

INTERNAL MEMORANDUM

To: All Staff
From: Interim Country Director
CC: Board Chairperson, CMT
Date: 1/15/2018

Re: New Year Message to all staff and Priorities for 2018

Happy New Year and Warm Greetings!

I would like to acknowledge all the efforts of different teams and various achievements gained during the past 12 months. Despite the disruptions, we were able to achieve quite a lot as outlined in the CD's end of year communication, among them was the launch of our 5th Strategy. I would also like to thank all staff for their commitment to AAU mission and for showing such resilience amidst the face of adversity during the police siege

As we begin 2018, the year when we roll out this strategy, the key message for the year is to **"Be Solutions Oriented"**. We shall be required to shed off a lot of our old skin, unlearn the poor acquired organisational culture, bad attitudes and behaviours so that we are fit for purpose of which the strategy *"Strengthening Struggles for Social Justice"* was developed.

This shift will naturally come with a lot of changes and in order to begin this process of roll out, below are the **key priorities for 2018** which will guide our actions in the next months.

1. Catch up plans and Back log from the last quarter 2017

It is without question that several staff are working hard to catch up with the back log created by the freezing of our accounts, the implication for which reading from a report that the Program Director shared early last week, has been significant. It is important that you double your effort to catch up and your line managers will be closely working with you to ensure this is accomplished.

2. Performance Targets for 2018

This being the first year of the new strategy, coupled with the disruptions we faced last year, we shall handle this priority a bit differently.

- Ensure that by end of January you have completed all the 2017 performance appraisals. These must be signed off and presented to HR office for review.
- Line Managers are required to set targets for their teams only until June 2018. Use good judgement on what is possible in the circumstances and based on what is pending from the last quarter 2017 plans and plans for Q1 and Q2 of 2018. A comprehensive review of these targets and achievements will be done at the end of June 2018 and HR will share appraisal documents to be used for this process.
- By April 2018, we should have a new approved organisational structure and Job descriptions which are aligned to the new strategic direction.
- By June 2018, all staff will have new JDs based on the review assessment and approved new organisational structure. This then will inform the setting of new performance targets for July to December 2018 and thereafter.

3. Transition Plan and Change Management

The Board in its November sitting, approved the transition plan and change management strategy, which will enable the institution manage the smooth transition from CSPIV to the

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5th strategy paper. There will be changes to our systems and policies as well as our structure. These shall be aligned to the aspirations of the 5th strategy paper to ensure greater agility. We pledge to ensure that communication on this process is clearly and timely shared with all staff as appropriate. The transition which has already begun with the development of key policies is expected to be concluded by June 2018.

- As you are aware, the Country Director tendered in his resignation in August 2017 and his last day in office was 31st December 2017. While we have an interim CD, we have embarked on a process of finding a replacement. The recruitment is being managed by an external consulting firm for the first phase and the second phase will be managed by the Board with support from the GS and the HROE Director. Interviews are already taking place and we hope to have a substantive Country Director in Office by 1st April 2018.
- We have already developed critical documents to guide the process of 5th Strategy roll out and these include critical pathways, operational plans as well as 2018 plans and budgets. Take time to acquaint yourselves with all these documents. Program Directors, Unit heads and Cluster coordinators should now move to popularise the new strategy at all levels within their areas of jurisdiction. The program Director shall be in touch to offer support and guidance in the next few days.
- We have already embarked on several partnership processes, like finalisation of the partnership policy in which we are rethinking our partnership approach with a 50/50 delivery model approach (Direct implementation and partnerships) and the identification of partners for 2018. It is our conviction that this will deliver the types of partners fit for purpose of the new strategic direction.

4. Fundraising

Every year we lose substantive amounts of funds from our regular giving and if we do not find alternative sources of funding, the impact shall not only be felt by the communities that we serve but also will dictate the size of the employees we can retain. We cannot stress enough the importance and greater need to continue an aggressive fundraising drive. It remains a priority for the Board and management to deliver on the promises made in the AAU fundraising strategy.

- In 2017, we spent significant time identifying the eight (8) big fundraising ideas aligned to the 5th strategy. These and more shall be our guiding documents for 2018. This year, Management and Board are committed to push fundraising efforts to the next level by rolling out the aspirations of the approved fundraising strategy.

5. Staff security and Welfare

- We urge you to remain vigilant about your own personal security in and out of office. Please report to the security focal persons; Fred Kawooya and David Mugumya any threats you are faced with, they will know how to respond.
- The counselling services for which most of you benefited from last quarter are still available. Contact the HR office for the required support.
- Management is committed to improving staff welfare and ensure increased motivation for all staff. Once we complete the new structure we hope to register some gains on improved communication and line management as well as better remuneration and staff policies.

These five priorities will offer some direction to teams as we begin 2018 and do not hesitate to contact me or any member of the CMT should you need support. CMT shall this year 2018, keep an open-door policy and be solutions orientated.

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Thank you.