDS and Emerging Public Health Challenges Through Collaborative Research, Capacity Building, Education, and Community Engagement'.

BHP developed its first strategic plan in 2010 to span the period 2011 to 2016. This document is as a result of a mid term review of the plan, examining the first 3 years since its development and implementation. The review therefore covers the years 2011 till end of 2013 only.

During the time of the initial development of the plan, a SWOT analysis was done in order to help develop the strategic direction the organisation was to take over the next 5 years. Critical areas in which achievement was deemed a must, if BHP was to remain competitive and relevant, were identified and the following strategic goals were set:

- To provide Botswana and the rest of the international community with knowledge to combat HIV/AIDS by providing quality research which will result in peer reviewed publications
- To establish local research capacity in the area of HIV/AIDS and other emerging public health diseases through targeted training and skills development
- To educate and empower both health care professionals and the public in the region on HIV prevention and care by offering courses like KITSO, Master Training on HIV/AIDS and by community education
- To enhance internal and external customer satisfaction and advocacy, through systematic, efficient and effective communication of information, as well as increased community involvement

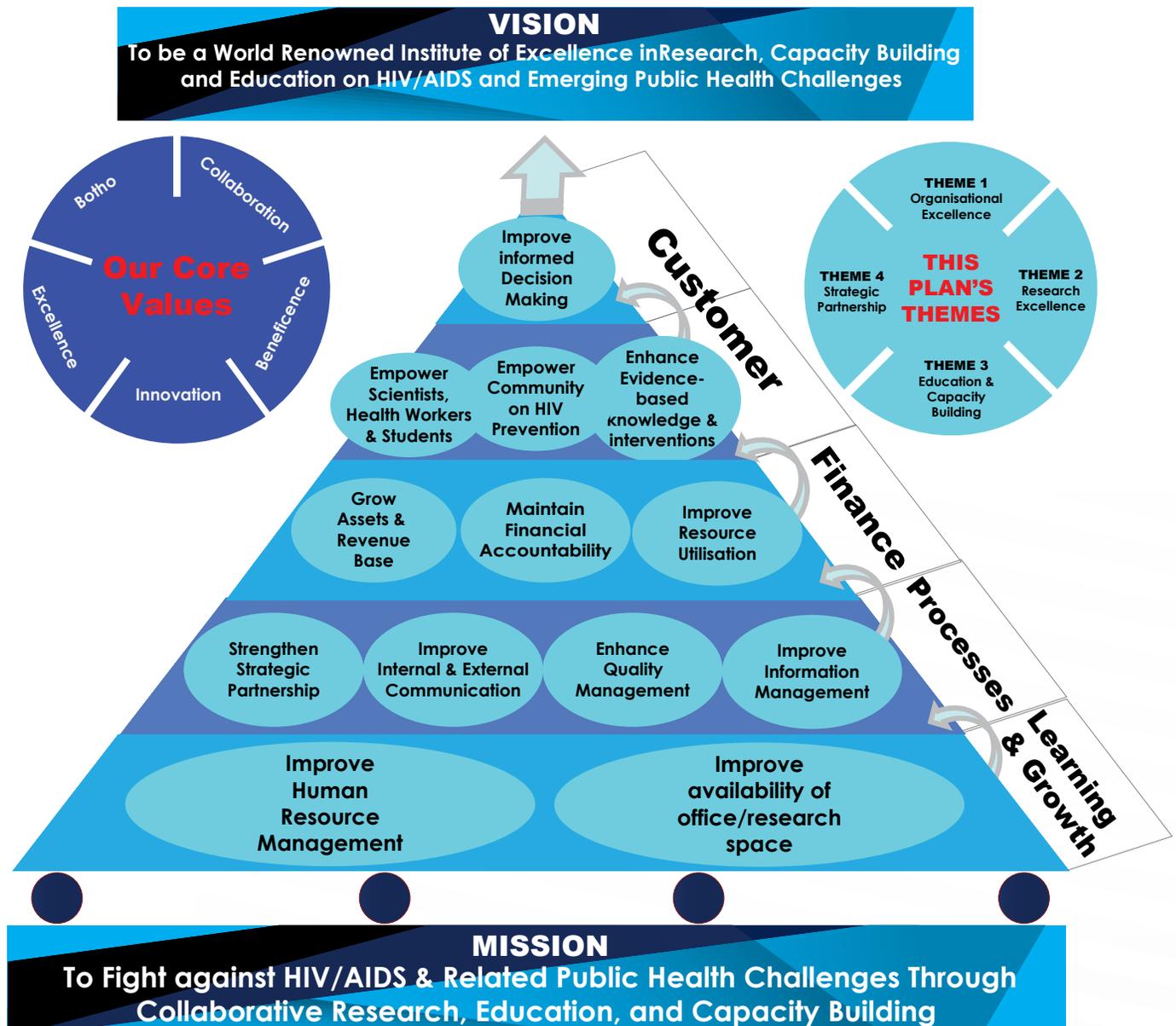
- To attract and retain quality personnel through competitive conditions of service
- To ensure sustainability and growth of BHP as an LLC through diversification of funding sources, prudent financial management and strategic collaborations
- To expand on the available office and research space by leasing more space or exploring the possibility of acquiring and developing land.

Having set the above broad strategic goals, BHP came up with 4 strategic themes under which strategic objectives would be developed. These themes are:

- **Organisational Excellence:** To excel it was recognized that BHP would need to focus on developing and strengthening its policies and processes in order to ensure effective and efficient utilization of all its resources, including human capital.
- **Research Excellence:** In recognition of the increasing competitiveness for research concept ideas and funding, it was deemed imperative that significant resources should be directed towards producing outstanding research results to provide BHP with a competitive edge for prioritized research funding .
- **Education and Capacity Building:** To ensure a capacitated and knowledge based workforce, as well as informed public and policy makers, clearly defined objectives to address this mandate were developed.
- **Strategic Partnerships:** BHP recognises and values this important resource and hence, came up with objectives specific to this theme.

A total of 13 objectives, supported by a number of initiatives, were developed and tracked. In this review document, the 13 objectives are arranged and summarised under their respective strategic themes. Following a brief summary of the performance of the theme's objectives, the latter are placed each in its own table which shows targets at the top. Total results achieved are at the bottom of the table. Graphical presentation of the same results accompanies the respective table.

Strategic Map 2011 - 2016



REVIEW SUMMARY

Research Excellence

BHP aims to provide Botswana and the rest of the international community with knowledge to combat HIV/AIDS by providing quality research. To this end the organization has been able to publish several study results, some of which contributed significantly to WHO Guidelines on treatment of HIV/AIDS. Examples are results from the MmaBana Study and the Thibelo (HPTN 052) study.

These results, and those from other studies, have been disseminated widely both locally and international, helping in building up the pool of knowledge with regards to HIV and AIDS.

The table below, as well as the bar chart there from (Fig. 1), indicate that targets for peer reviewed publications in reputable journals was achieved. Although this is the case, there is need

and intention to increase the number of publications where local staff are first authors. More resources need to be directed towards capacitating local researchers in research or manuscript writing skills. This weakness of lack of skills in paper writing has contributed to the organization not being able to reach its target of local scientists submitting abstracts for presentations in international conferences.

Enrollment of post-doctoral fellows has been a challenge, partly because of lack of funding for such an initiative. There is need to continue mobilizing resources since it is this cadre that helps drive the research agenda of an organization, as well as helping mentor the junior scientists. Post-doctoral fellows are deemed critical for any organization whose vision is to excel in conducting innovative research and on the ensuing research publications.



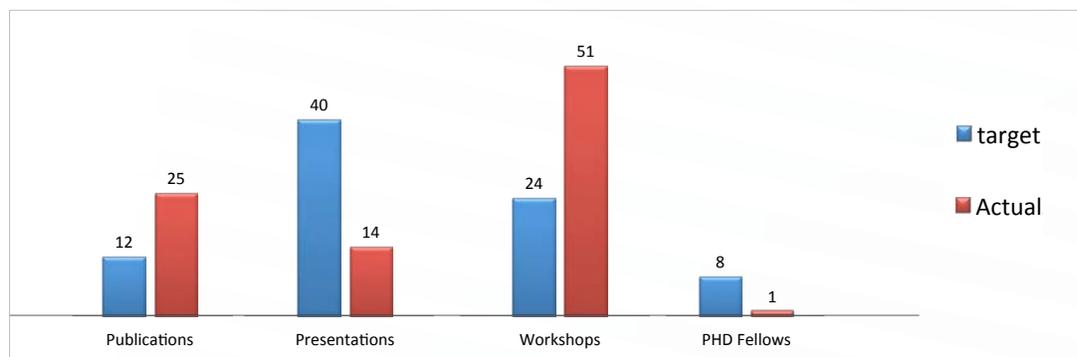
A laboratory scientist preparing samples for virus amplification and detection in the research lab

Objective 1

Enhance evidence based knowledge and interventions (Research Excellence)

Target	3 Publications Per Annum	10 Presentations at Conferences	6 Workshops	Enroll 2 Post Doctoral Fellows	Achievement/Impact
Project					
HTPN	2 HTPN 052 publications in peer reviewed journals with no first authorship		2 in 2013 1 in 2012 5 in 2011		Better awareness of the contribution of HTPN and BHP to scientific knowledge
Mpepu/ Birth outcome			2: Participated in 1 stake holders meeting in Molepolole and had a study update briefing with the Gaborone DHMT		Improved health workers understanding of study aims and objectives, as well as their involvement in assisting with accrual for the study. This has helped in increasing overall accrual figures for the study.
Regulatory	Develop a Research Ethics Manual		3 major workshops on Ethics		Improved Knowledge on Research Ethics
Laboratory	18 publications (1st Authorship=4)	10 Oral Presentation 2 Posters	20 workshops	1	Enhanced; <ul style="list-style-type: none"> Competitiveness for grant applications, Capacity to network and collaborate, Knowledge Capacity for supervision for young scientist
MTP (PEPFAR)			11 workshops		Feedback to the site managers meetings and TB/HIV workshops. This has helped discuss our finding to a collective group of health providers and their Management
CTU	5 publications. The Botswana CTU team members contributed as co-authors on 5 peer reviewed Publications	2 different abstracts presented at CROI 2011 and 2013.	5: We had 4 stake holders meetings (2 Gabs & 2 Moleps) in 2012 & 2013. CTU staff participated in 1 ethics workshop in 2012		<ul style="list-style-type: none"> Good scientific credit from the different networks. Ongoing network support for CTU activities in Botswana. Dissemination of research data results. Getting relevant stakeholders buy-in on CTU activities. Increased CTU involvement with local public health issues, improved enrolments in ongoing CTU studies
TOTAL	25/12	14/40	51/24	1/8	

Fig. 6: Empower community on HIV Prevention and care



Strategic Theme Two

Education and Capacity Building

Two perspectives are addressed here; the 'Learning and Growth Perspective' as well as the 'Customer Perspective'. One of the main challenges BHP faces is inadequate numbers of people skilled in grant writing, data analysis skills and manuscript writing. The effect of this is seen in limited numbers of first authorship papers from local BHP researchers. Many of the international partners, as well as funders, are keen to build the capacity of locals, and hence there are several grants facilitating North-South Partnerships in a bid to catalyze skills transfer to the Southern Partners.

Objective two aims at building that much needed capacity. BHP has performed better than envisaged in that area, through exposure of its employees to both local and international conferences and short courses, as well as through targeted capacity building grant applications, mostly through collaborations and consortia with other African institutions. TanZamBo is one such initiative through which several of BHP researchers were enrolled into Masters and PhD programmes. The above notwithstanding, there is need to intensify training in biostatistics. BHP has identified the lack of a qualified local or resident biostatistician as one of the contributing factors to lack of first authorship manuscripts and abstracts. This objective needs to be given special attention as the organisation looks ahead.

Apart from training its employees, it is BHP's mission to capacitate local scientists, local and international health workers as well as the community at large, on HIV and AIDS knowledge, HIV management, and HIV/AIDS care. The objective 3 graph (Fig. 3 on page 8) shows that the organisation performed well in this area. It is through this objective and its initiatives that Botswana has managed to roll out Antiretroviral Treatment to all its hospitals and the 547 dispensing sites throughout the country. In addition, BHP's Master Trainer Program has been a major catalyst in transforming Botswana's program into one of the best performing ART programmes in the world. BHP's role in this endeavour can not be underestimated. There are, however, initiatives that, due to changing priorities at the MoH have not been pursued. An example is the training of doctors in Advanced KITSO which has been currently halted. Another area of under performance is the limited demand for BHP's courses by international organisations, where it was hoped that by now about 60 professionals could have been trained instead of the 10 that is shown in the graph on this objective. It was hoped that training of international customers could generate income for BHP, thereby helping in diversification of income sources for the organisation.



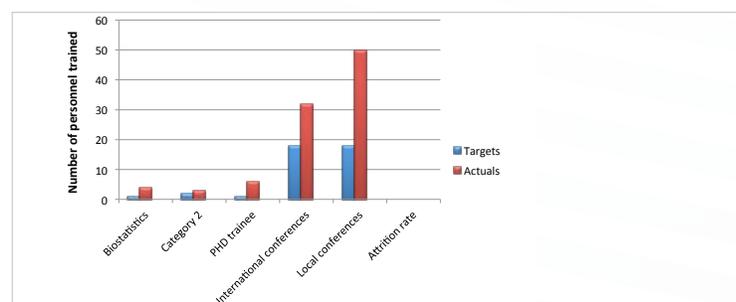
Thabo Diphoko, a PhD Fellow funded through the SACORE Wellcome Trust grant, making a presentation at a Scientific Conference in Kasane

Objective 2

Increase training and retention in specialized areas)

Target	1 Person Trained in Biostat. By 2012	2 People Trained in Research Science related field at Masters Level by 2013	1 PHD Trainee by 2012	6 Participants at International Conferences per annum and 15 At Local Conferences	< 7% Attrition Rate	Achievement/Impact
CTU				28- attended International meetings & conferences: IMPAACT & ACTG annual meetings, CROI, IAS (USA), DMC training in Thailand 16-local conferences: Botswana Pharmacy conference, HIV conference		Improved understanding of DAIDS & Network policies with consequent improvement in implementation of research studies. Capacity building for staff members in the field of HIV/AIDS and data management
Mpepu				4 participants to international conference in 2013 15 participants to Local conference (2012)		Exposure of clinical staff to international research scene to help ignite interest in write up for publications as well as protocol development
HPTN	1 trained in Introduction to Biostatistics in 2012	NIL	NIL	HPTN annual conference 2 attendees in 2011 2 attendees in 2012 2 in 2013 Local HIV Conference 1 in 2012		Significant time spent in training of new personnel thus reduced productivity, as new staff only hired after the old has left and no time for proper induction . Reduction in site's general quality of work as new staff start off.
Lab	3 international short courses in biostatistics attended	3 graduated: 2 MSc and 1 Mphil	3 MPhils with chance to upgrade 3 PhD trainees 1 PhD graduated	12 international 10 local		So far BHP has trained and graduated 3 employees (Lab scientists) at Masters level and one at PhD level.
HRM			11 workshops			In 2012, the Attrition rate was about 21% (2 Drs, 3 Laboratory, 2 Nurses, 1 Pharmacy Technician, 1 Manager). Staff complement was 251. out of 251 there were 43 terminations . In 2013 the Attrition rate was about 32% (6 Drs, 8 Nurses, 4 Lab staff, 4 IT staff, 3 Managers, 1 Pharmacy Coordinator). The staff complement was 318, terminations were 82.
TOTAL	4	3	6	50/18 and 32/18	9/251 (3.5%) 26/318 (8.1%)	Staff turnover is generally high . Capital investment on their training is high

Fig. 2: Increase Training and Retention in Specialised areas

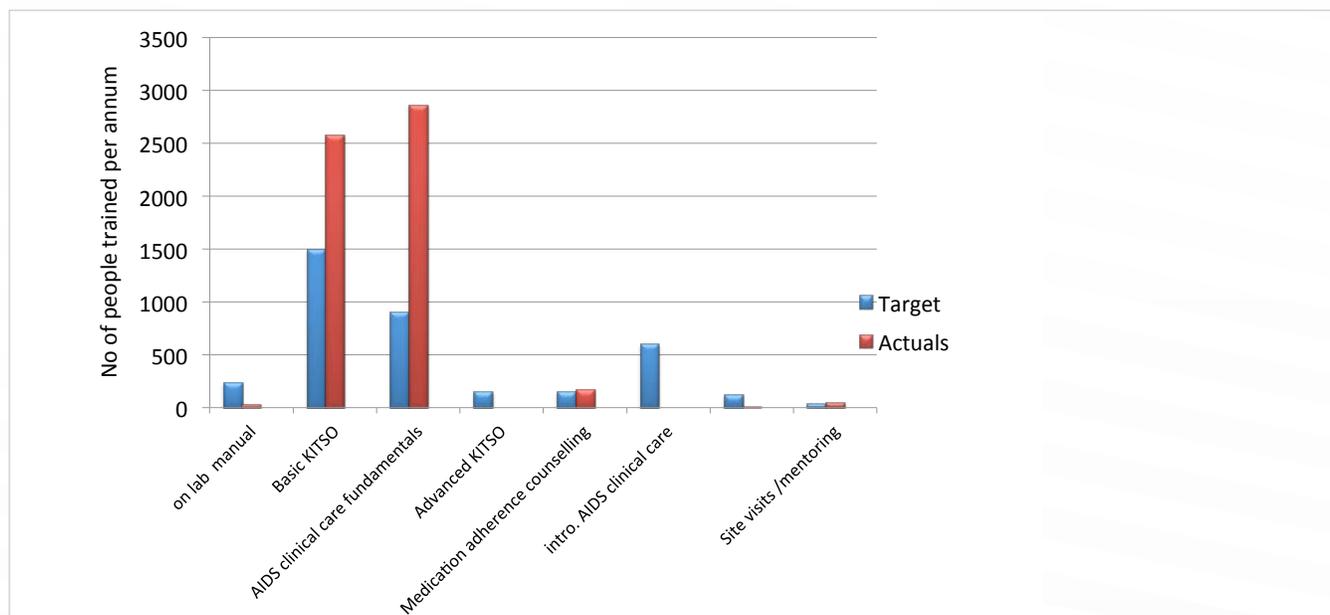


Objective 3

Empower Scientists, Health Professionals & Students

	Train 20 people on lab manual per quarter	Train 500 health care workers in basic KITSO	Train 300 HealthCare Professionals in AIDS Clinical Care Fundamentals by the end of 2011, 2012,2013	Train 50 local doctors in Advanced KITSO by the end of 2011, 2012, 2013	Train 50 Health Care Workers in Medication Adherence Counselling by the end of 2011	Train 200 Lay Counsellors and Health Care Auxiliaries in 'Introduction to AIDS Clinical Care' by the end of 2011	Train 20 Health Care Workers from the EDCTP network and 20 HCW from the region in Advanced HIV/AIDS Care management by the end of 2011	2 site visits/ mentoring per year by each specialty	Achievement/ Impact
Master Trainer Program (MTP)	30 lab personnel trained	307 Trained in prescriber and 870 in dispensing 1406 Trained in Triple ARV Prophylaxis	1813 fundamentals 1051 refresher	Not trained any due MOH prioritization continued	173 Trained in Medication adherence		10= Laboratory master trainer	Did 47 major site visits and (In addition did 36 TAP follow up visits)	The various training done by the MTP have helped in integrating HIV/AIDS related services
TOTALS	30/240	2580/1500	2864/900	0/150	173/150	0/600	10/60	47/36	

Fig. 3: HCW Trained in HIV Management and Care



Strategic Theme Three

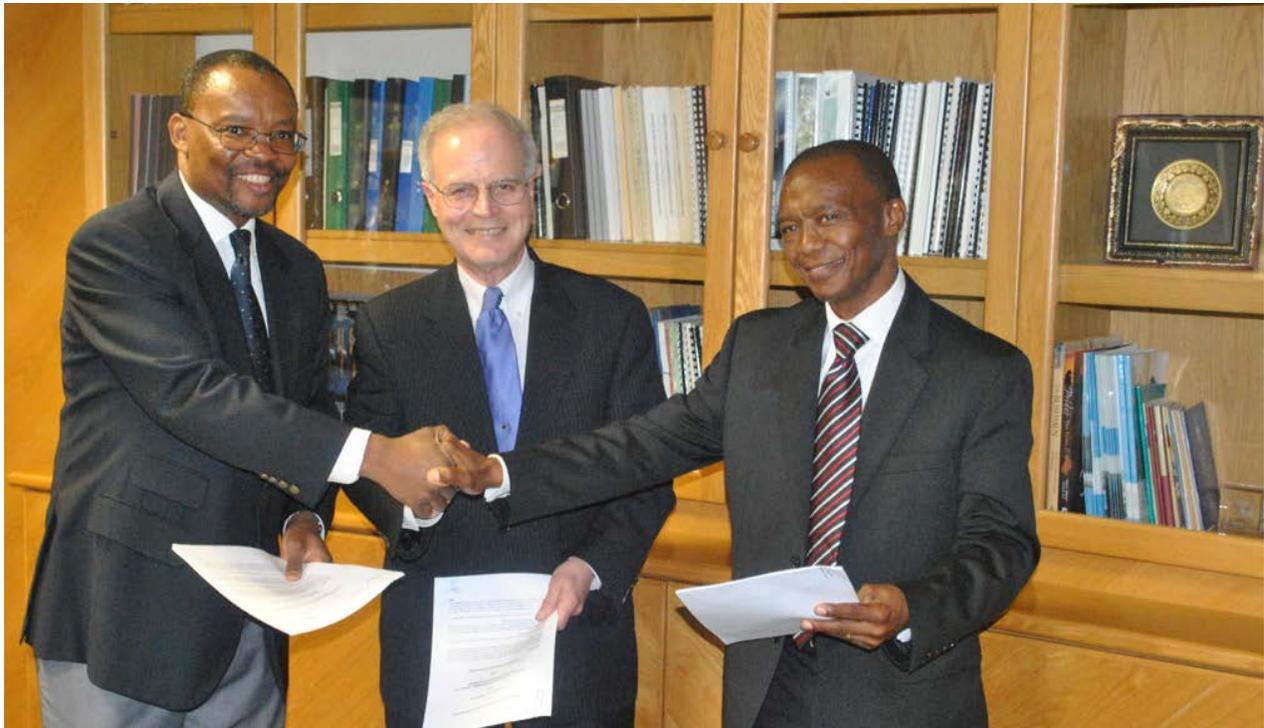
Strategic Partnerships

This theme consisted of three objectives, all of which address the importance of partnerships as well as constant communication with fellow research and academic institutions, Government and policy makers, and the community with which BHP conducts business. BHP recognises the importance of strategic partnerships as one of the enablers and important resources that had to be managed well in order for the organisation to achieve its objectives. It consists in part of objectives in the 'Processes' component of the Balanced Score Card.

Tables and Graphs from all the three objectives (Objectives 4, 5, and 6) show that excellent results have been achieved. There has been impressive interactions with policy makers at national level, as well as interactions with study participants, mainly in the form of results disseminations. This should help in attainment of support from policy makers. At an individual level, the more the community members know about research and are informed

about results and outcomes reported from such research, the more likely they are to be encouraged to participate as research subjects should an opportunity arise. This partnership is deemed very important because without study participants there can be no human subjects research and the mission and vision of BHP would never be realised.

A number of Memoranda of Understanding have been entered into with a number of entities including: the University of Botswana (UB), Massachusetts General Hospital (MGH), Beth Israel Deaconess Medical Centre (BIDMC) and research institutions in Tanzania and Zambia (TanZamBo Consortium). BHP has been able to train its employees at post graduate level through the TanZamBo partnership. More partnerships and grants will be sought after; the aim being to strengthen local research capacity.



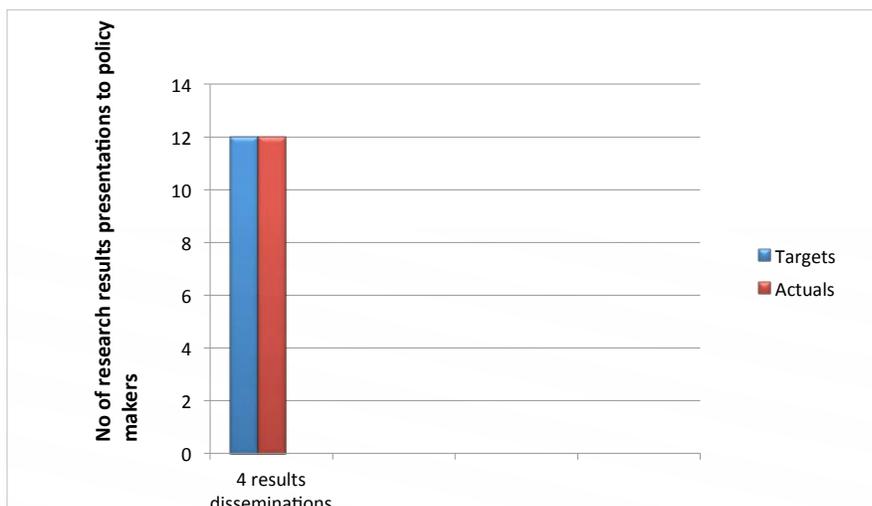
University of Botswana Vice Chancellor, Prof. Thabo Fako (L), Harvard University Provost, Mr Jorge Dominguez (C), and BHP CEO Dr Joseph Makhema (R), after signing a Memorandum of Agreement between the three parties in January 2012

Objective 4

Enhance Informed Decision Making

Projects	Target	4 Results Dissemination Meeting per Annum	Achievement/Impact
CTU	2 Presentations of TB study results to officials of the Ministry of Health		Current guidelines on HIV/TB care has been influenced by the results of A5221 and other studies.
HPTN	6 presentations of the HPTN 052 preliminary results were done at the Ministry of Health		Policy makers better informed on use of ART as HIV Prevention and this is acknowledged in 2012 Botswana National HIV & AIDS Treatment Guidelines
TOTALS		12/12	

Fig. 4: Interactions with Policy Makers



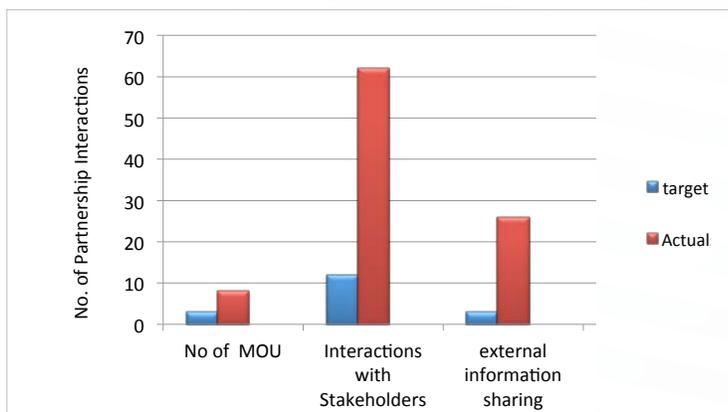
Results dissemination to health professionals from different stakeholders in the Health Sector

Objective 5

Strengthen Strategic Partnership

	Mou/Moa Signed Per Annum	• Quarterly Meetings With MOH and other Relevant Stakeholders	One External Information Sharing/ In-Service Lecture Every 2 Months	Achievements/Impact
Mpepu		<ul style="list-style-type: none"> - 10 Quarterly meetings with MoH PMTCT team - 4 x Meeting with MoH HIV prevention - 4 x Meeting with Athlone hospital clinical team - 12 x Meeting with Molepolole clinical teams (paediatrics, maternity, NNU and SRH team) - 4 x Meeting with PMH clinical team 	Data not available	Foster collaborations and create platform for feedback sessions that can impact national programmatic changes.
HPTN		5 meetings at Ministry of Health		Mainly to disseminate HPTN 052 study results
CTU		10 Meetings	3: IMPAACT study updates to UB School of Medicine & PMH paediatric staff; HPV test and treat study presented as in-service lecture at PMH	<ul style="list-style-type: none"> -Providing information to stakeholders in MOH on new and ongoing CTU activities in Botswana. -Providing them with results from completed studies. - Increased interaction and buy-in for CTU activities from the professional medical community in Botswana (Gaborone/Molepolole).
Regulatory			Participated as a Judge in the Legae Academy School debate, " Clinical Trials in Developing countries are exploitative"	
Executive Management	TanZamBo, UPenn, UB, MGH, BIDMC, McGill, BCPP, CTU,	Ntlo ya Dikgosi (2x), Parliamentary Health Committee (1x), MoH (10x)	PMH (6x), NRH (1x), Gantsi (1x), Maun (1x), Attorney General (4x)	Expanded partnership pool as well as improved communication with them. In-service lectures helped spread knowledge about HIV and AIDS
MTP		4 per annum with CDC 6 per annum with MOH		Better collaboration with clients (MOH) and funders (CDC)
LAB			10 Scientific meetings & Lectures	
TOTALS	8/3	62/12	26/3	

Fig. 5: Strategic Partnership

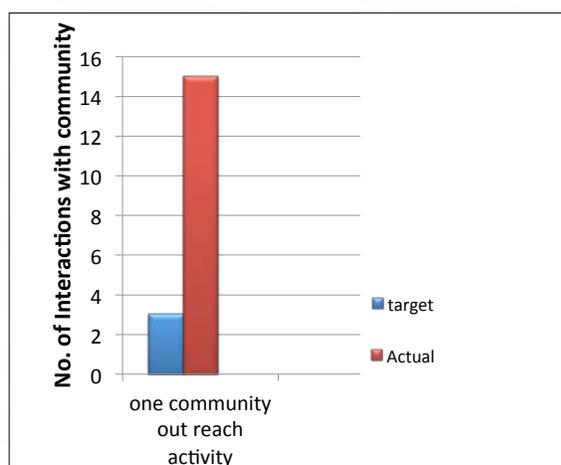


Harvard University Provost, Mr Jorge Domingues, and Ministry of Health Permanent Secretary, Dr KCS Malefho, signing a renewal of the five-year Memorandum of Understanding between the two entities

Objective 6

Projects	Target	One Community Outreach Activity Per Annum	Achievements/Impact
HPTN	1	Community outreach activity	Improved community understanding and involvement in study with an overall impact in community participation in studies
HPTN	3	outreach activities all done with CAB involvement. 2011- Outreach in Lobatse for School teachers and other personnel discussions on HIV prevention and discordance 2012-commemorated World AIDS Day in Moshupa with rest of BHP 2013-at BOTA, mainly HIV prevention and Discordance	
CTU	10	Adolescents quarterly education meetings, adult HIV/AIDS support group meetings/education sessions all funded through the CTU	We have a better informed community, that continues to participate and support CTU activities in the Gaborone and Molepolole area
LAB	1	TANZAMBO media consultation and capacity building workshop	Raised media awareness on HIV research and role of BHP in health care delivery in Botswana
TOTALS		15/3	

Fig. 6: Empower community on HIV prevention and care



Community engagement on the Ya Tsie project at a kgotla meeting in Lentsweletau

Strategic Theme Four

Organizational Excellence

Several Balanced Score Card perspectives are addressed by this theme: Namely, the Finance, the Processes, and the Learning and Growth Perspectives of BHP's strategic map. For BHP to be able to attract funding for capacity building of researchers, research projects or for public health and public education purposes, it is vital that it be appreciated by the prospective funder to be an organization with good corporate governance and be recognized as having the capacity and capability to meet sponsor requirements. It has been a priority for BHP to review its leadership structure, policies, processes, and its resource base, in order to reassure any prospective funder and donor of its capacity and its integrity. Objectives 7 through 13 address the above. Significant investment and systems strengthening has been undertaken in finance and grant management, human resource management and infrastructure development in the area of Information Technology and Data Management, and in physical space development.

BHP's Organisational Structure has been reviewed and this has led to improved communication structures and role clarity within the organisation. A number of policies have been developed and approved by the Board of Directors. One of the policies which needed to be urgently developed is the Procurement Policy and this has helped the organisation in prudent use of its resources as well as in carrying out transparent and fair procurements. However, work is still ongoing in training the end users on this policy. Several other policies in the area of Human Resources are still in development.

Investments in the Finance and Grants departments have helped in consistently getting unqualified yearly financial audits. As result BHP has been able to competitively apply for and be awarded grants, including large multimillion dollars

value grants (PEPFAR, Combination Prevention, and Clinical Trials Unit (CTU) Grants). Efforts are continuing to look for areas where cost reductions can be achieved.

BHP continues to excel in the area of data quality and data integrity. The number of citations by study monitors has remained at a minimum. Quality of work from the organization has undoubtedly played a role in the organization being a CTU Site. Similarly, SANAS accreditation and maintenance of such by the BHHRL Laboratory is further evidence of the focus on quality by the BHP.

Over the last three years the organization has transitioned almost all its studies to Electronic Data Capturing (EDC) system instead of paper Case Report Forms (CRFs). This enables instant availability of data for analysis, in addition to eliminating transcription errors. Only those studies that use off-site data management systems as well as those that are near completion remain paper based. Challenges do exist however; some due to external factors eg internet connectivity. These challenges have impacted on BHP's communication as well as ready availability of data. Efforts are on going to find vendors who can provide long-lasting solutions.

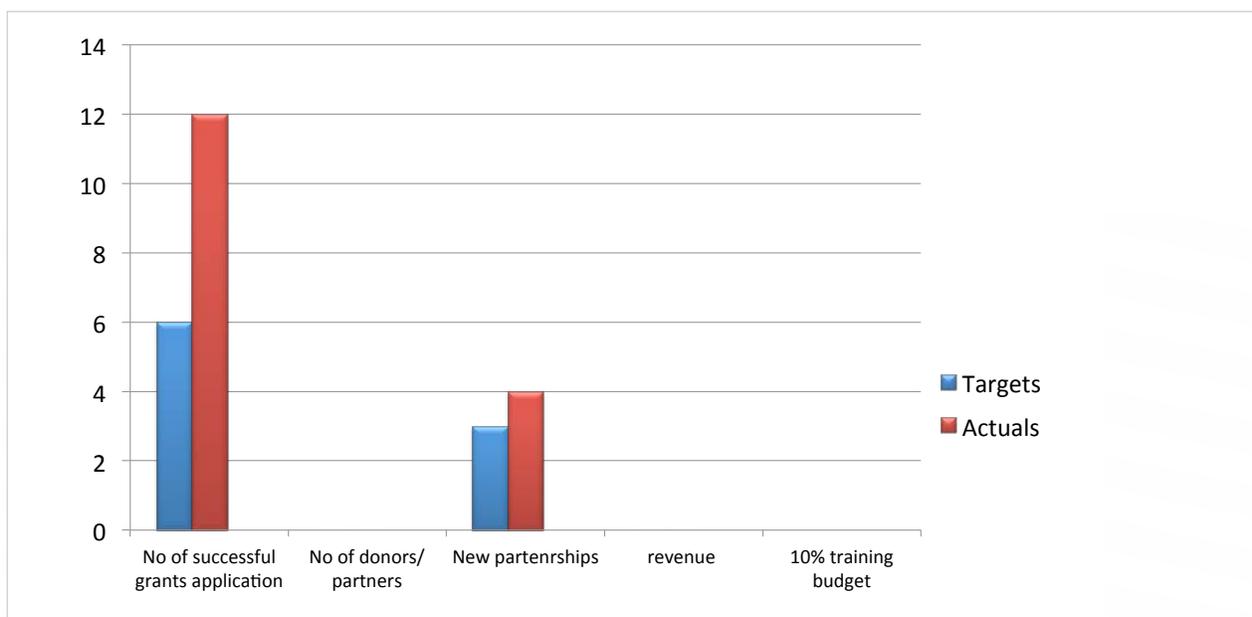
One of the major challenges that the organization continues to encounter is shortage of office and research space. A space audit has been done and the report has been made available to the board. It is hoped that with the help of the report, and the attached business plan from LEAD Consultancy, progress will be made in towards a long term solution for the much needed space.

Objective 7

Grow Assets and Revenue Base

Target Project	Number Of Successful Grant Applications – 2/Year	Number Of Donors/ Partners – 10 Donors/Partners	New Partnerships - 1 Per Year	Revenue Generation From Service Provision	10% Of Training Budget
Finance	12 Grants	0	MoH till 2016 UB/HSPH/BHP 2012 Hopkins BIDMC MGH	Not yet implemented	Not yet implemented
TOTAL	12/6	0	4/3	0	-

Fig. 7: Grow Assets and Revenue Base



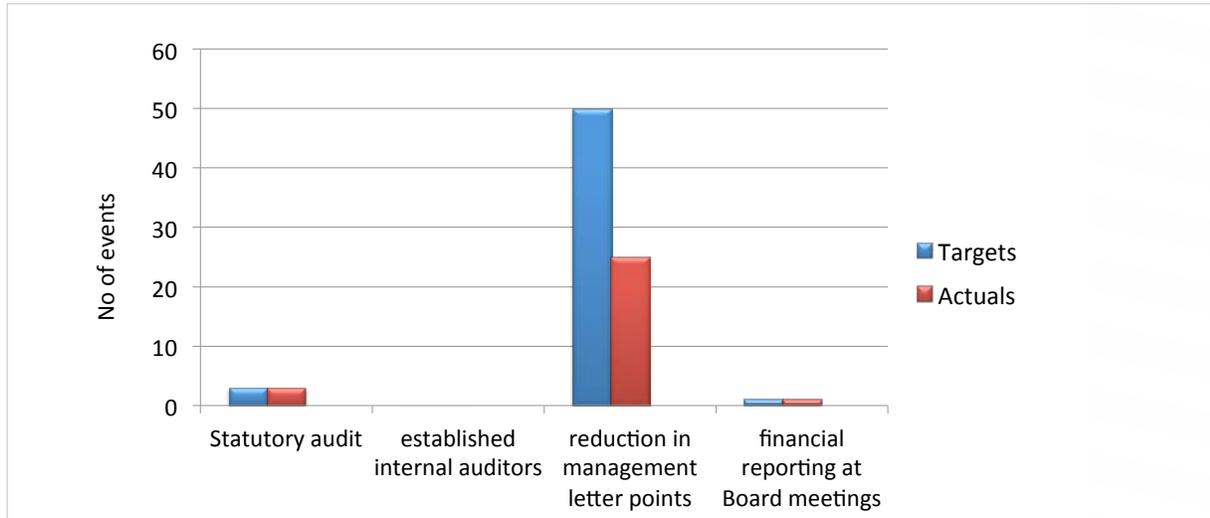
Assets for some of BHP's projects include mobile offices and a fleet of vehicles for field work

Objective 8

Maintain Financial Accountability

Target Project	Minimum Of 1 Statutory Audit Per Annum.	Established Internal Auditors Office By Mid 2012	50% Reduction In Management Letter Points	Financial Reporting At Each Board's Meeting
Finance	<p>Accomplished for each of the three years and for the financial year ended 2014, BHP will undertake a GAGAS audit in addition to the financial audit.</p> <p>In addition: Annual admin budgets and annualized funding analysis are in place Board approval of key finance and grants policies (FCOI, Effort Cert, Cost Transfer & various SOPs</p>	<p>Not Practical in terms of cost and space for the current strategic plan period</p> <p>However the finance manager and grants manager work as separate checks re: the validity and accuracy of expense postings and internal control checks. And as an additional compliance measure, finance and grants department aims to send at least two staff for USG rules and regulations training (SRA annual conference, CDC & USAID trainings) every year.</p>	Work in Progress (25% Reduction)	<p>Accomplished.</p> <p>In addition the Finance and Audit Board Committee serves to review financial reporting, internal controls, scope of external audits and compliance (statute and regulations). In addition the committee is mandated to: review long term strategic financial goals, review annual budgets and budgetary management and risk assessment and management</p>
TOTAL	3/3	0	25/50	1/1

Fig. 8: Financial Accountability

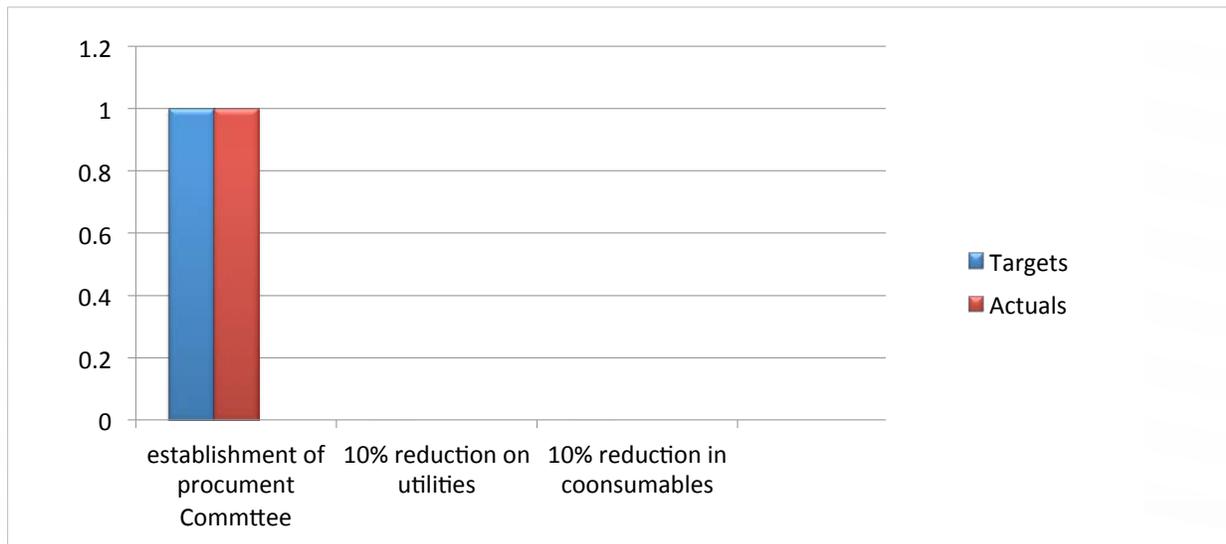


Objective 9

Enhance cost effectiveness and efficiency

Target Project	Establishment Of Procurement Committee By March 2011	10% Reduction On Utilities	10% Reduction On Consumables
HTPN	n/a	Encouraging email use for site communication and presentations. Duplex printing and Photocopying	Not quantified
CTU			Implemented use of duplex printers at the sites (front and back photocopying)
Finance	Accomplished A PASTEL procurement module has been added that is being rolled out across BHP and will ensure more effective management of our procurement function.	WIP (work in progress)	WIP
TOTAL	1/1	Not tracked as yet	Not tracked as yet

Fig. 9: Enhance cost effectiveness and efficiency

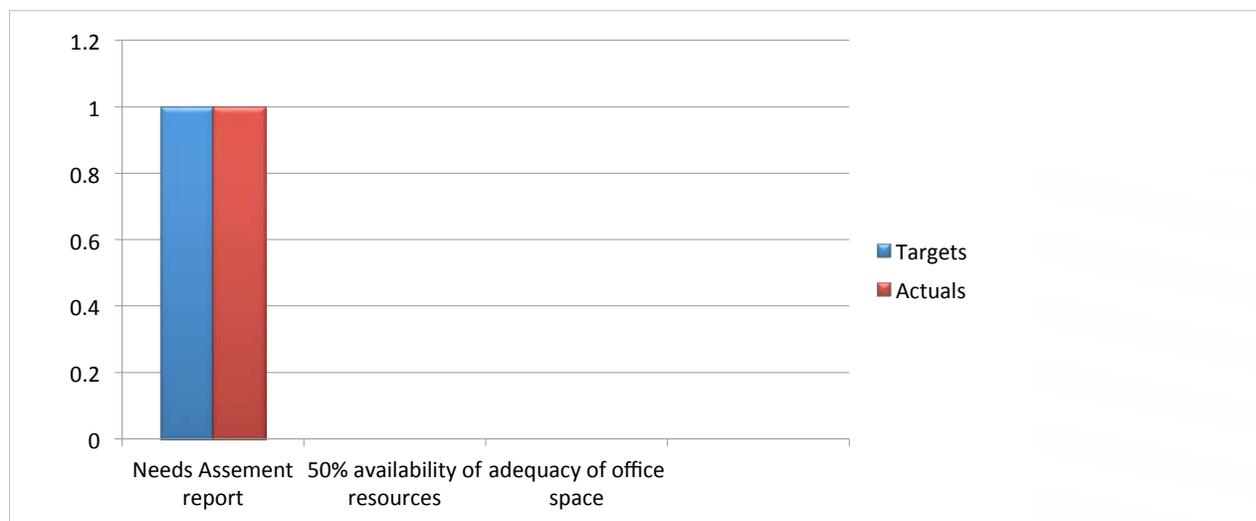


Objective 10

Enhance cost effectiveness and efficiency

Project	Target	Needs Assessment Report By Sept. 2011	50% Availability Of The Required Resources By 2014	Achievement Of Space Target By 2016
HTPN				1 portacamp for storage of study documents
CTU				2 porta cabin for Gaborone CRS
EXECUTIVE MANAGEMENT		Space requirement audit done by Apex.	Rented more space at the finance office to accommodate records. More procurement of porta cabins by different studies.	Not yet identified where resources can be mobilized from to have a permanent structure that is fully owned by BHP.
TOTAL		1/1	On-going	On-going

Fig. 10: Availability of Office/ Research Space



Objective 11

Improve Information Management

Target Project	25% Of Studies Electronically Captured by 2013	Records Unit To Be Established By 2013	100% Of All CRFs Digitalised By End Of 2016	Achievement/ Impact
Data Management Centre	All of BHP studies except for CTU, and Tshipidi Study which is about to end.	Not yet achieved.	About 15 % already digitalized	

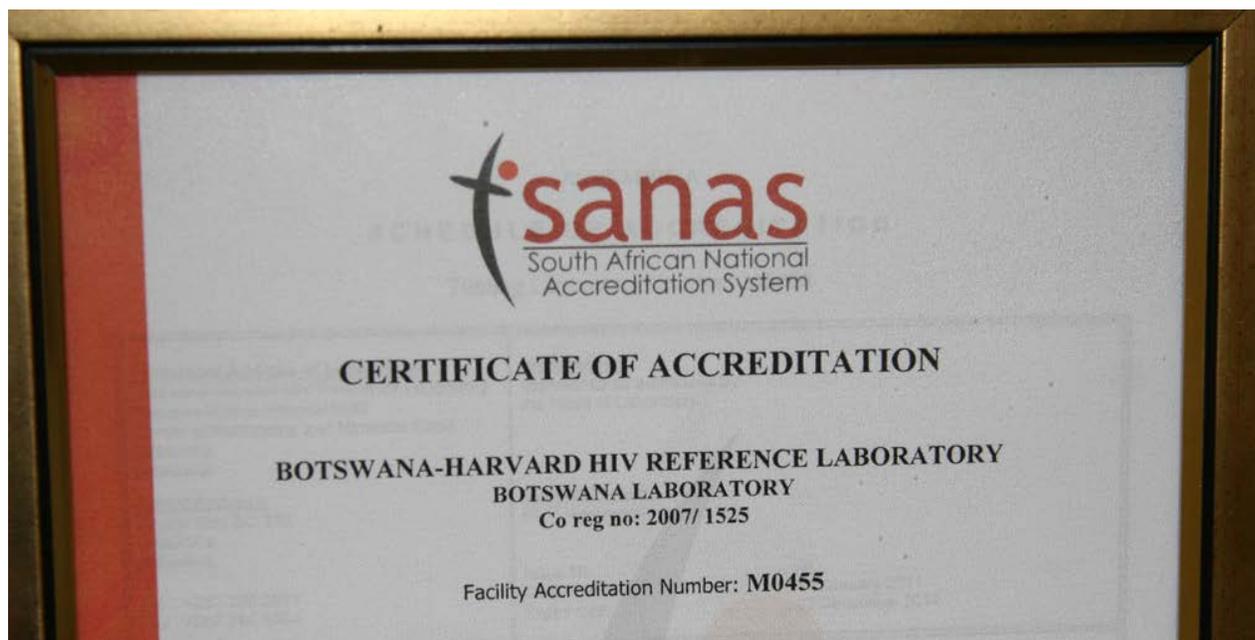


Some of the team members involved in transcribing paper records into electronic data in the Data Management Center

Objective 12

Enhance Quality Management Systems

Target	<20% Deviation Citation	80% Target Zone For Both Internal And External Audits	Achievement/ Impact
Mpepu	<1% deviation	95 – 100% scores in internal audits 99 - 100% external audit scores in all 6 audits conducted so far 99 – 100% score during DSMB futility assessment	No Major citation since inception of study. Major source of 1-2% errors mainly associated to IT/LIS issues.
HTPN	Only 1 protocol deviation over 3 years	Study is monitored on a quarterly basis by PPD and feedback from these monitoring visits has been very good. Monthly reports from the central data management centre (SCHARP) show this high quality data with 0,4 - 4 queries per 100 records submitted	Very good source documentation
CTU	<3% deviations	85% scores in internal audit done by dedicated CTU staff. 95-100% monthly data management scores from ACTG & IMPAACT networks data management centre (FSTRF); Quarterly monitoring reports from PPD has been excellent	-Doing well. Reduced citations Good Data Monitoring reports. -High quality source documentation and research data. This supported Botswana's CTU winning another 7-years competitive grant funding in 2013.
TOTAL	Surpassed target	Surpassed target	



The BHHRL achieved ISO:17025 accreditation through the South African National Accreditation System in 2007. Our ability to maintain such accreditation is a testament to our strict adherence to quality work

Objective 13

Improve Internal & External Communication

Project	Target	Revised Organogram By July 2011	Availability Of Communication Strategy By 2012	80% Conformity To The Strategy	Up-To-Date Website By October 2011	Achievements/ Impact
Mpepu		YES				Clarified within and out of departmental communication lines.
HTPN		YES				The site's organogram was explained to staff members and remains accessible to all for referencing
CTU		Accomplished and implemented.				CTU organisational structure is clear to all staff. Which has led to a smooth and efficient running of the unit.
Regulatory						
Executive Management		Done	N/A	N/A	N/A	
Communications			Not yet done		Not yet done	



Stakeholder Consultation meeting in October 2013 by the Clinical Trials Unit (CTU) to update them on the progress of current studies

Conclusion

The future of BHP depends on it being able to respond effectively and efficiently to the current changing competitive research world to attain its vision of being a sustainable center of research excellence.

The strategic plan and subsequent review has identified critical areas on which the limited resources available to BHP need to be invested in ensuring that positive performance results are achieved in strategic theme areas.

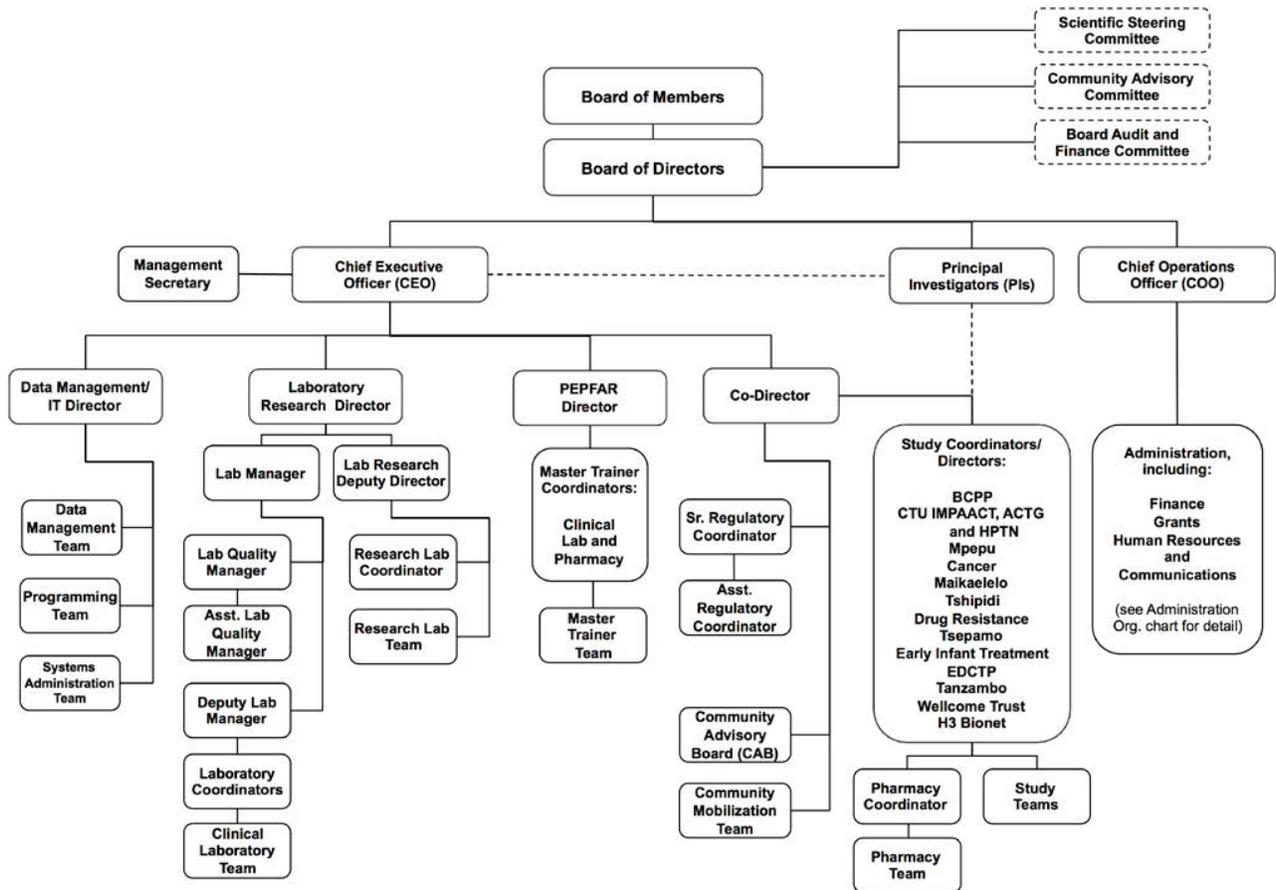
The main focus on the remaining period of the strategic plan will be directed towards achieving the following goals :

1. Continuing to enhance BHP Organizational capabilities, research mandate, policies and operational systems
2. Further enhancement of capacity building for citizen scientists resulting in increased citizen initiated grant applications and first authorships.
3. To enhance internal and external customer satisfaction, and advocacy, through systematic, efficient and effective communication of information, as well as increased community involvement
4. To attract and retain quality personnel through competitive conditions of service
5. To ensure sustainability and growth of BHP as an entity through diversification of funding sources, prudent financial management and strategic collaborations
6. To develop a plan to address the need for research and administrative space



Many of the studies at BHP operate from makeshift offices and consulting rooms housed in porta camps

Organizational Structure







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