PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ

ESCUELA DE POSGRADO

Strategic plan for PROSA

THESIS TO OBTAIN THE DEGREE OF MASTER IN BUSINESS ADMINISTRATION

GIVEN BY

PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ

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Santiago de Surco, August 2015

Acknowledgement

I would like to show my gratitude to the three institutions that formed my studies during this one-year, full-time master's degree, the University of Victoria, Maastricht University and CENTRUM Graduate Business School. In addition, my special gratefulness to Professor Sandro Sanchez, who assessed me during the formulation of the thesis. Likewise, to Kyle Teasdale and Adedotun Oyejide, students from the University of Victoria, who collaborated in the realization of this document. Finally, to show my appreciation towards the support given by the organization PROSA, whom which I have worked with very closely in order to elaborate the present strategic plan and hope will serve as a useful tool in order for the organization to reach success.
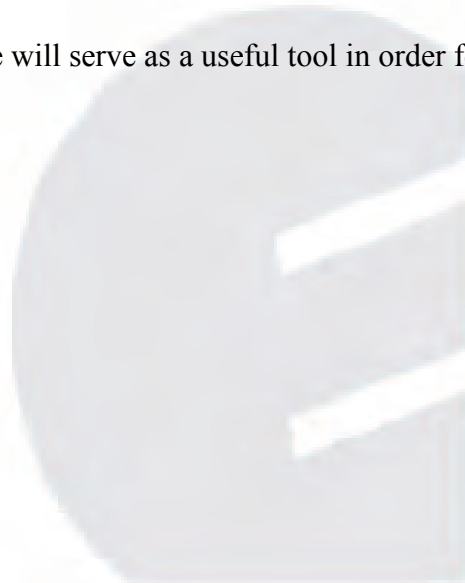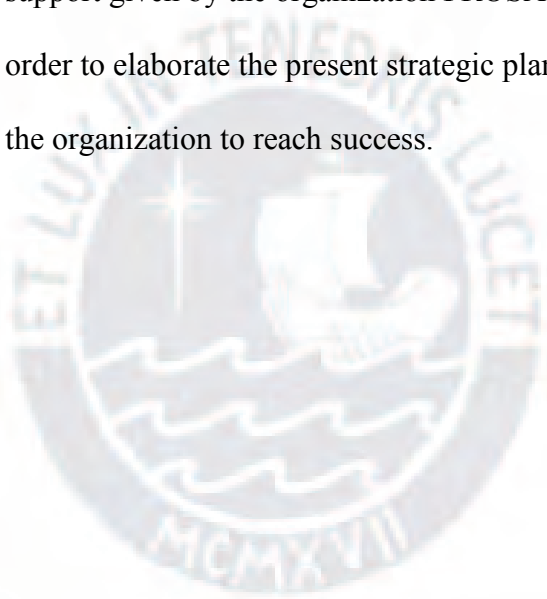
Abstract

This paper is based on the development of a strategic plan for the Program to Support the Self-Help of people living with HIV Positive conditions (PROSA) from 2015 to 2022. The plan was developed using the strategic process proposed by Dr. Fernando D'Alessio. Through the use of the plan, a vision was developed with the purpose of changing PROSA from a struggling non-governmental organization (NGO) to one that is driven, financially sustainable and internationally competitive. In the past, PROSA has been successful in influencing legislations that promoted the well-being of the HIV/AIDS infected section of the Peruvian population. Unfortunately, the company has not been as influential in recent years and furthermore, it was realized that a significant proportion of those currently infected with HIV/AIDS in Peru have little, irregular or, in some cases, no access to antiretroviral treatments, as well there still exist high levels of stigma and discrimination, among other problems. The organization has not been able to tackle these issues as a result of inadequate funding and staffing inefficiencies, as well as other sources of internal ineffectiveness.

As a result, the present strategic plan has developed six long-term objectives that propose to improve financial sustainability, enhance the workforce, increase the organization's projects and recognition, ensure the availability of treatments for HIV/AIDS and related diseases, increase public knowledge and awareness of sexual health, and significantly reduce discrimination against those infected with HIV/AIDS. These long-term objectives will be reached by implementing six key strategies proposed for the organization. It is also proposed that the implementation of the Balanced Scorecard will monitor the attainment and measure the results of the short-term objectives, who will help reach the organization's long-term objectives and vision. The realization of all of the proposed objectives and strategies will be a joint effort between all members of the organization and will ultimately benefit the society.

Resumen Ejecutivo

El presente documento se basa en el desarrollo de un plan estratégico para el Programa de Soporte a la Autoayuda de Personas Seropositivas (PROSA) a partir de 2015 a 2022. El plan fue desarrollado utilizando el proceso estratégico propuesto por el Dr. Fernando D'Alessio. El proceso estratégico desarrolla una visión y objetivos a largo plazo que llevarán a PROSA, una organización no gubernamental (ONG), a ser una organización comprometida, financieramente sostenible y competitiva a nivel internacional. En el pasado, PROSA ha tenido éxito en generar incidencia política para el beneficio de las personas viviendo con VIH/SIDA en el país. Sin embargo, la empresa no ha sido tan influyente en los últimos años y, además, se ha dado cuenta de que una proporción significativa de la población actualmente infectada con VIH /SIDA en el Perú tienen poco, irregular o, en algunos casos, ningún acceso a tratamientos antirretrovirales, así como también aún existen altos niveles de estigma y discriminación, entre otros problemas. La organización no ha podido hacer frente a estas cuestiones como resultado de la insuficiencia de fondos y otras fuentes de ineficacia interna.

Como resultado, el plan estratégico ha desarrollado seis objetivos a largo plazo que involucran mejorar la sostenibilidad financiera de la organización, mejorar su fuerza laboral, aumentar el número de proyectos y su reconocimiento, asegurar la disponibilidad de tratamientos para el VIH/SIDA y enfermedades relacionadas, aumentar el conocimiento público de la salud sexual y reducir la discriminación hacia estas comunidades. Los objetivos a largo plazo se alcanzarán mediante la implementación de seis estrategias propuestas para la organización. Asimismo, se propone la implementación del Tablero de Control Balanceado que supervisará el logro y medirá los resultados de los objetivos a corto plazo, ayudando a la empresa a alcanzar sus objetivos de largo plazo y visión. El alcance de los objetivos y la realización de las estrategias propuestas será un esfuerzo conjunto de todos los miembros de la organización que, en última instancia, servirán para el beneficio de la sociedad.

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The Strategic Process: An Overview

The strategic plan developed in this document was prepared according to the sequential model of the strategic process. The strategic process consists of a set of sequentially developed activities that allow an organization to project into the future and to reach its vision. Figure 1 shows the three main phases of such process: (a) formulation, which is the planning stage itself whereby strategies—that will take the organization from its current situation to the desired future state—will be identified; (b) implementation, in which the strategies obtained during the first stage are implemented; it is the most difficult stage due to its strictness; and (c) evaluation and control, in which the activities are carried out permanently throughout the entire process in order to monitor the sequential steps and, finally, the Long-Term Objectives (LTO) and Short-Term Objectives (STO). Apart from these three phases, there is a final stage that presents the conclusions and final recommendations. Notably, the strategic process is characterized by its interactivity—since many people are involved in it—and by its iteration because it generates a repetitive feedback.
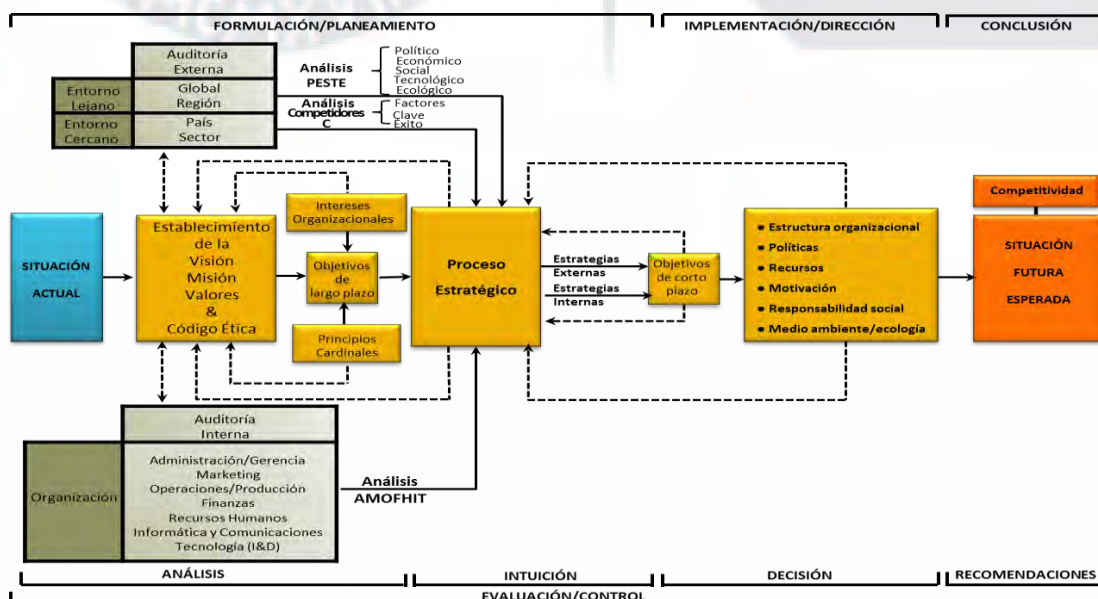
Figure 0. Sequential model of the strategic process.
Note. D'Alessio, F. A. (2013). El proceso estratégico: un enfoque de gerencia (pp. 10). Mexico, D. F.: Pearson

The model starts with an analysis of the current situation, followed by the establishment of the vision, mission, values, and code of ethics; these four components guide and regulate the activities of the organization. Then, the National Interests Matrix (NIM) and the external evaluation are developed to determine the influence of the environment in the studied organization. In this way, the global industry is analyzed through PESTE analysis (Political, Economic, Social, Technological, and Ecological factors). PESTE analysis originates the External Factors Evaluation Matrix (EFEM), which allows knowing the impact of the environment through the opportunities that could benefit the organization, the threats that shall be avoided, and how the organization is acting on these factors. PESTE analysis and the competitors originate the organization's evaluation in relation to these, from which the Competitive Profile Matrix (CPM) and the Referential Profile Matrix (RPM) are obtained.

Thus, the external evaluation identifies the key opportunities and threats, the situation of the competitors, and the Critical Success Factors (CSF) in the industrial sector. This makes it easier for planners to start the process that will lead to the formulation of the strategies which allow taking advantage of the opportunities, preventing and/or reducing the impact of hazards, knowing the key factors to succeed in the industry, and surpassing the competition.

The internal evaluation is subsequently developed, which is aimed at the definition of strategies that capitalize on the strengths and neutralize the weaknesses, in a way that competitive advantages are built from identifying distinctive competencies. AMOFHIT internal analysis (Administration & Management, Marketing & sales, productive Operations & infrastructure services, Finance & accounting,0020Human resources & culture, Information, communication, & Technology) is carried out for this purpose and the Internal Factors Evaluation Matrix (IFEM) is obtained from it. This matrix allows evaluating the main strengths and weaknesses of the functional areas of an organization, as well as identifying

and assessing the relationships between such areas. A thorough internal and external analysis is required and crucial to continue with the process that is most likely to succeed.

In the next stage of the process, the interests of the organization are determined, i.e. the most important goals to be reached in order to globally succeed in the markets where the organization competes. From this, the Organizational Interests Matrix (OIM) is derived and it allows establishing the LTO based on its vision. These are the results that the organization expects to obtain. Note that the "sum" of the LTO would lead to achieve the vision and the "sum" of the STO would be the achievement of each LTO.

The matrices presented in stage 1 of the first phase (NIM, EFEM, IFEM, CPM, RPM, and OIM) are key inputs that will enhance the quality of the strategic process. In stage 2, the strategies are developed matching up and combining the strengths, weaknesses, opportunities, and threats along with the previously analyzed results. For this, the following tools are used: (a) the Strengths, Weaknesses, Opportunities and Threats (SWOT) matrix; (b) Strategic Position and Action Evaluation (SPACE) matrix; (c) Boston Consulting Group (BCG) matrix; (d) Internal-External (IE) matrix; and (e) the Grand Strategy Matrix (GSM).

At the end of the strategic formulation, stage 3 is given by the choice of strategies, which represents the strategic process itself. A set of integration, intensive, diversification, and defensive strategies result from the abovementioned matrices. The Strategic Decision Matrix (SDM) selects these strategies, which are specific and not alternative, and whose attractiveness is determined in the Strategic Planning Quantitative Matrix (SPQM). Finally, the Rumelt Matrix (RM) and the Ethics Matrix (EM) are developed to finalize the retained and contingency strategies. After this, the second phase of the strategic planning begins: the implementation. Based on this selection, the Strategies Matrix is developed against the long-term objectives (LTO). This matrix verifies if the LTO can be accomplished by implementing the retained strategies. Likewise, the Strategies Matrix is developed against the Competitors'

and Substitutes' Possibilities Matrix (CSPM) that helps to determine how many of these competitors will be able to cope with the strategies retained by the organization. The integration of the intuition with the analysis is essential, since it favors the selection of strategies.

After formulating a strategic plan that allows accomplishing the future projection of the organization, the identified strategic guidelines are implemented. The strategic implementation basically consists on translating the strategic plans into actions and, subsequently, into results. It is worth to point out that a successful formulation does not guarantee a successful implementation, since the latter is more difficult to carry out and it implies the risk of execution failure. During this phase, the STO and the resources allocated to each of them are defined, and the policies for each strategy are established. It is necessary to have a new organizational structure. The worst mistake is to implement a new strategy using an old structure.

The concern for the respect and preservation of the environment, the social and economic sustainable growth considering ethical principles, and the cooperation with the related community (stakeholders) are part of the Organizational Social Responsibility (OSR). Decision makers and those who, directly or indirectly, are part of the organization should voluntarily commit to contribute to the sustainable development by looking for the shared benefit with all stakeholders. This implies that the action-oriented strategies are based on a set of policies, practices, and programs that are integrated into its operations.

In the third phase, the strategic assessment is carried out using the four control perspectives of the Balanced Scorecard (BSC): (a) internal learning, (b) processes, (c) customers, and (d) financial, so that the achievement of the STO and LTO can be monitored. From this, the appropriate corrective actions are taken. In the fourth phase, after all the planning, the conceived competitiveness for the organization is analyzed and the necessary

conclusions and final recommendations are suggested to accomplish the desired future state of the organization. Likewise, an Integrated Strategic Plan (ISP), in which the process is displayed at glance, is presented. The strategic planning can be developed for a small business, company, institution, industry, port, town, municipality, region, state, department, and country, among others.

Sequential Model of the Strategic Process
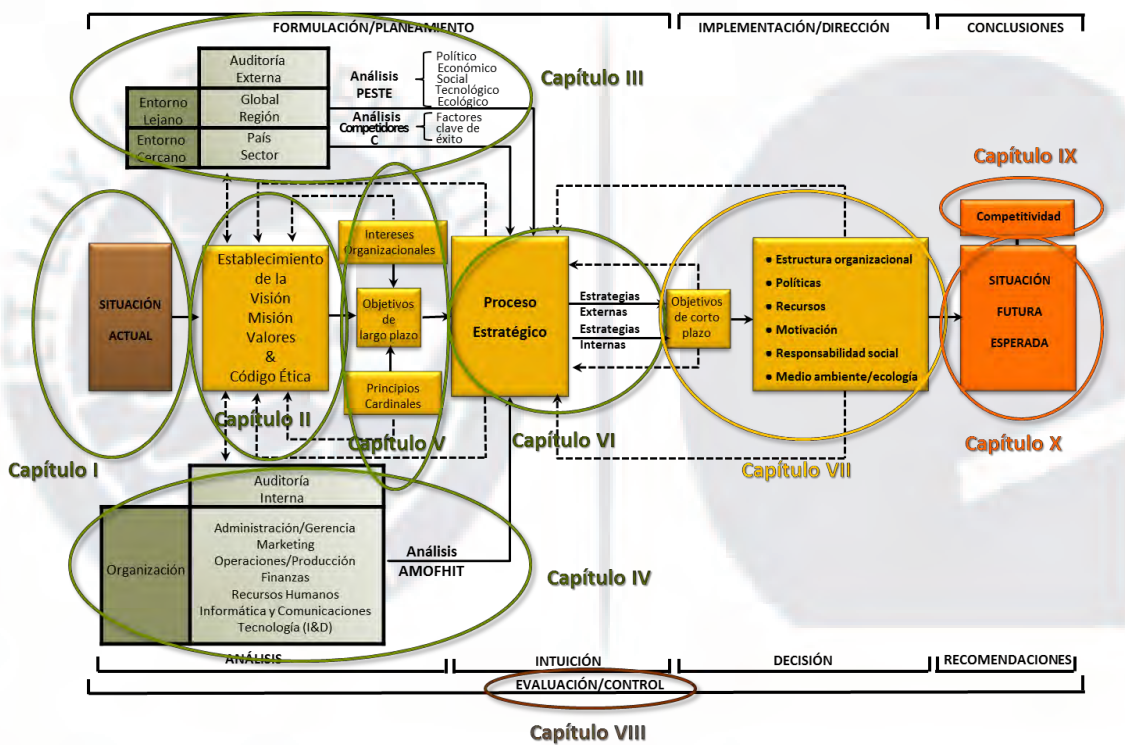
Note. Do not consider Hartmann, National Competitiveness, or Chapter IX.
Chapter X becomes Chapter IX.

Chapter I: General Situation of the Organization

1.1 General Situation

PROSA (Program to Support the Self-Help of people living with HIV Positive conditions) is a Peruvian non-profit organization (NGO) formed by people living with HIV/AIDS and members of the GLBT community (Gays, Lesbians, Bisexuals and Transgenders). The organization seeks to improve the quality of life within the framework of the promotion and exercise of human rights of people living with or more vulnerable to HIV/AIDS and sexually transmitted infections (STI). It is an active member of Red SIDA Peru, the International Lesbian and Gay Association and the GLBT community in Peru (PROSA, 2011).

PROSA's scope of influence is Peru, having its headquarters in Av. Cuba in Lima, although working also with the regions of Loreto, Ucayali, Tumbes, Piura, Lambayeque, Cajamarca, La Libertad, Ancash, Junín, Ica, Cusco and Arequipa, but focusing majorly in Lima (PROSA, 2011). The organization has reached national and international recognition for all the projects it has developed within the country for 25 years, being one of its major funding organizations The Global Fund, a corporation that finances and supports programs around the world to accelerate the end of AIDS, Tuberculosis and Malaria epidemics (The Global Fund, 2015).

The epidemic of HIV/AIDS in Peru started with one case in 1983. Red SIDA Peru defined that 76 thousand people in Peru live with HIV. Furthermore, 41% of those infected with HIV range between 25-34 years of age and 97% of HIV cases in Peru were transmitted through sexual intercourse. 80% of the cases are males and 20% are females (Red SIDA Perú, 2011). In the last three years, there has been a decrease in the cases of people infected with HIV or AIDS; however, the total number of people that carry the infection is still very high and it is estimated that 55% of them do not have access to information and education on

how to treat or prevent the infection. 70.6% of all the cases of HIV/AIDS are concentrated within Lima and Callao, the rest are spread across other regions of the country (Johnson, 2012).

The industry of HIV/AIDS related NGOs is highly fragmented, having many NGOs in the country such as PROSA, CEPESJU, FOVIDA, Germinal, Sí Da Vida, Vía Libre, Inppares, Redess Jóvenes, among others, who, in different ways, provide support to the community of people who live with this condition. However, since the promulgation of the 2004 law that allows free antiretroviral treatment for people who are infected, and since Peru is doing much better economically, funding to these sort of organizations has decreased substantially in the past years. In addition, government funding related to health issues in the HIV/AIDS field is almost inexistent (Cruz, 2015). This situation has forced many NGOs to close due to financial problems and, currently, PROSA is in a similar risk if there is no change of course and development of a strategic plan.

PROSA is considered a small non-profit organization, due to it having only 20 people. The 20 people are either partners, administrative staff or volunteers. However, in many cases, a person has more responsibilities than they can handle and, in other cases, some have no responsibilities at all, leaving their commitment to the organization aside. The lack of commitment is a very strong weakness the company has today. Since the company is small, there are also limited resources. These resources come either from funds for projects, donations, or the few trainings and services they give and charge for. This situation has been taken into account for the recommendations given in the present strategic plan, as well as some aspects have been adapted in order to fit a non-profit organization.

The organization is nowadays operating with a negative net profit and has an accumulated negative profit to date (Palomino, 2015). The organization has been able to remain operational until now through unsustainable means. First, due to three current

projects, two of these being not related to HIV/AIDS, but to Tuberculosis (TB), which the organization has seen as an opportunity to look for funding. These projects are soon going to terminate, the longest one terminating in 2016 (Cruz, 2015). Second, it has alternative means of receiving or saving capital, such as splitting the office rent with other NGOs (Sí Da Vida, Retrasex and Justicia en Salud), the incomplete payment of the administrative staff, attracting volunteers, among others. Nevertheless, these fundraising or saving alternatives are not sustainable.

However, PROSA has many strengths that have led them to maintain themselves relevant in the field, such as the expertise of their personnel and partners, its solid relationships with key national and international institutions and organizations, its good public relations, among others. The main issue the company faces recently stems from the lack of strategic planning. The last strategic plan was made in the year 2008. Today, the company only plans for each individual project it has, having several small plans, instead of having a clearly defined long-term strategy (Cruz, 2015).

Consequently, the company had incongruent and inconsistent goals and objectives. The lack of a strategic plan has therefore led the company to a situation where it no longer has clearly defined goals, objectives and aspirations. It constantly modifies itself in an attempt to catch up with the changing times, thus, it has become uncertain of its mission and has lost a clear vision of where it is needs to be in order to remain competitively operational.

1.2 Conclusions

Over the years, PROSA has endeavored to advocate for and protect the rights of people living with or more vulnerable to HIV/AIDS in Lima majorly and some regions of the country. Although a lot has been achieved and the number of cases of people infected has lowered in time, there is still much more to be done as thousands are still infected, having no

real access to treatment or information. Moreover, stigma and discrimination remain prevalent, and the government and society have neglected this segment of the population.

Moreover, the external situation is not favorable for NGOs such as PROSA, since funding to Peru, more specifically, to these types of projects, has decreased, adding to the fact that the government is not providing much help through its institutions. This has led many similar NGOs to close down. Nevertheless, PROSA has been able to maintain relevant in the field and continue operating, although with a negative net profit, due to many reasons for example by migrating to projects related to other diseases such as TB.

The company has attempted to be strategic in its approach to its operations and purpose since 2008. However, the strategy has not been followed through and has been left aside, only to plan for specific individual projects and not for the company as a whole. This has led to many problems for PROSA, as their lack of a clear vision and a long-term plan puts them in a situation of future uncertainty.

Chapter II: Vision, Mission, Values, and Code of Ethics

2.1 Background

PROSA was founded in 1990, initially promoting self-help and mutual aid among people infected with HIV/AIDS, their families, and friends (PROSA, 2011). The company's current endeavors are much greater. For several years, it has implemented a series of actions and services to improve the quality of life and defend the human rights of the Peruvian population living with or more vulnerable to HIV/AIDS.

The organization has national and international recognition as one of the first groups formed by and for people living with HIV/AIDS, fighting for their rights. It endeavors to influence governmental policies, leading processes such as design and advocacy for the formulation of legal proposals related to STI (Sexually Transmitted Infections), HIV and AIDS, as well as the recognition of the human rights for the GLBT community in Peru through project interventions, mainly with The Global Fund (Cruz, 2015). One of PROSA's most significant achievements was its advocacy in the creation of the 2004 law N°28243 that states that every HIV positive person in the country has the right to receive an antiretroviral treatment free of charge (PROSA, 2011).

Although there have been many accomplishments, there is still much more to be done. Currently, 76 thousand people in Peru live with HIV (Red SIDA Perú, 2011), and only 32 thousand of these have access to antiretroviral treatment (Cruz, 2015). Stigma and discrimination towards those living with the disease remain prevalent, and the government mostly neglects the infected. Furthermore, due to Peru's constant economic growth, the World Bank classifies it as an upper-middle income country (The World Bank, 2015). Thus, international funding has drastically reduced. The situation has led many of the HIV/AIDS-related NGOs to shut down (Cruz, 2015). However, a few of them, including PROSA, still operate. Nonetheless, it remains at risk of halting its operations if the circumstances do not

change. Additionally, the Global Fund has been PROSA's primary source of funding for projects; however, their budget for Peruvian projects has been reduced from $180 million to $12 million for a three-year period (Cruz, 2015).

Due to the current situation in which PROSA is, mentioned in Chapter I, and the overall situation mentioned in this section related to lack of funding, the organization is in need for a strategic plan. The strategic plan will empower the company with a unique and crucial tool that will set the basics in order for the organization to function properly and, if the organization follows the plan accordingly and monitors its results, it will be able not only to become sustainable in the long-term, but also to reach the ambitious goals and vision set.

2.2 Vision

The following is the company's current vision statement:

PROSA is a solid and coherent institution formed by people involved in the fight against HIV/AIDS, recognized nationally and internationally for its achievements in advocacy work to improve the quality of life and respect for the rights of people living with HIV/AIDS (PROSA, 2015).

This vision statement in inherently flawed in several aspects. There are nine essential elements required in every vision statement (D'Alessio, 2013).

- Projecting a geographical scope

- Being known to all

- Being simple, clear and understandable

- A core ideology that motivates change

- Project the future organization

- Be ambitious, compelling and realistic

- Define a time horizon

- Create a sense of urgency

- Develop a clear idea of where the organization wants to go and why

Considering these nine essential elements, PROSA's current vision holds the first three: projecting a geographical scope, being known to all, being simple, clear and understandable. The absence of the rest elements clearly shows the reason why the company's goals and aspirations are unclear. Thus, we propose the following statement as a more appropriate vision:

To be known as the leading HIV/AIDS NGO in Peru and internationally rated in the top 30 by 2022. To be recognized nationally and internationally for its achievements in its advocacy to improve the quality of life and respect for the human rights of people living with HIV/AIDS, for its contribution to knowledge in the HIV/AIDS field and improvement of health awareness in the society at large.

2.3 Mission

The following is the company's current mission statement:

We are an organization of people living with HIV/AIDS that is committed to improving the quality of life and respect for the rights of affected persons, providing comprehensive quality services with warmth, building capacity, promoting self-help and respect for human rights to strengthen the movement of the affected community. PROSA's work is articulated with the community and civil society, with a focus on gender equality and respect for diversity (PROSA, 2015).

Since a mission statement defines how an organization achieves its vision, it is thus informed by the vision. An unclear vision will thus lead to an unclear mission statement. The mission statement must contain the following nine elements (D'Alessio, 2013).

- Customers-Consumers

- Products (goods and services)

- Philosophy of the organization

- Self-concept of the organization

- Organizational goals

- Concern for employees

- Markets

- Technologies

- Concern for public image

PROSA's current mission contains the first five elements: customers-consumers, products (goods and services), philosophy of the organization, self-concept of the organization, organizational goals. However, it is lacking the following: concern for employees, markets, technologies, concern for public image.

We suggest the following as the new mission as it encompasses all the areas that are relevant to PROSA's operations:

To continue to improve the quality of life and respect for the human rights of people living with HIV/AIDS in Peru, providing comprehensive quality services with warmth, building capacity, promoting self-help and respect for human rights to strengthen the affected community, supported by staff of experts who are sensible to the cause. To develop national and international recognition of HIV/AIDS advocacy by creating strong, long-term relationships with stakeholders. This will help us achieve our ultimate goal of providing well-being for the community affected at large. PROSA's work is articulated with the community and civil society, with a focus on gender equality and respect for diversity.

2.4 Values

From observing PROSA's situation, though the company has values that are shared between some members of the organization, they are not formally, explicitly stated nor well disseminated within the company to the extent that they could be said to be ubiquitous. It is proposed that these values are formalized and circulated within the organization and also

made as visual as the company's vision and mission. The following core values have been identified as the most important ones that PROSA possesses, after an interview with the Executive Director:

- Solidarity and cooperation: This is related to providing a united front on organizational goals, objectives, direction and purpose. Since these are vital areas that holistically affect the company, all members of the organization need to provide a united front in order to ensure that everyone has a clear view of the organization's intentions.

- Devotion to serve: Considering that PROSA is an NGO, it aims to provide services for its clients/users. Furthermore, since there is medium competition in the field in which the company operates, a strong devotion to customer service ensures it a competitive position amongst its rivals.

- Pursuit of justice: Since Peru's HIV/AIDS infected currently face a lot of discrimination and marginalization, it is necessary that there is a body that advocates for their interests. As well, PROSA needs to be there to ensure the laws related to HIV/AIDS are enforced.

- Respect for human rights: Expanding on the point above, PROSA also aims to ensure that the rights of its users are not trampled on.

- Non-profit integrity: As the company is not a profit generating institution, rather, one that mainly seeks to represent the marginalized, it is imperative that a high standard of integrity is maintained to keep the company relevant in its industry and the objectives are not related to generating profit.

- Transparency: It is also important to ensure that all the organization's motives and intensions are clearly stipulated. Also, that there are no hidden agendas. This also strengthens the organization's integrity.

- Voluntarism: Once more, in the light of the company being a non-profit entity, it is thus necessary that there is dedication to be a volunteer, being most of the work being carried out for devotion rather than with financial gains in mind.

2.5 Code of Ethics

Currently, PROSA has no formal code of ethics. Therefore, we propose a one based on information gathered from the company's Executive Director, Julio Cesar, who mentioned the most important ethical principles the organization currently has and should have during its operations (Cruz, 2015).

- Avoidance of discriminatory practices: This entails averting from all organizational activities and procedures that may be deemed to be biased, prejudiced or bigoted towards particular groups (e.g. age, gender, race, ethnicity and sexual orientation).

- Openness and willingness to work with everyone: This refers to the readiness of staff to co-operate and share information amongst each other.

- Decisions are made with the ultimate goal of societal benefit: Being an NGO, all of PROSA's practices and activities are carried out with the eventual intention of promoting the well-being of the public.

- Advocating for the rule of law: This ensures that the company's activities are carried out in accordance with local and international laws. The company also promotes the view that all members of the public are treated justly and fairly by the legal system.

- Co-operation with only ethical organizations/agencies and those that mirror our principles: This involves ensuring that all groups that PROSA has relationships with share the same moral principles as PROSA, or at least, do not have dealings that disagree with PROSA's values.

- Avoidance of all conflicts of interest: This refers to the evasion from situations whereby the company's various concerns do not corrupt the primary motivations behind the company's activities.

- Confidentiality: This ensures that the company enforces rules and regulations that ensure the limited access and places restrictions on particular types of information.

- Honesty: This ensures that the company and its entire staff maintain complete truthfulness in all their practices and activities.

- Mutual respect: Finally, this ethical code guarantees that the company and all its members have the proper regard for each other's dignity.

2.6 Conclusions

PROSA's vision is to become a leading HIV/AIDS NGO within Peru and a globally competitive NGO by 2022. The attainment of this vision means that the company has reached its full potential and, at that point, it can begin to set new goals for itself. The vision can only be achieved through the organization's mission of continued endeavors to improve the quality of life and the respect of the rights of those afflicted with HIV/AIDS within the country, but only if it has a committed and engaged staff and team of partners who envision a similar future for the company.

PROSA's values serve as the convictions, principles and standards that the company uses as its guidelines for its daily activities. The absence of these will lead to a view of organizational goal attainment which is not shared by all members of the organization involved thus necessitating their use.

Finally, the company's code of ethics serves as the moral principles, which ensure that the mission and vision are attained. It ensures that the company attains its goals without exploiting or manipulating those whom may be involved. It also ensures that as a non-profit, the company maintains the aim of the betterment of humankind.

The mission and vision of PROSA where adapted to suit the characteristics they must both have and to express the future the company wishes to reach. On the other hand, the values and code of ethics were formulated due to the lack of them being formalized within the organization. The vision is what PROSA wishes to become in the long-term and its mission is how it will reach the vision, the motor that will boost the company to reach its vision. On the other hand, the values and code of ethics represent rules by which the company operates, which give a clear framework and define the company's image.

Chapter III: External Evaluation

The organization must consider and analyze all external forces that create the environment they operate in. This analysis is necessary to understand where the organization is in regards to the local and international context of HIV/AIDS related organizations. The tools used are as follows: PESTE, External Factors Evaluation Matrix (EFEM), Porter's Five Forces Model, Competitive Profile Matrix (CPM) and Reference Profile Matrix (RPM).

3.1 Environmental Analysis PESTE

The external analysis, called also external audit, is focused on exploring the organization's environment and analyzing the industry. The objective of this analysis is to come up with PROSA's major opportunities and weaknesses, through a PESTE analysis, which considers the following five categories of external factors: political, governmental, and legal forces (P); economic and financial forces (E); social, cultural and demographic forces (S); technological and scientific forces (T); and ecological and environmental forces (E) (D'Alessio, 2013).

3.3.1 Political, governmental, and legal forces (P)

PROSA is focused on generating political advocacy in Peru, which is why it has very close relationships with the Peruvian government and its institutions. PROSA's Executive Director has daily contact with decision makers in the Ministry of Health, having been an active member of the Nacional Health Council, which defines the agenda on what the Ministry of Health's plans are each year. It is important to notice that PROSA's partners have very close contact with members of the council of ministers. The organization also does constant lobbying at Congress through the Health Commission (Cruz, 2015).

Peru is currently in its previous year to elections, including not only presidential elections but also parliament elections, which means that the policy makers will be changing soon. This poses the country in a position of political and economic uncertainty, being the

poles between candidates very close due to 56% of the population being unsatisfied with the current menu of applicants (Pulso Perú, 2015). This situation poses as a threat for PROSA and every NGO in the country directly, as well as the private sector, due to reduced direct investment and funding. In addition, the change of policy makers is a threat especially for PROSA, who has very strong relationships with certain members of congress and political institutions such as the Ministry of Health.

The World Economic Forum ranks Peru's institutionalization in 124th place out of 148 world economies, according to the 2013-2014 Global Competitiveness Report (World Economic Forum, 2013). Today, Peru's institutions represent, and have for many years, one of the country's major flaws and causes of poor economic performance and social instability. The lack of institutionalization means that there is an absence of a stable legal framework, clear rules, and strong, well-defined institutions. This situation is caused by high levels of corruption and reflects on the Peruvian population's mistrust of public institutions. This poses as a threat for PROSA because of the high levels of corruption in the current government and the lack of credibility of its institutions, which reflects also in a lack of credibility of Peruvian NGOs.

Peru's national and regional plans for development are not considering the response to the HIV/AIDS epidemic within its priority agenda. This could indicate that efforts made by the Ministry of Health, NGOs and civil society organizations have been insufficient. Otherwise, it could be argued that in spite of the efforts, HIV/AIDS organizations in the region fail to be seen as an important concern for decision makers (COMMUNITIES, 2012). Hence, there has been an increased dependence on The Global Fund for financing NGOs related to HIV/AIDS, compounded by lack of government direction and weak regional governance (Amaya, Cáceres, Spicer, & Balabanova, 2014).

In Peru, no law exists that obliges private-held companies to invest in social responsibility projects, such as in other Latin American countries. For this reason, there is no requirement or incentive, otherwise than tax deduction, to finance NGO projects, such as HIV/AIDS related projects that PROSA may have. According to a 2013 survey of the Global Research Marketing, only 26% of Peruvian companies stated to have programs of Corporate Social Responsibility (CSR) (El Comercio, 2015). This can be seen as a threat for PROSA, because they are going to find difficult to attract private organizations to fund projects. However, this is also an opportunity, because there does exist a significant segment of organizations who finance CSR projects, and these are the ones that PROSA needs to attract.

PROSA forms part of the Peruvian Agency of International Cooperation (APCI), due to it being registered under the Peruvian law. APCI helps NGOs to benefit from consulting, training and volunteer service in the country. PROSA also forms part of Red SIDA Peru. As it is an active member in both organizations, and constantly cooperates with similar NGOs related to the same field, it gives the company more international and national reputation and validity in the legal and political framework. Being PROSA an NGO that is registered under Peruvian law, it is exempted from paying taxes (Palomino, 2015).

3.3.2 Economic and financial forces (E)

Peru has seen its standing in the world economic rates rise to be classified by the World Bank as an upper-middle income country (The World Bank, 2015). While this has meant that Peru is growing and increasing it GDP and other key economic indicators, it does not mean true economic development has taken place. The income disparity between rich and poor in Peru still exists and the region off the coast have not seen the same type of advances. The increase in economic ranking has resulted in less funding provided to Peru from outside global aid organizations. For example, The Global Fund, which does most of the funding for HIV/AIDS, Tuberculosis and Malaria, has reduced its budget for Peruvian projects from $180

million to $12 million for a three-year period (Cruz, 2015). In addition, international cooperation to HIV/AIDS related NGOs has lowered in the past five years from key organizations such as DFID, USAID, UE and GIZ (Red SIDA Perú, 2011).

Foreign direct investment has dropped in the country from $11,918 in 2012 to $7,607 million in 2014 (ProInversión, 2015). This is also true in the field of investment in NGO projects, such as HIV/AIDS related projects. As mentioned by PROSA's Executive Director, readily accessible funding has become increasingly difficult to find due to the perceived growth in Peru's economy. This problem will continue and the climate for outside funding may become even more challenging in the coming years as Peru is expected to maintain a steady economic growth of 5.7% per year until 2022 (Salas, 2014). The risk of PROSA having even more funding pulled from outside organizations is a real possibility in the upcoming years as Peru continues its economic growth.

The threats however may also prove to be opportunities for PROSA. The increase in economic growth will support the financial well-being of many private sector companies in Peru. This will offer an opportunity for PROSA through its non-profit organizational status to offer these growing companies opportunities to support PROSA as well as decrease their taxable burden (Cruz, 2015). This opportunity will be analyzed later as an integral part of PROSA's strategy going forward to create a more sustainable organization.

PROSA usually receives funding in other currencies rather than Peruvian soles (PEN), due to most of its funding being sourced by international organizations such as The Global Fund, IDLO from Italy, HIVOS from The Netherlands, World Connect Us Org or USAID from the U.S, among other organizations worldwide (PROSA, 2015). This represents a risk of exchange rates for PROSA, which can be posed as either a threat or an opportunity, depending on the current exchange rate of the received donation currency and the Peruvian sol.

3.3.3 Social, cultural and demographic forces (S)

Red SIDA Peru has identified that 76 thousand people in Peru live with HIV. 41% of those infected with HIV range between 25-34 years of age and 80% of the cases presented are related to men (Red SIDA Perú, 2011). However, there is also an important portion of people who are women and children who are infected with HIV. 70.6% of all the cases of HIV/AIDS are concentrated within Lima and Callao, the rest are spread across other regions of the country (Johnson, 2012). Also, HIV and AIDS are most common among the lower socioeconomic status in Peru, being most present among the poorer segments of the population (Cruz, 2015). This poses as an opportunity for PROSA to keep on expanding their operations within the most affected regions of the country.

Acceptance for people living with HIV and AIDS has increased throughout the world, although not as much in Latin American countries such as Peru. In Peru, there still exists high levels of discrimination and stigma towards this segment of the population, which makes them not want to seek for aid (Cruz, 2015). Helping the Peruvian society accept HIV and AIDS to a larger degree poses as an opportunity for PROSA. Traditionally, PROSA has focused on helping people with HIV and AIDS through a variety of programs and advocacy through lobbying the Ministry of Health. However, helping HIV and AIDS affected people could include the education of non-affected stakeholders become more tolerant and open-minded, as well as to educate the population in ways to prevent being infected.

In the last three years, there has been a decrease in the cases of people infected with HIV of AIDS; however, the total number of people that carry the infection is still very high and it is estimated that 55% of them do not have access to information and education on how to treat or prevent the infection (Johnson, 2012).

Access to HIV treatment in Latin America has increased dramatically. In 2012, an estimated of 75% of those needing antiretroviral therapy (ART) were receiving it. Treatment

coverage is higher in Brazil (81-93%), Chile (86%), Mexico (82%), and Argentina (81%) and lowest in Bolivia (36%) and Ecuador (42%) (AVERT, 2015). In Peru, this number ascends to 42% approximately, according to the information provided by PROSA's Executive Director (out of 76 thousand affected, 32 thousand are receiving an antiretroviral therapy).

As treatment for HIV spreads in Lima and the country, due to the 2004 law and the constant advocacy of organizations such as PROSA to have treatments available in public hospitals and institutions, there will be less drive for people to assist PROSA as volunteers, users or stakeholders. As people receive a treatment, they have a better quality of life and even start working and living normal lives, which is why they are no longer in need to seek for assistance, no longer interested or do not have time to assist others. Through discussions with the Executive Director, it has been noted that this has already become a problem (Cruz, 2015). This poses a threat to PROSA, losing motivated and engaged volunteers, as well as users (clients). Many similar NGOs have had to shut down, leaving space for possible international NGOs to fill this void.

However, the opportunity for PROSA to expand its services to other areas associated with HIV and AIDS are possible. Programs in either the LGBT community or services for people suffering from Tuberculosis (TB) both have a large correlation to those affected by HIV and AIDS. PROSA could potentially expand its base of funding through these avenues of concentric diversification, as it has already started to do.

3.3.4 Technological and scientific forces (T)

Science and technological advances are the future cure for AIDS and HIV. HIV and AIDS organizations around the world have been searching for the cure to this disease for many years. Moreover, in the past three years the cure for HIV has become an ever-increasing possibility. A cure has even been tested and has been successful in a handful of babies and children across the United States (Radulova, 2014). In addition to this ground

breaking procedure, the Global HIV and AIDS World has now increased medication, circumcision, and safe sex rates, all of which have contributed to stemming the global epidemic (Boseley, 2012). However, these breakthroughs and success stories have come from mostly the developed world and the lesser developed nations, where aid is focused. Peru, unfortunately, falls into a gap in the middle of these. Peru and PROSA face the fact that advances in medicine and science may not reach the country as quickly as other countries.

PROSA, in the long-term, will be both helped and challenged by the advancements in the HIV and AIDS field. Advancements will greatly help the organizations agenda for helping Peruvians with HIV and AIDS, being the organization's main purpose. However, as technological and scientific advancements increase in Peru, this could result in the increased drawdown in funding and a perception that NGOs such as PROSA are unneeded, although still being much to do within the HIV/AIDS field such as better access to treatments, higher social awareness, prevention and education, and eliminating associated stigma and discrimination. These realities are, however, a long-term concern for PROSA.

3.3.5 Ecological and environmental forces (E)

In all countries around the world, the climate and pollution have become an ever-rising issue on governments' agendas. HIV and AIDS affected people have reduced immune systems because of their virus. The increase in pollution especially in major cities can greatly damage these already vulnerable people. The World Health Organization says Lima has the worst air pollution in Latin America (Peruvian Times, 2014). PROSA can seize this opportunity, use their political connections, and influence to push the agenda for pollution controls in Peru because it is related to complications within HIV users, threatening their life and increasing their chances of getting AIDS. This could return PROSA to the political arena and raise awareness once more for the organization, which may lead to increased government support and funding.

3.2 External Factors Evaluation Matrix (EFEM)

The PESTE analysis made possible to identify the key external factors of the organization, which are divided into five opportunities and five threats that PROSA needs to either take advantage of or tackle. The results are shown in the EFEM in Table 1 as follows.

Table 1

EFEM for PROSA

Key external factors	Weight	Rating	Weighted Score
Opportunities			
1 Community awareness and educational programs	0.05	2	0.10
2 Private sector funding	0.15	1	0.15
3 Scientific breakthroughs	0.05	1	0.05
4 Less domestic substitutes/NGOs	0.10	3	0.30
5 Diversification	0.10	3	0.30
Subtotal			0.9
Threats	Weight	Rating	Weighted Score
1 Funding reduction	0.25	2	0.50
2 Change in government	0.10	2	0.20
3 HIV/AIDS advancements in Peru	0.05	1	0.05
4 More international substitutes/NGOs	0.05	2	0.10
5 Volunteer disengagement	0.10	1	0.10
Subtotal			0.95
Total	1		1.85

Note. 4. Responds very well; 3. Responds well; 2. Responds average; 1. Responds badly

PROSA faces principally five major opportunities and five major threats. The result from the EFEM was a total score of 1.85, much lower than the average score of 2.5. Only two opportunities or threats have been graded as preforming well. This means that, overall, PROSA is not taking advantage of the opportunities in the market and is not tackling efficiently the threats presented either. In order to be competitive, PROSA must find ways of increasing its competitive abilities in the external environment. The external environment is

uncontrollable and unpredictable, making this task difficult. PROSA must look at ways of increasing its flexibility and innovative thinking to maneuver around the external environment and use the shifts in it to the advantage of the organization.

3.3 The Organization and its Competitors

The following section analyses the power of the competitors who present as a possible threat to PROSA (substitutes, new entrants and current competitors), the bargaining power of its suppliers and of its clients. The tool to be used is Porter's Five Forces Model, which determines how attractive is the sector or industry for the organization at this moment (Arline, 2015). The results from the present analysis will enable to find the key factors determinants of success in the sector in which PROSA operates and, therefore, to create the Competitive Profile Matrix (CPM) and the Reference Profile Matrix (RPM).

3.3.1 Bargaining power of suppliers

Suppliers of PROSA come primarily in the form of consumer durable products and telecommunications companies. These suppliers represent a large portion of their office expenses and, due to the nature of consumer products, the suppliers overall have very low power, giving PROSA the ability to investigate alternative sources of products. The suppliers are as follows as well as individual power, information that was recollected from a personal interview with the Executive Director:

- Tai Loy (office supplies company): Tai Loy has low bargaining power because PROSA has many other choices in the market.

- Cleaning products (Centre of Lima stores): These independent suppliers have very low bargaining power due to multiple choices in market as well as variable pricing.

- Utilities (SEDAPAL & national electricity and gas): Suppliers in these industries are a monopoly in Peru, so the supplier bargaining power is very high.

- Telephone (Movistar): The telecom industry in Peru is a duopoly between Movistar and Claro, giving the supplier very high bargaining power.

- Suppliers of stickers/banners and artwork (various suppliers): The suppliers have low bargaining power because PROSA has many choices and suppliers fight for giving them the lowest price. However, PROSA has a couple of suppliers whom which it works in most of the cases.

3.3.2 Bargaining power of clients

The organizations and people of Peru that make up PROSA's clients have very high bargaining power. This is due to the vast number of organizations of all types attempting to garner funding as well as the improving conditions for those affected by HIV and AIDS. The clients are as follows as well as individual power, information recollected from a personal interview with PROSA's Executive Director:

- National and international organizations: The organizations provide PROSA, as well as every other aid organization and NGO not only in Peru but also around the world, with funds for the services and projects they do. These are organizations such as The Global Fund, USAID, DFID, among others (Red SIDA Perú, 2011). This high level of competition gives these clients very high bargaining power.

- The Ministry of Health: In the past, the Ministry of Health bought capacitation from them but not anymore due to both other organizations and improved HIV and AIDS conditions. The choice in organization gives these buyers very high bargaining power, a power they have exercised.

- Private organizations: In the past, private companies also bought capacitation from PROSA, such as Toyota, Chocolateria del Peru, ESKE Group (Cruz, 2015), but no longer because again of vast choices and improving conditions shifting focus away from HIV and AIDS giving these buyers very high Bargaining power.

- Users: The people who have HIV/AIDS and come to PROSA to receive legal, psychological aid, counseling, among others. Because the amount of AIDS organizations have decreased in Peru these buyers have seen their bargaining power decrease, but retain some choice and power.

3.3.3 Threat of substitutes

Mentioned previously are the number of closings that have happened in Peru in regards to HIV/AIDS organizations and NGOs in general. The lesser number of organizations means the threat of substitutes is lower than in the past putting more pressure to PROSA to be able to service their entire client's needs. However, some substitutes to PROSA still exist and do threaten the organization; the following substitutes are the ones the organization perceives as being the most threatening (Cruz, 2015).

- AHF: Is an AIDS organization, based in México but with operations worldwide. It has opened in 2014 in Peru, funded by telecom mogul Carlos Slim. They work on rapid tests to see if the users have HIV, a service they give free of charge, as well as medical care, pharmacy help, and more (AHF, 2015). AHF is more centered on medical care than PROSA but still is a major new player with cash resources from outside sources as well as cash generated by thrift stores. In the one year they have operated in Peru, they have developed a very strong relationship with the government, due to them being the principal funder for the government's provision of medicine (Cruz, 2015).

- Partners in Health (PIH): The organization works in Tuberculosis, which is one of the major areas that PROSA has recently decided to pursue in attempts to attract more funding. Partners in Health has a high degree of expertise with Tuberculosis and much more funding than PROSA in that area (Partners in Health, 2015).

3.3.4 Threat of new entrants

Due to the draw down in HIV and AIDS population in Peru and the fact that many other related NGOs have closed in the last 3 years, the threat of domestic entrants is very low. However, the potential for outside organizations is a real threat. HIV and AIDS organizations around the world are always seeing in what areas of the globe they can make a significant impact (Cruz, 2015). AHF is an example of a relatively new, Mexican NGO, which has entered to the Peruvian market. Due to the before mentioned closing of many aid organizations in Peru, some NGOs or government agencies may step in to fill the void left by the closing Peruvian organizations. However, the threat remains medium given the circumstances.

3.3.5 Competitive rivalry

The competitive rivalry in the HIV/AIDS field in Peru centers around four companies, PROSA, Via Libre, CEPEDJU and Sí Da Vida (Cruz, 2015). The rivalry in this field is not a true rivalry. Each organization of course wants to remain relevant and achieve great things but are not interested in beating other organizations that provide services in this field, this is evident in PROSA and Sí Da Vida, sharing office space and expenses. The following are the competitors and their strengths and weaknesses in comparison to PROSA, the Executive Director gave some of the information and other was collected from the competitor's web pages.

- Via Libre: A Peruvian NGO related to HIV/AIDS that competes on user trainings, forming leaders and has a large staff of professionals (doctors and researchers) (Fundación Via Libre, 2015). The organization currently has more credibility and solvency than PROSA, which perpetuates itself in receiving more funds, and has greater national and international recognition than PROSA as well as a stronger

relationship with the government. The organization as well operates with greater efficiency than PROSA (Cruz, 2015).

- CEPEDJU: Also a Peruvian NGO that does training and has superior public relations and marketing to PROSA, despite offering an inferior service, which is why it has a greater prestige than PROSA. They have diversified, not only serving the HIV/AIDS arena, but also teens with drug problems and other related health problems (Cruz, 2015).

- Sí Da Vida: The organization is PROSA's co-tenant and is very active in terms of services and gives HIV testing free of charge (Sí Da Vida, 2015). The organization shares many services with PROSA and the shared building makes for an interesting dynamic. Sí Da Vida also has many wealthy donors through connections from the organizations' head (Cruz, 2015).

Figure 1 shows a summary of the power or strength of each of the forces or elements presented in Porter's Five Forces Model.
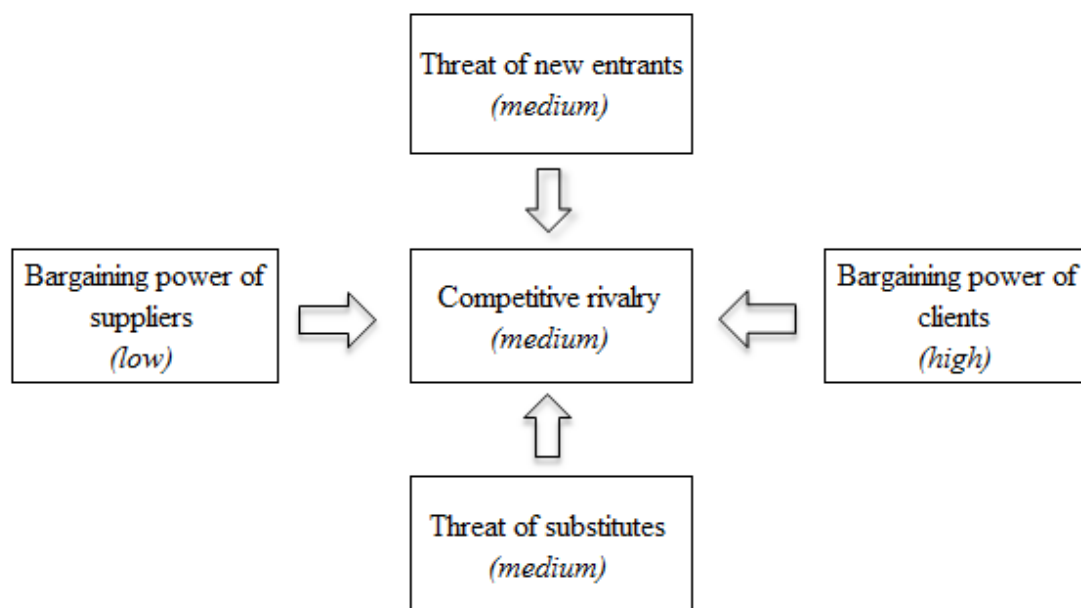
Figure 1. Summary of Porter's Five Forces Model for PROSA.
Adapted from El proceso estratégico: un enfoque de gerencia, by D'Alessio, 2013.
Mexico: Pearson

3.4 The Organization and its Referents

There are thousands of HIV and AIDS organizations around the world having been this issue very important for decades. Many of these organizations provide a benchmark of what a successful HIV/AIDS NGO can and should be. In addition to just strictly HIV and AIDS organizations, PROSA can look domestically and internationally for other successful organizations in Peru, not necessarily in the same field. Below are examples of both HIV/AIDS organizations from around the world and other very successful organizations not related to this field that PROSA admires. The information that was given in a personal interview with the Executive Director of the organization.

- Elton John AIDS Foundation (EJAF) in London: The English organization has a complete, well-organized comprehensive program, well-funded, and large staffed premier AIDS organization that works in all areas of HIV and AIDS: healthcare, research, lobbying, awareness, etc. (EJAF, 2015).

- AID FOR AIDS (AFA) in New York: An American AIDS organization based in New York, has branches worldwide, including Peru. The organization focuses heavily on free medication for all affected people and advocacy for their rights. Its biggest sponsor is EJAF (AIDS for AIDS, 2015).

- Stop TB: Geneva based Tuberculosis (TB) organization that works around the world (over 100 countries) for the eradication of Tuberculosis. Highly medical organization with over 1,300 partners around the world. Currently, Stop TB is funding a project PROSA is developing in Peru (Stop TB, 2015).

- Escuela para el Desarrollo: The organization is a general help program for environment, health, government policies, etc. They are the non-profit leaders in Peru. It was started by a group of people from the Catholic University by facilitating workshops with education and advocacy work. For the past 15 years, they have been

providing aid with their staff of highly trained professionals (Escuela para el Desarrollo, 2015).

- ▪ HIV AIDS Alliance: Last year, the organization provided over 1 million AIDS preventive services around the world. It works primarily in developing nations and in the poorest communities (Aids Alliance, 2015). It currently collaborates with one of PROSA's competitors, Via Libre (Cruz, 2015).

3.5 Competitive Profile Matrix (CPM) and Reference Profile Matrix (RPM)

After analyzing Porter's Five Forces Model, it has been determined that there are nine key factors determinants of success for NGOs within PROSA's sector. These nine factors were revised with the organization and approved in an interview with the Executive Director. The Competitive Profile Matrix (CPM) and the Reference Profile Matrix (RPM) list these nine factors and weighs each one of them depending on how crucial is that factor in order for the organization to succeed. These weights were also discussed in the same interview with the Executive Director, listing them depending on their level of importance for the company to reach success. Tables 2 and 3 show PROSA's CPM and RPM.

Both matrixes show the evaluation of PROSA, meaning how well it manages the determined factors of success: if they present themselves as a major strength, a minor strength, a major weakness or a minor weakness. The former matrix compares PROSA with its two main competitors and with its major substitute. The latter matrix has the same process but compares PROSA to the two companies it admires the most (its major referents). The ranking of the factors was done considering the information gathered from each organization through a personal interview with the Executive Director of PROSA and through the organizations' web pages, as well as the use of the Charity Navigator website (Charity Navigator, 2015). This analysis will serve to see how well of PROSA doing in comparison to other important players in the same sector.

Table 2

CPM for PROSA

Key factors determinants of success	Weight	PROSA		Competitor A Via Libre		Competitor B CEPEDJU		Substitute A AHF Peru	
		Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score
1 Ability to receive constant funding	0.18	1	0.18	2	0.36	1	0.18	1	0.18
2 National/international prestige	0.16	3	0.48	4	0.64	4	0.64	4	0.64
3 Financial stability	0.14	1	0.14	3	0.42	1	0.14	4	0.56
4 Operational efficiency	0.12	2	0.24	3	0.36	3	0.36	4	0.48
5 Expertise of partners/personnel	0.11	3	0.33	4	0.44	3	0.33	1	0.11
6 Good relationships with local government	0.10	4	0.40	4	0.40	2	0.20	4	0.40
7 Good public relations	0.08	3	0.24	4	0.32	4	0.32	4	0.32
8 Development of leaders	0.06	4	0.24	4	0.24	2	0.12	1	0.06
9 Diversification	0.05	2	0.10	2	0.10	4	0.20	1	0.05
Total	1.00		2.35		3.28		2.49		2.80

Note. 4. Major strength; 3. Minor strength; 2. Minor weakness; 1. Major weakness

Table 3

RPM for PROSA

Key factors determinants of success	Weight	PROSA		Elton John AIDS Foundation		AIDS for AIDS New York	
		Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score
1 Ability to receive constant funding	0.18	1	0.18	4	0.72	4	0.72
2 National/international prestige	0.16	3	0.48	4	0.64	4	0.64
3 Financial stability	0.14	1	0.14	3	0.42	3	0.42
4 Operational efficiency	0.12	2	0.24	3	0.36	3	0.36
5 Expertise of partners/personnel	0.11	3	0.33	4	0.44	3	0.33
6 Good relationships with local government	0.10	4	0.40	3	0.30	3	0.30
7 Good public relations	0.08	3	0.24	4	0.32	4	0.32
8 Development of leaders	0.06	4	0.24	4	0.24	4	0.24
9 Diversification	0.05	2	0.10	2	0.10	2	0.10
Total	1.00		2.35		3.54		3.43

Note. 4. Major strength; 3. Minor strength; 2. Minor weakness; 1. Major weakness

PROSA shows a total score of 2.35. When comparing the organization with its main competitors and substitute in the CPM, PROSA is behind all of them. Via Libre is the competitor who is stronger within the sector, followed by CEPEDJU. In addition, AHF Peru, which is a substitute, is also stronger than PROSA. In the same way, but this is mostly to be expected, when PROSA is compared to its major referents in the RPM, it is way behind Elton John AIDS Foundation and AIDS for AIDS New York, who must be seen as benchmarks in order to learn from them.

3.6 Conclusions

PROSA faces principally five major opportunities and five major threats that have derived from the PESTE analysis, which are shown in the EFEM. The result from the EFEM for PROSA was below the average, meaning that the organization is currently not taking advantage of the opportunities in the market and is not tackling efficiently the threats presented either. PROSA must have strategies that will revert this tendency and therefore handle in an intelligent manner what the environment presents. This is why, the present strategic plan will lead PROSA to change this course of action and become more competitive.

After analyzing Porter's Five Forces Model, it was determined that the bargaining power of PROSA's suppliers is low, principally due to the fact that there are many suppliers whom they can choose from; the bargaining power of clients however is high, because they depend from clients such as funding organizations and volunteers to keep on operating. In addition, considering PROSA's three types of competitors, the threat of new entrants is medium given the fact that there is a threat of new national and international NGOs that can enter the market but, since the industry is in decline, this is not as big as a threat. The threat of substitutes is also medium because most NGOs in the country are shutting down due to funding problems. Finally, the competitive rivalry is medium as well due to the same reason,

there are still competitors left that are very strong, but most of them pose the same challenges than PROSA.

Derived from the CPM and RPM, it can be concluded that, compared with organizations in Peru (competitors and substitutes) and worldwide (benchmarks), PROSA has fallen behind in their ability to adapt and compete in the external market. PROSA is way behind considering the key factors determinants of success in the sector, leaving organizations such as Via Libre, CEPEDJU and AHF to surpass its performance. This is why, PROSA must review the key factors determinants of success in the field of HIV/AIDS and NGOs in general, and try to first match and then surpass the performance of other organizations it compares itself to, and using as referents of best practices the companies they admire. In order to achieve this, it will have to determine where it wants to compete and which are going to be its core competencies that differentiate itself from competitors and substitutes.

Chapter IV: Internal Evaluation

4.1 Internal Analysis AMOFHIT

The internal assessment of the organizations' resources has been done using an AMOFHIT analysis, which describes the following functional areas: administration and management (A); marketing and sales (M); operations, logistics and infrastructure (O); finance and accounting (F); human resources (H); information and communication systems (I); and technology, research and development (T) (D'Alessio, 2013).

4.1.1 Administration and management (A)

The following section will describe how PROSA currently does its planning, how it is organized, how it directs, coordinates and controls its processes, also suggesting on which these areas need reinforcement.

Planning. PROSA's latest strategic plan was elaborated in the year 2008. From then, the organization has been working over the same document, using it as a template and modifying it continuously according to circumstances. However, in the last three years, they have not been using the document due to it being obsolete considering the current situation the company and the country is in (Cruz, 2015). PROSA does not plan any more as an organization; it only does specific plans for its individual projects. For example, for every project PROSA wishes to implement, it carefully does a proposal which includes a detailed plan of the project, its budget and its scope, in order to present this proposal for approval to the funding organization. These project proposals are done majorly by the Executive Director and, if needed, with help of experts in certain fields, depending on the project.

In the year 2011, PROSA worked together with AECID (Spanish Agency for International Cooperation for Development) in documenting many key aspects of the organization, such as the mission and vision, the institutional profile, the manual of the organization and functions (MOF), the rules of the organization and functions (ROF) and the

manual of administrative and financial procedures. Most of these documents are still relevant and are used nowadays within the organization, such as the MOF, ROF and the manual for procedures, because these do not necessarily change in time (Cruz, 2015). However, other documents and information does need to be reformulated giving the current situation of the company. From now on, the company must be able to update these documents constantly, without the need of external organizations to push this forward.

Nowadays, PROSA has many good ideas for future projects in mind; however, no internal long-term planning for the organization per se and what it wants to be in the future. This is why, the current strategic plan will set the basis for PROSA by reviewing, redirecting, landing aspects and formalizing them in order for the company to be sustainable in the future.

Organization. As mentioned beforehand, PROSA has national and international recognition because they have been operating for about 25 years. In this case, the reputation of the company is admirable and the partners have very strong relationships with key members of Peruvian institutions, such as the Ministry of Health and Congress, as well as with other organizations related to HIV/AIDS, such as Sí Da Vida, UNAIDS, among others. The Board of Director makes the decisions and the Executive Director and the administrative staff make the execution of the decisions. However, a leadership role is absent in the organization due to a lack of commitment of the partners. The company's organization is, in general, informal, having, in some cases, one sole person having the responsibility of many, and the responsibilities for each member of the company are not being followed.

Direction. As mentioned beforehand, the direction of PROSA is currently very poor due to the lack of commitment of most of the partners and a lack of a current vision on what the company wants to be in the future. The Board of Directors, conformed by five partners, makes the decisions within the company but these are not committed, leaving most of the job to be done by the Executive Director and with communication almost non-existent. It is

necessary to change this situation and to engage all partners into working and cooperating as a team in order for the company to succeed and reach their long-term objectives.

Coordination. Coordination between the Executive Director and the administrative staff is fluid and there exists very good communication. However, the problem is the coordination with the partners, who in most of the cases are absent and this leads to delays in the decision making process and therefore a lack of productivity.

Control. Currently, Flora Palomino, in charge of the Administration and Finances department, controls the company's accounting, maintenance and inventory. In addition, periodically PROSA receives an external audit that controls the company's finances and accounts. However, there is no control regarding the results of the projects developed by the organization. For example, PROSA has no way to measure whether or not the project developed was successful (Cruz, 2015). The organization must have the resources in order to measure its performance and be able to control its activities and projects to demonstrate that they are the ones should be chosen to develop HIV/AIDS related projects in the country.

4.1.2 Marketing and sales (M)

Currently, the company does not have a department of Marketing and Sales. However, it does many activities related to marketing. In first instance, the Executive Director is the legal and public representative of the company, so he is the one in charge of protecting and promoting a positive public image of the organization. He has to be in constant communication and every-day doing public relationships with the government, other NGOs, hospitals, groups of volunteers, among others, to be aware of what it happening in the country related to HIV/AIDS and to position PROSA as a solid and relevant institution (Cruz, 2015).

In addition, there are always world conferences related to HIV/AIDS and members of PROSA are constantly applying to get invitations. Thanks to the very strong relationships that the Executive Director and some partners of the company have achieved and due to PROSA's

international and national recognition, sometimes they receive invitations from organizations such as the Pan-American Health Organization (PAHO) to assist to such events and reunions. In such events, PROSA's team does networking and promotes PROSA around the world, as well as proposes to international organizations projects for them to fund in the country, and to specifically fund PROSA (Cruz, 2015). However, due to the current circumstances, the probability of getting international funding has lowered.

The department of Communications, which consists of one volunteer, helps the Executive Director in his pursuit of developing brand awareness and recognition. For example, he is entirely in charge of managing the Facebook page that is a 24/7 job. Also, sometimes PROSA holds fundraising parties that have to be previously announced throughout the Facebook page and within the same office to the users, these are organized also by the Communications department (Cruz, 2015). PROSA also has some flyers that distributes in strategic places where people living with HIV/AIDS can see them and be able to contact the company if in need of counseling or legal advice.

A great part of the company's marketing is free, through the good public relations (PR) there exists specially with the press; however, this means they have always the threat of receiving negative marketing as well. Nevertheless, until now, PROSA has been able to maintain a good image of the company through the press, who has been part of the advocacy of their projects. This free marketing is beneficial not only because it generates brand recognition, but also because it attracts volunteers to the organization and also attracts more users, which has led PROSA to become the institution in which most people living with HIV/AIDS go to when in need.

Another great part of the company's marketing is free, and it is done by word of mouth marketing. Users and volunteers are the ones who talk about PROSA to other people living with HIV/AIDS and their families, which attracts more users to the company.

However, given the current situation and the high levels of stigma related to HIV, the number of users has lowered each year.

Finally, another marketing strategy PROSA has used in the past is to attract private companies into funding PROSA's projects through brochures that explained to them the benefits of tax deduction, this was done basically by knocking on the company's doors (Cruz, 2015). To attract private companies to fund PROSA's projects is a great opportunity and must be developed as a plan of action for the near future.

4.1.3 Operations, logistics and infrastructure (O)

PROSA's only plant is the office it has in Av. Cuba, sharing it with other three NGOs: Sí Da Vida, Retrasex and Justicia en Sauld. PROSA and the other NGOS rent this office and split the rent. In the office, PROSA rents only for them two rooms where the administrative staff is. The rest are either offices of the other NGOs or shared spaces. Some common spaces are the TV room, the Internet bar, directory, bathrooms, spaces for counseling and legal advice and reception (Cruz, 2015). For now, this strategy is appropriate because it permits the company to reduce its expenditures. PROSA attends to the public at all hours, but the peak hours and when all the services are given are between 6:30pm and 8:30pm because, given that most people living with HIV are receiving treatment, they work and cannot attend in another schedule.

PROSA's workforce consists of the Executive Director, the Administrative and Finance head, two accountants, a receptionist, two lawyers, a psychotherapist, a counselor, a volunteer in the Communications department and two other partners who help on the Services and Advocacy departments. The rest are either members of the Board of Directors, partners or additional volunteers. However, most of the workload is concentrated approximately between five people in total, which are the most committed to the organization, which is why the productivity in PROSA is not at its full potential. Some

members of the administrative staff such as the Administrative and Finance head, the accountants and the receptionist work not only for PROSA but also for Sí Da Vida. More detail can be seen later when referring to the human resources of the organization.

The company does not hold much inventory and most of the inventory in the office is common among the other NGOs, Sí Da Vida, which also rents the office. For example, the office holds medicine in their kit that has been donated and is given to users when needed. The head of the Administrative and Finance department, Flora Palomino, who also works for Sí Da Vida, is the one who is responsible of managing the current inventory, such as office material, desks, computers, refrigerators, television, radio, among others. She is the one who decides what is obsolete and has to be thrown away or what can be donated or even sold (Cruz, 2015).

PROSA holds many processes; however, these are not specified in any explicit document. There is a need for the company to formalize its most common processes in order to have explicit the tacit information that currently exists and be able to translate the expertise and knowledge to the future generations that will run the company. The processes that are formalized are how to recruit personnel and what their responsibilities should be, which are explicit in the manual of the organization and functions (MOF), the rules of the organization and functions (ROF) and the manual of administrative and financial procedures regarding project funding, non-else.

4.1.4 Finance and accounting (F)

PROSA has a manual of administrative and financial procedures regarding project funding. This manual states all the rules and procedures that need to take place when PROSA is given a specific project; it is very clear and still is in force.

The Executive Director of PROSA is responsible of making the project proposal that states how much money is going to be needed for the project, the specific actions to take

place and the time frame. The Board of Directors approves each one of these proposals before they are sent. When PROSA is chosen to do the project and the contract is signed, it will receive a specific consignment of money for a specific period of time. Only after PROSA, after that certain period of time, shows accountability of the money in a Progress Report and everything is according to the proposal, it will receive the second consignment to keep on implementing the project. There are approximately four or five consignments per project and they are subject to the accountability and approval of the project in process. The money received is sometimes given as a check or maintained in a bank account in which the funding organization or receptor can monitor in detail all of the movements. (PROSA, 2011)

While the project is running, the leaders of the project must show internal accountability for the expenses of the project every week to the head of the Administrative and Financial department (PROSA, 2011). She will, every week, gather all the information and bills that will be used later to make the reports to the funding organizations. In some cases, such as with the Global Fund, the funding organization does not directly deal with the NGOs, but has as an intermediary (or receptor and administrator of the money), which is another organization such as CARE Peru or Pathfinder International. In other cases, PROSA deals directly with the funding organization and responds directly to them (Cruz, 2015).

Most of the projects have an overhead, which is the administrative cost assigned to the project and is given to PROSA. Generally, this represents around 10% of the total project funding, but it must be clearly sustained. These administrative costs serve to pay for water, electricity, telephone, office rent and payment of the selected team to implement the project. All the administrative costs are translated into expenses. Currently, they only staff members who are receiving a salary are the Executive Director, the head of the Administrative and Finance department, the accountant and his assistant. However, they are not receiving the

amount they should receive, translating in internal debts that may never be paid if the situation remains the same (Cruz, 2015).

There is no policy to pay dividends in PROSA, in fact, there has not yet been a year in which the company has generated profits. PROSA's objective is to stay even and have a net profit of cero, in which the administrative costs charged in each project can sustain paying for all the company's expenses (Cruz, 2015). However, this has not been the case in the past years and much less recently. Given this, the organization currently is operating with a negative net profit and has a negative accumulated profit to date (Palomino, 2015). It is time to change this situation and lead PROSA into being able to be sustainable and generate other means of revenue, apart from the funding they receive for projects.

4.1.5 Human resources (H)

PROSA does not have a human resources (HR) department; it is such a small company that it does not actually need an HR department. However, that does not mean it does not need HR. In 2011, the manual of the organization and functions (MOF) and the rules of the organization and functions (ROF) were elaborated and they state clearly all the procedures on how to hire new personnel and the responsibilities of each and every position within the company (PROSA, 2011). The people in charge of recruiting new personnel are the administrative staff of the organization, such as the Executive Director, and they use as their guideline these documents.

Due to the lack of HR efforts, there is no strong organizational culture within PROSA, which leads to the partners and some staff members not to feel committed to the company. This lack of commitment is also external, due to people living with HIV having a much better quality of life thanks to the antiretroviral treatment and due to them not wanting to be publicly exposed. However, if PROSA starts from within its organization and develops a strong organizational culture that engages partners, staff members and volunteers, it will

translate in higher commitment and productivity. This is a task for all in the organization, not just from one department.

PROSA needs to identify the key elements that are currently immersed in the organizational culture, small elements that may pass unnoticed, such as confidentiality, sharing, optimism towards life and even black humor and challenging death (Cruz, 2015). Moreover, it has to complement these aspects of the culture with others that are crucial for the business success in order to create a solid organizational culture which is shared amongst everyone.

PROSA's organizational chart is shown in Figure 2 (PROSA, 2007). The organizational chart shown has not been modified since May 2007, which is why we propose to restructure and organize it to fit the company's current departments and activities. The Partners Meetings are held twice a year, in July and December; however, from the total of 13 partners, only three of them are fully committed to the meetings and are, in most of the cases, the only ones who assist (Cruz, 2015). One of the company's major internal problems is the lack of commitment of the partners.

A chairperson (who recently deceased, so David Castro is holding the position), a secretary, a treasurer and two additional decision making partners, all partners, form the Board of Directors. The Board of Directors is also very absent due to lack of commitment, although they are the ones responsible for all the decision-making within the organization, as well as electing the Executive Director every two years. The Executive Director is currently Julio César Cruz, who has held this position for the last 8 years, being re-elected four times in a row. The reasons for his re-election is not just because he has all the expertise of administrating the organization, but because this positions is also legally responsible for the company, as well as this person has to be the face of the company in public, sharing their position as a person living with HIV (Cruz, 2015).

Organizational Chart

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                    ┌─────────────────────────┐
                    │   PARTNERS MEETINGS     │
                    └─────────────────────────┘                ┌──────────────────┐
                                │──────────────────────────────│  EXTERNAL AUDIT  │
                    ┌─────────────────────────┐                └──────────────────┘
                    │   BOARD OF DIRECTORS    │
                    └─────────────────────────┘
                    ┌─────────────────────────┐
                    │   EXECUTIVE DIRECTOR    │
                    └─────────────────────────┘
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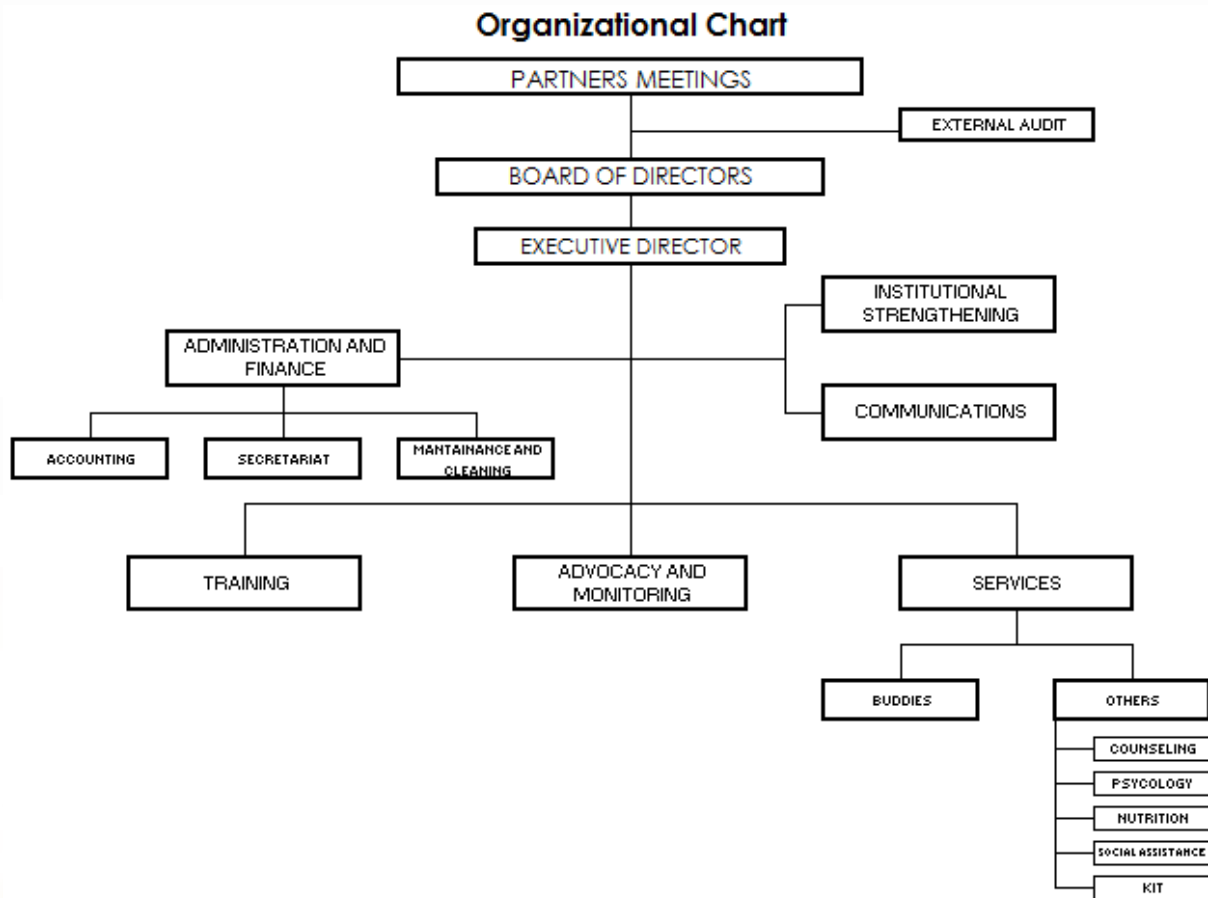
Figure 2. PROSA's organizational chart from 2007.
Adapted from Organizational chart, by PROSA, 2007.

The area of Institutional Strengthening does not exist anymore, it used to be in charge

of organizing the company's internal necessities, for example documentation, assuring

internal communication, formulating and communicating the company's vision and mission,

setting the regulations and making sure they were respected, attracting volunteers to work

with PROSA, among others. This department no longer exists, although it should not be

removed from the organizational chart because it results critical for the organization. There

should be one person appointed for this job, it could be a part time job fulfilled by one of the

current partners who is committed, or seek for an external person, who is not necessarily

living with HIV, who can fulfill this position once the company is in a better financial

situation. The department of Communications is currently ran by the Executive Director and

one volunteer, both in charge of PROSA's public image; for example, they create press releases, manage the Facebook account, etc.

Solely one person, Flora Palomino, runs the Administration and Finance department. One accountant who only visits the company regularly and a full time accountant assistant helps her with the company's accounts. Training is a department that does not exist anymore but it should restart. This department used to sell training to the municipalities, state and private organizations in order to empower the population to deal with HIV and to advocate for their human rights. This responsibility was of Oscar Díaz, one of the partners who is a teacher. If this department appears again, it could be a source of income for PROSA. The Executive Director, Julio Cesar, next to Raúl Raygada, one of the partners, do Advocacy and Monitoring, which is the company's major purpose. This department definitely needs to grow in the future involving volunteers and administrative staff to support the day-to-day pursuits in political advocacy.

Finally, the Services department, leaded by David Castro who is currently the chairman and also serves as a receptionist. The service of buddies is now being funded by the NGO Sí Da Vida, with whom they share their office and administrative staff. This service pays volunteers their transportation to go to the houses of people living with HIV or AIDS and serve as buddies and companions to them, helping and orienting them through their struggle. The Other Services has to be restructured, because currently, there are four major services that PROSA provides, the rest have disappeared and must be eliminated from the organizational chart. Lila Castro and her mother, who was of the founders of PROSA, give the services of counseling and psychology. They both do not live with HIV and have 60 and 92 years of age respectively. Another service is legal advice, which is actually a current project financed by IDLO Italy, paying $300 to a lawyer to go 2 days a week for 3 hours and give instructions to the young lawyer who volunteers (Cruz, 2015). Finally, the medical kit is

a service they give, they have medical treatments that have been donated by other volunteers and give this to users free of charge, only when there are shortages in hospitals.

An important strength PROSA recognizes is the expertise of their current team, more specially, the expertise of five team members, each with specific qualities that nurture the organization (Cruz, 2015). It is necessary for PROSA to be able to transfer the knowledge and expertise of these key members into the future generations that will lead the company.

4.1.6 Information and communication systems (I)

PROSA uses mostly e-mail to communicate among partners and staff members, it works very well with this media and people seem to respond faster to e-mails rather than phone calls. Skype also works well when being out of the office. Key members of the organization use shared folders in order to share relevant information among them, this happens especially between the head of the Administrative and Finance department and the Executive Director (Cruz, 2015).

There is no IT system of special software installed in the company. Flora and the accountant do the financial statements and reports with the help of Microsoft tools such as Excel and Word (Palomino, 2015).

PROSA handles a user database in a book in the reception desk of the users who wish to leave their names and contact information. However, this information is completely confidential and even sometimes pseudonyms are used to respect the user's confidentiality (Palomino, 2015). Given the circumstances, this should maintain to be this way and it is not recommended to use a database cloud computing service that may not be secure for the information.

4.1.7 Technology, research and development (T)

PROSA currently has a web page and a Facebook account. It needs to have the means in order to manage effectively the information and receive feedback from the users in order to

monitor its performance, improve the quality of the service provided by PROSA and attract new users and volunteers to the organization. Currently, the volunteer in the Communications department manages both the webpage and Facebook. He must be trained in order to manage correctly both interfaces and help PROSA constantly deliver a higher quality service to its users.

The company's Executive Director does research and development (R&D) by benchmarking on what other NGOs are doing and being in the field every day, together with volunteers, users, and members of Peruvian institutions. He also assists to international conferences related to HIV/AIDs when it is possible. This is how he gets ideas for new projects and the networking and relations needed in order to pursue them (Cruz, 2015). Now PROSA needs to also make some R&D in other fields in order to find alternative ways of receiving funds and generate revenues to be sustainable.

4.2 Internal Factors Evaluation Matrix (IFEM)

The current internal analysis made possible to identify the key factors of success of the organization, which are divided into five strengths and five weaknesses. The results are shown in the IFEM Matrix in Table 4.

The results of the IFEM show that the total score of 2.35 for the company, which is just below the average of 2.5. When the total score is below the average, this means that one of the characteristics of the organization is that it is internally weak (D'Alessio, 2013). In conclusion, PROSA is not taking fully advantage of its strengths and it is not reducing efficiently the impact of their current weaknesses, as it should do. PROSA needs to realize that the expertise of the members of the organization and the solid relationships it has with organizations and institutions are two things that make them different from competitors and can result in a great advantage if they use them correctly. In addition, PROSA cannot continue not having any long-term vision or plan, which is why the present strategic plan

Table 4.

IFEM for PROSA

Key internal factors	Weight	Rating	Weighted Score
Strengths			
1 Expertise of members of the organization	0.10	4	0.40
2 National and international recognition	0.10	3	0.30
3 Solid relationships with organizations and institutions	0.15	4	0.60
4 Strong public relations (PR)	0.10	3	0.30
5 Clear and effective procedures on how to handle funding projects	0.05	3	0.15
Subtotal			1.75
Weaknesses	Weight	Rating	Weighted Score
1 No current long-term vision or plan	0.15	1	0.15
2 Lack of commitment of members of the organization	0.15	1	0.15
3 Dependence on the current administration	0.05	1	0.05
4 Inability to be self-sustainable and generate income	0.05	1	0.05
5 No system to document or transfer knowledge	0.10	2	0.20
Subtotal			0.60
Total	1		2.35

Note. 4. Major strength; 3. Minor strength; 2. Minor weakness; 1. Major weakness

seeks to change that situation. The lack of commitment of some members of the organization is also a current strong weakness, which is why the present plan will propose on ways on how to tackle this issue.

4.3 Conclusions

The internal analysis developed in this chapter has made possible to identify PROSA's five main strengths and weaknesses. PROSA's major strengths are its expertise of some the members within the organization, partners or staff that have been there for many years and have the sufficient know-how to run the business, and the solid relationships it has

developed with key organizations and institutions in the country and worldwide, such governmental institutions and funding organizations. On the other hand, the company's major weaknesses are the lack of a current long-term vision/plan, the lack of commitment of most of the members of the organization, the dependence it has on its current administration staff and its inability to be self-sustainable/generate income, having an accumulated net loss in their financial statements.

The result of the IFEM shows that PROSA is just below the average, meaning that the organization is internally weak (D'Alessio, 2013). However, it is not extremely weak, being the score very close to average. Nowadays, many of their strengths are being potentiated and also many of their weaknesses are being tackled, for example, PROSA is managing well the expertise of the members of the organization and the solid relationships it has with other organizations and institutions. However, this is not enough for PROSA to be internally strong. For example, it does not handle correctly its long-term vision/plan, its lack of commitment of the organization members, its inability to be unsustainable and the fact that it depends on the current staff of administration. Regarding this last point, PROSA needs to consider what will happen when the current administrative staff is not there anymore, will the organization be able to keep operating or not, is most of their knowledge tacit or explicit, among many other questions.

In conclusion, PROSA is not taking fully advantage of its strengths and it is not reducing efficiently the impact of their current weaknesses, as it should do. For this reason, it is imperative for the company to keep on strengthening their strengths, while seeking for ways to lessen their weaknesses and develop a strong internal position within the organization. This will be tackled further on the strategic process when specific strategies will be assigned to maximize strengths and minimize weaknesses.

Chapter V: Interests of the Organization and Long-term Objectives

In this chapter, the organizational interests of PROSA will be formulated and established, as well as the potential of the organization, its cardinal principles and the long-term objectives that will enable PROSA to succeed in the future.

5.1 Interests of the Organization

The organizational interests are all the interests that the company fundamentally has as an organization and would like to reach no matter the cost involved (D'Alessio, 2013). By the external and internal evaluation made in the previous chapters, it is possible to identify PROSA's organizational interests. The interests were revised one by one with the company's Executive Director and the ones that follow are the interests retained for PROSA as an organization.

- Raise funds for projects related to HIV/AIDS and other sexually transmitted infections (STI) or HIV related infections, such as Tuberculosis. These funds can come either from external funding organizations, by the private sector, by being auto sufficient and providing a portfolio of services, among others.

- Develop leaders in HIV and related infections in the Peruvian population, who will be the ones that advocate for the rights of the affected segment of the population. Consequently, attracting some of these leaders and professionals to work in PROSA as volunteers or staff members.

- Create more solid relationships with strategic organizations and institutions, such as the Ministry of Health and Congress, as well as with other HIV and Tuberculosis related organizations.

- Ensure that all public hospitals in Peru are supplied with the adequate levels of antiretroviral treatments for HIV and Tuberculosis throughout the entire year.

- Create adequate HIV and sexual health prevention and educational campaigns within all of the country's public and private schools.

- Eliminate the stigma and discrimination related to HIV/AIDS in the Peruvian society.

5.2 Potential of the Organization

Chapter IV details the internal analysis of PROSA using AMOFHIT: (a) administration and management; (b) marketing and sales; (c) operations, logistics and infrastructure; (d) finances and accounts; (e) human resources and culture; (f) information systems and communications; and (g) technology, research and development. The purpose of this section is to rescue PROSA's core competencies resulting from the former analysis and, therefore, define which strengths represent true core competencies for the organization and identify in which aspects is the organization the weakest (D'Alessio, 2013).

Resulting from the IFEM, there are two strengths that achieved the higher total weighted score, which is why these are the ones identified as PROSA's core competencies. These core competencies are the strengths that PROSA needs to exploit and communicate in order to be competitive in the market it operates:

- Solid relationships with organizations and institutions: PROSA, as mentioned beforehand, has developed strong relationships with many strategic institutions and organizations, such as the Ministry of Health, the Congress and other HIV/AIDS related organizations. However, as noted, its strongest competitor, Via Libre, has this core competency more developed that PROSA, which is why it is not considered the company's strongest core competency, unless it is able to surpass the performance of its competitor.

- Expertise of members of the organization: PROSA has been operating for 25 years; it is one of the oldest HIV/AIDS related NGO in the country, which is why the expertise

of its partners and volunteers is considered as the organizations strongest core competency.

On the other hand, the weaknesses that were ranked the lowest, but weigh the highest, are considered the aspects in which PROSA is the weakest, therefore, the aspects it needs to work in the most:

- No current long-term vision or plan: PROSA has currently not a long-term vision or plan, which is why the present strategic plan will revert this situation. However, it is necessary to keep on evaluating, monitoring and constantly changing the strategic plan as time goes to adapt to changes in the environment, as well as within the organization.
- Lack of commitment of members of the organization: This is the organizations' major weakness nowadays and it has to work in this aspect the most, due to people being the most important asset in organizations. People are the ones who develop the actions and strategies needed for operating successfully, without committed people, the organization will not be able to keep on operating efficiently.

5.3 Cardinal Principles of the Organization

The cardinal principles allow identify some of the organization's opportunities and threats. They constitute critical factors in order to determine the long-term objectives of the company. (D'Alessio, 2013). The cardinal principles adapted for PROSA are detailed in the following section.

5.3.1 Influence of third parties

In every bilateral agreement, there are always third parties that may influence decisions or actions (D'Alessio, 2013). The most influential third parties are the ones that follow. First, there is the Ministry of Health, which is the national entity that regulates and plans the agenda for all of the health issues in the country. Second, the Peruvian Congress is

another third party that presents itself as a strong influence. The Health Commission within the Congress in the one in charge of passing the legislation that will directly affect the HIV/AIDS affected, it legislates all health issues in the country. In addition, the Ministry of Education can cause influence to PROSA, especially now that PROSA is looking into expanding with training and educational services related to HIV/AIDS and sexual education for Peruvian schools.

The Multisectoral National Coordinator of Health (CONAMUSA) is the coordinator and joint space between the state and the civil society to strengthen the response to HIV/AIDS and TB in Peru. This entity chooses representatives from the HIV/AIDS community to represent them in the government (Cruz, 2015). The media and the press are also a third party that is influential in the bilateral agreements that PROSA may have. They are the ones who add press releases about PROSA or HIV/AIDS related subjects, as well as serve as the principal communicators when the law is not being reinforced or human rights are being violated. Internationally, the Pan-American Health Organization (PAHO), the World Health Organization (WHO) and UNAIDS are also entities that can influence indirectly on PROSA.

Peruvian public hospitals, which should all provide all the time an antiretroviral treatment for HIV, are also an influence for PROSA. GIVAR is also an entity or group of organizations who monitors the supply of HIV antiretroviral treatment in Peruvian hospitals and has a platform in which people can report when a hospital does not count with any treatment (Cruz, 2015). Other third parties that influence on PROSA's operations are external consultants and specialists, who are the ones who help PROSA when it is in need for experts to develop specific projects. In addition, volunteers who are the ones that volunteer for the organization and make political advocacy for the human rights of the HIV/AIDS community.

5.3.2 Past and present ties

PROSA has very close ties with many Peruvian organizations and institutions. For example, it has a strong tie with the Ministry of Health, right now with the current Health Minister Aníbal Velásquez Valdivia and other key players. It is active within the National Council of Health of the Ministy of Health. In addition, the Executive Director, Julio César Cruz, worked with past Health Ministers Midori de Habich and Alberto Tejada (Cruz, 2015).

PROSA acts as an active member of the Health Commission of the Peruvian Congress, being a lobbyist by protecting the human rights of the HIV/AIDS affected population. PROSA, specially the Executive Director, has many congressional representatives who are his friends, such as Manuel Medino, among others. In addition, Raúl Raigada, one of PROSA's partners, is a representative in the CONAMUSA, advocating for the rights of the HIV/AIDS affected community (Cruz, 2015).

The organization has very strong ties with the media and press, for example with press people from El Comercio, Radio Programas del Peru (RPP) and the magazine Somos, to mention some key contacts they have. For example, PROSA has a very tight relationship with Enrique Bossio, who works in governmental press. If PROSA wants there to be a press release about the organization, it can make it happen due to their contacts. Recently, they were able to release a personal interview in the magazine Somos with the Executive Director, for example. Lastly, PROSA has many good ties with external consultors and experts, such as the anthropologist Celeste Cambría, who works in the Pan-American Health Organization (PAHO), and helps the organization with specific projects (Cruz, 2015).

5.3.3 Counterbalance of interests

Some of the organizational interests for PROSA are common among many organizations from the sector, whilst others are conflicting, meaning that they are solely

interests of the organization by itself. The following represent the interests that are common among many organizations similar to PROSA:

- Develop leaders in HIV and related infections in the Peruvian population.

- Ensure that all public hospitals in Peru are supplied with the adequate levels of antiretroviral treatments for HIV and Tuberculosis throughout the entire year.

- Create adequate HIV and sexual health prevention and educational campaigns within all of the country's schools.

- Eliminate the stigma and discrimination related to HIV/AIDS in the Peruvian society. On the other hand, these are interests solely of PROSA:

- Develop leaders in HIV and related infections in the Peruvian population, consequently, attracting some of these leaders and professionals to work in PROSA.

- Raise funds for projects related to HIV/AIDS and other sexually transmitted infections (STI) or HIV related infections, such as Tuberculosis.

- Create more solid relationships with strategic organizations and institutions, such as the Ministry of Health and Congress, as well as with other HIV and TB organizations.

The first interest is repeated in both parts, due to it being a common interest to create leaders in HIV and related infections in the Peruvian population, but being an interest only of PROSA to attract these leaders and professionals to work in the organization as volunteers or staff members.

5.3.4 Conservation of enemies

In PROSA's case, its enemies could be considered as the other NGOs related to HIV/AIDS of other diseases such as TB. PROSA needs to stay closely attached to these related organizations, or competitors, because, due to them being non-profit organizations looking for the well-being of certain minorities, they can generate more impact when together as a unified force. PROSA currently exercises this, for example, it maintains very close

relationships with Sí Da Vida, NGO with whom they share offices and some staff members, as well as do some projects jointly. It also has close relationships with all the HIV/AIDS organizations who are members of Red SIDA Peru and many times have interest in common which they pursue together.

5.4 Organizational Interests Matrix (OIM)

The OIM gathers all o PROSA's organizational interests defined in the beginning of the chapter and allocate all the stakeholders that may influence, positively or negatively, on the defined interests (D'Alessio, 2013). Table 5 shows the results on the OI Matrix, showing if the organizational interests are common or opposite interests and classified regarding their level or intensity: (a) vital, (b) important, and (c) peripheral.

Table 5

OIM for PROSA

	Organizational interest	Level of intensity of interest		
		Vital	Important	Peripheral
1	Raise funds for projects related to HIV/AIDS and other STI or diseases, like TB	Volunteers*	Ministry of Health, CONAMUSA	PAHO, WHO, Media and press
2	Develop leaders in HIV and related infections in the Peruvian population, attracting some to work in PROSA	Ministry of Health, CONAMUSA	Volunteers*	Consultants and specialists
3	Create more solid relationships with strategic organizations and institutions	Ministry of Health, Congress	Volunteers*	
4	Ensure that public hospitals in Peru are supplied with antiretroviral treatments for HIV and TB throughout the entire year	Congress, Ministry of Health, Public hospitals	GIVAR, Media and press	
5	Create adequate HIV and sexual health prevention and educational campaigns in the country's schools	Ministry of Education, Ministry of Health	Public and private schools	PAHO, WHO
6	Eliminate the stigma and discrimination related to HIV/AIDS in the Peruvian society	UNAIDS, Congress	Consultants and specialists	PAHO, WHO

Note. Common interest (possibility to make alliances); Opposite interest* (no possibility to make alliances).

As it can be observed in the previous table, all the stakeholders that may influence on PROSA's organizational interests are shown. These are all the third parties identified beforehand in the cardinal principles. Some of them are the Ministry of Health, Congress, CONAMUSA, Volunteers, the media and press, consultants and specialists, the PAHO, among others. In some cases, there is a possibility to make alliances with other organizations from the same sector, like other related NGOs, in order to influence a third party into helping them reach that interest. In these cases, those are shown as a common interest in the table. If there is no possibility to make any alliances to influence those third parties, case that only happens with PROSA's volunteers, it is shown in the table as an opposite interest.

5.5. Long-term Objectives

The long-term objectives are based on the vision and mission of the organization and are quantitatively derived from the organizational interests. Long-term objectives should have the following characteristics: (a) quantitative, (b) realistic, (c) measurable, (d) challenging, (e) understandable, (f) hierarchical, (g) reachable, (h) congruent, and (i) defined in a certain time horizon (D'Alessio, 2013). PROSA's vision is the following:

To be known as the leading HIV/AIDS NGO in Peru and internationally rated in the top 30 by 2022. To be recognized nationally and internationally for its achievements in its advocacy to improve the quality of life and respect for the human rights of people living with HIV/AIDS, for its contribution to knowledge in the HIV/AIDS field and improvement of health awareness in the society at large.

In order for PROSA to reach its vision, six long-term objectives must be achieved within the following seven years. The long term-objectives are as follow:

- First long-term objective (LTO1): By 2022, to raise 300,000 USD on funds per year. These funds will be destined for projects related to HIV/AIDS and other sexually transmitted infections (STI) or HIV related infections, such as Tuberculosis. They can

come either from external funding organizations, by the private sector, by the Ministry of Health, by being auto sufficient and providing a portfolio of services, among others. PROSA has had, in the past, more funding per year. For example, for the years 2007-2008, they received a 280,000 USD fund from the Global Fund for a project to strengthen AIDS prevention and TB control in the country. In 2008-2007, it received the same amount from the same organization for a project related to prevention of HIV and sexually transmitted diseases and to help generate a regulatory framework for the right of sex workers in five different regions of the country. However, recent projects have been very few and of very little funding. Nowadays, they only count with three projects, two of them started in the year 2013 and one of them started in the year 2014. These three projects altogether have a total funding of 110,000 USD, for a period of three years and all of them, except one, are about to end (PROSA, 2015).

- Second long-term objective (LTO2): To increase, by 2022, PROSA's workforce to 25 leaders and 15 volunteers who are committed. These leaders must be people committed to the cause and have the sufficient expertise to lead the company to reach all of its long-term objectives and vision, not necessarily people living with HIV/AIDS. In addition, for the same year, have attracted minimum 15 volunteers to help the organization with its endeavors. Nowadays, there are 20 people in total who represent PROSA's workforce, including partners and volunteers. The problem is that most of them are not committed and therefore are absent most of the time.

- Third long-term objective (LTO3): To increase, by 2022, the number of projects to seven per year and surpass the recognition of its major competitor through strategic alliances. The idea of the strategic alliances is that they will promote PROSA's projects and protect its interest, as well as increase their level of national and

international recognition and number of projects per year. The recognition can be measured through national and international certificates done by the Ministry of Health, United Nations and HIVOS. It is necessary that the relationships with the government institutions gets stronger, but also to seek to collaborate with current domestic organizations and international new entrants related to the same sector, in order to gain more bargaining power and credibility, as well as recognition. This way, the number of projects PROSA has will also increase. Nowadays, PROSA has only three projects that are running since 2013 and is less recognized than its major competitor Via Libre.

- Fourth long-term objective (LTO4): That, by the year 2022, 100% of all public hospitals in Peru are supplied with the adequate levels of antiretroviral treatments for HIV and Tuberculosis throughout the entire year. Today, only 80% of all public hospitals have treatments for HIV and TB for patients (Cruz, 2015). This percentage seems high, but the problem is that this is effective only when there is supply of the treatment for the country, which seems to be seasonal. There can be entire months in which no hospitals have treatment, because the total supply for the country has halted. GIVAR is an entity who monitors the supply of HIV antiretroviral treatment in Peruvian hospitals and has a platform in which people can report when a hospital does not count with any treatment; however, this has to be complemented with more political advocacy and monitoring from a larger group of organizations.

- Fifth long-term objective (LTO5): By 2022, that 15% of all public and private schools in Peru have adequate HIV and sexual health prevention and educational formation. Today, only one out of one thousand schools in the country have this type of prevention and educational campaigns, representing only 0.1%. This is a very difficult objective to reach, because there exists high levels of stigma and discrimination

towards the virus, as well as shame to talk freely to teens about sexual infections and diseases, a very sensible subject for the Peruvian society. This is why, until today, the government has not had in its agenda these kind of initiatives. It is PROSA's job, by collaborating with other institutions and organizations such as the Ministry of Education, to form sensible teachers who care and believe it is important to teach and inform this matter to teens during their formation.

- Sixth long-term objective (LTO6): By 2022, to eliminate in 95% stigma and discrimination related to HIV/AIDS in the Peruvian society. PROSA's Executive Director calculates that today, approximately, stigma and discrimination has been eliminated by 60% in the country (Cruz, 2015). There is currently a project of UNAIDS that involves creating a report that will measure the levels of stigma and discrimination in the country through an index. This will help in order to measure the current situation, it will serve as a tool to enable PROSA, and related organizations, generate political advocacy into changing this situation and helping to change the mentality and image people in the Peruvian society have about people living with HIV or AIDS.

5.6 Conclusions

In conclusion, PROSA has six organizational interests. First is to internally and externally raise funds for HIV/AIDS and comorbid infections. Secondly, is to train and retain individuals that advocate for the HIV/AIDS infected population. Third is to build relationships with relevant governmental and non-governmental organizations. The fourth and fifth interests are to guarantee year round availability of HIV and Tuberculosis treatments and to increase the public awareness of HIV and sexual health in schools. Finally, reduce the discrimination faced by Peru's infected population.

PROSA's potential however hinges on its strengths and weaknesses. While not seen as its main core competency PROSA's ability to build relationships with eternal organizational bodies remains a strength. However, the expertise of its people is its core strength. As for the company's weaknesses, the lack of a long-term plan and deficiency in the commitment of its people is prevalent.

PROSA's cardinal principles that help it identify its threats and opportunities, also help it achieve its long-term objectives. The influence of third parties such as the Ministry of Health, Ministry of Education and the Peruvian Congress have the power to influence legislations or actions that may positively or negatively affect the company. Furthermore, its past and present ties such as with the National Council of Health, the press and the media, help achieve these objectives. Moreover, its interests and objectives that are common with its competitors within the sector and those that are solely PROSA's are also noteworthy. PROSA maintains close ties with these competitors as well as they all have similar interests. All these interests are displayed and classified in the Organizational Interest Matrix (OIM).

Finally, PROSA has six long-term objectives for the year 2022. They are derivatives of its six interests and based on the organization's mission and vision. They include raising 300,000 USD to help tackle HIV/AIDS, to increase PROSA's workforce to 25 leaders and 15 volunteers who are committed, and to increase the number of projects to seven per year and surpass the national and international recognition of its major competitor, Via Libre. The remaining long-term objectives are to ensure that all public hospitals in Peru have an adequate, year round supply of anti-retroviral drugs, to make sure that a minimum of 15% of all public and private schools are adequately informed and educated about sexual health issues, and finally to reduce HIV/AIDS stigma by 95% in the Peruvian society. All these objectives are ambitious, although realistic considering the internal and external environment PROSA is in.

Chapter VI: The Strategic Process

The strategies process in composed by a series of matrixes: (a) SWOTM, (b)

SPACEM, (c) BCGM, (d) IEM, (e) GSM, (f) SDM, (g) QSPM, (h) RM, (i) EM, (j) Long-

term Strategies vs Objectives Matrix, and (k) Competitive Possibilities Matrix. These

matrixes will permit to select a series of strategies for the organization and, finally, to filter

them in order to keep the retained strategies the organization will use in order to achieve its

long-term objectives and vision (D'Alessio, 2013).

6.1 Strengths, Weaknesses, Opportunities and Threats Matrix (SWOTM)

The SWOTM will be used to evaluate the strengths, weaknesses, opportunities and

threats involved in PROSA's ventures, i.e. those found using the EFEM /IFEM. This

evaluation seeks to find correlation amongst each internal and external force, for which

strategies will be proposed in each of the cases:

- Strategies involving the correlation between PROSA's strengths and opportunities
  (SO)

- Strategies involving the correlation between PROSA's strengths and threats (ST)

- Strategies involving the correlation between PROSA's weaknesses and opportunities
  (WO)

- Strategies involving the correlation between PROSA's weaknesses and threats (WT)

The matrix is used to determine the right strategies to be used for PROSA's particular

case. The strategies to be used are classified under the following (a) intensive strategies, (b)

diversification strategies, (c) integration strategies, and (d) defensive strategies (D'Alessio,

2013). Table 6 shows PROSA's SWOTM, with the corresponding strategies to be used in

each quadrant.

Table 6

SWOTM for PROSA

SWOT Matrix	Strengths: S	Weaknesses: W
	1 Expertise of members of the organization	1 No current long-term vision or plan
	2 National and international recognition	2 Lack of commitment of members of the organization
	3 Solid relationships with organizations and institutions	3 Dependence on the current administration
	4 Strong public relations (PR)	4 Inability to be self-sustainable and generate income
	5 Clear and effective procedures on how to handle funding projects	5 No system to document or transfer knowledge
Opportunities: O	**Strategies: SO**	**Strategies: WO**
1 Community awareness and educational programs	1 Concentric diversification by creating community awareness and educational programs for HIV/AIDS, STI and TB (S1, S2, S3, S4, O1)	1 Increase funds by product development, meaning to add more services for existent users (W4, O5)
2 Private sector funding	2 To develop the market of private sector funding in Peru, in order to attract private organizations to finance PROSA's projects (S1, S2, S5, O2)	2 Fill the void left by the closing of local HIV related NGOs by creating a more accommodating portfolio of services for the affected population (W4, O4)
3 Scientific breakthroughs	3 Product development by creating services that focus on new medicine, technologies and making them available for the affected community (S1, O3)	
4 Less domestic substitutes/NGOs	4 To do concentric diversification by providing services for people with other related diseases and infections, such as STI and Tuberculosis (S1, S2, S3, O5)	
5 Diversification		
Threats: T	**Strategies: ST**	**Strategies: WT**
1 Funding reduction	1 Develop internal services for personnel that will invigorate volunteer base and attract new volunteers (S2, S4, T5)	1 Retrenchment of unengaged volunteers and take action to keep/attract engaged volunteers (W2, W3, T5)
2 Change in government	2 Market development by entering into more regions of Peru and to international projects, using PROSA's current relationships and recognition to attract more funding (S2, S3, T1)	2 Develop a solid alliance with the Ministry of Health and the Health Committee from the Congress (W3, T2)
3 HIV/AIDS advancements in Peru	3 Develop strategic alliances with incoming international related NGOs in order to have more resources and higher recognition (S2, S3, S4, T4)	3 Development of an efficient means of transferring knowledge within the organization and making sure it is explicit, therefore, not lost (W5, T5)
4 More international substitutes/NGOs		4 Retrenchment by reducing unneeded expenditures such as services that are not highly used or services given by third parties (W4, T1)
5 Volunteer disengagement		

The use of the SWOTM was very useful in determining 13 appropriate strategies for attaining PROSA's objectives. The strategies varied as a result of the varied nature of attaining the objectives. The proposed strategies will produce the desired results since PROSA will be able to take advantage of all relevant strengths and opportunities and minimize the effects of the weaknesses and threats. However, the following matrixes will serve to discard some strategies and to retain the final strategies, which will be the ones recommended finally for PROSA to reach its long-term objectives.

6.2 Strategic Position and Action Evaluation Matrix (SPACEM)

This analysis is to obtain in what strategic position is the company in relation to factors related to the industry (industry strength and environment stability) and factors related to the organization internally (its financial strength and its competitive advantage). The strategic positions the company could be in are four, depending on the quadrant they fall in: (a) aggressive in the first quadrant, (b) conservative in the second quadrant, (c) defensive in the third quadrant, and (d) competitive in the fourth quadrant (D'Alessio, 2013).

Tables 7 and 8 show the classification of the strategic internal factors that determine PROSA's financial strength and its competitive advantage, as well as the strategic external factors that determine the industry strength and environmental stability.

Finally, Figure 3 shows the result of the previous internal and external evaluation of the company, through the SPACE Matrix.

Based on this analysis, PROSA is located in the third quadrant, holding a defensive position by having a very low competitive advantage, and a being in a relative stable environment, as well as not having financial strength in an industry that is also not strong. PROSA is not strong financially due to it being a non-profit organization and because they have accumulated loss for many years, as mentioned beforehand. This matrix also shows a low competitive advantage because it has a very small market share within the market,

Table 7

Strategic internal factors for PROSA

Strategic financial strength factors (FS)		0	1	2	3	4	5	6		Value
Return on investment	Low	0	1	2	3	4	5	6	High	0
Leverage	Unbalanced	0	1	2	3	4	5	6	Balanced	1
Liquidity	Unbalanced	0	1	2	3	4	5	6	Solid	0
Capital required vs capital available	High	0	1	2	3	4	5	6	Low	1
Cash flow	Low	0	1	2	3	4	5	6	High	2
Ease to exit the market	Hard	0	1	2	3	4	5	6	Easy	6
Risk involved	High	0	1	2	3	4	5	6	Low	6
Inventory turnover	Slow	0	1	2	3	4	5	6	Fast	1
Economies of scale and experience	Low	0	1	2	3	4	5	6	High	3
									Average	2.22
Strategic competitive advantage factors (CA)		0	1	2	3	4	5	6		Value
Market share	Small	0	1	2	3	4	5	6	Big	2
Product quality	Inferior	0	1	2	3	4	5	6	Superior	4
Product life cycle	Advanced	0	1	2	3	4	5	6	Early	2
Product replacement cycle	Variable	0	1	2	3	4	5	6	Fixed	1
Consumer loyalty	Low	0	1	2	3	4	5	6	High	4
Use of competitors capacity	Low	0	1	2	3	4	5	6	High	4
Technological knowledge	Low	0	1	2	3	4	5	6	High	0
Vertical integration	Low	0	1	2	3	4	5	6	High	0
Speed to introduce new products	Slow	0	1	2	3	4	5	6	Fast	1
									Average-6	-4.00

existing other related NGOs whom which they share market share, and due to other factors like low technological knowledge, speed to introduce new services and vertical integration. However, recognition and solid relationships has not been measured within the competitive advantage factors, which are key competitive advantages of PROSA.

Table 8

Strategic external factors for PROSA

Strategic industry strength factors (IS)										Value
Growth potential	Low	0	1	2	3	**4**	5	6	High	4
Profit potential	Low	**0**	1	2	3	4	5	6	High	0
Financial stability	Low	**0**	1	2	3	4	5	6	High	0
Technological knowledge	Simple	**0**	1	2	3	4	5	6	Complex	0
Use of resources	Inefficient	0	**1**	2	3	4	5	6	Efficient	1
Capital intensity	Low	**0**	1	2	3	4	5	6	High	0
Ease to enter the market	Easy	0	1	2	3	**4**	5	6	Hard	4
Productivity/Use of capacity	Low	0	**1**	2	3	4	5	6	High	1
Bargaining power of suppliers	Low	**0**	1	2	3	4	5	6	High	0
									Average	1.11
Strategic environmental stability factors (ES)										**Value**
Technological changes	Many	0	1	**2**	3	4	5	6	Few	2
Inflation rate	High	0	1	**2**	3	4	5	6	Low	2
Demand variability	Big	0	1	2	3	4	**5**	6	Small	5
Competitors' products price range	Wide	0	1	2	3	4	**5**	6	Narrow	5
Barriers to enter the market	Few	0	**1**	2	3	4	5	6	Many	1
Rivalry/pressure for the demand	High	0	1	2	3	4	**5**	6	Low	5
Price elasticity	Elastic	0	1	2	3	**4**	5	6	Inelastic	4
Pressure from substitute products	High	0	1	**2**	3	4	5	6	Low	2
									Average-6	-2.75

In addition, the industry in which PROSA operates is considered not to be strong due to the following reasons: it not having profit potential, financial stability, technological knowledge or capital intensity. These are all because PROSA operates without own capital investment and without having as an objective to seek for profit. However, there are other aspects, like protection of human rights of the civil society and minorities, which do make this industry attractive for organizations such as PROSA. However, PROSA operates under a relative stable environment, due to competitors price ranges being very narrow and having

low demand variability, as well as no pressure on demand and low price elasticity. This is majorly due also to the fact it is a non-profit organization, in which competitors all are seeking for the common well-being of the community, and their policy is not to fight for users, but to help them.
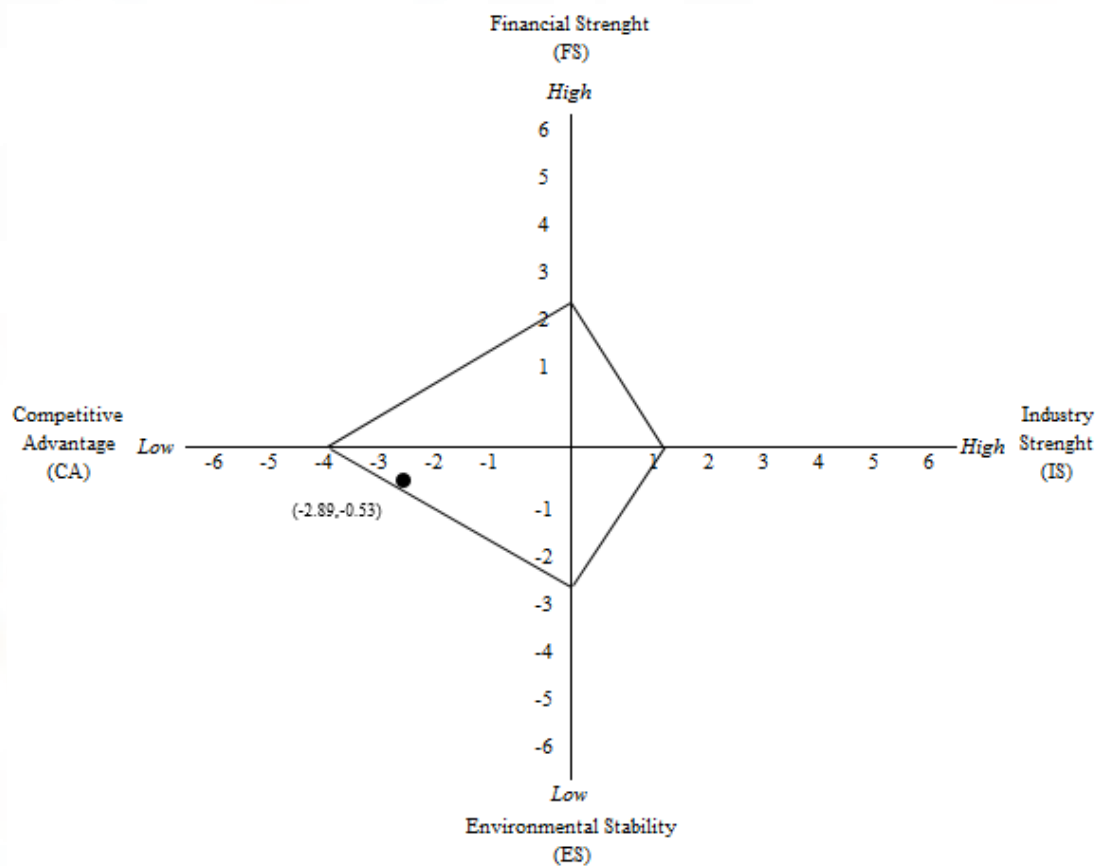
Figure 3. SPACEM for PROSA

Considering PROSA's current situation shown in the SPACEM, it needs to take action to avert the current problems and survive as an organization. The strategies recommended based on the finding are as follows: (a) cost reduction, (b) retrenchment, (c) divestiture, (d) liquidation, (e) fusion, (f) harvest products, and (g) joint venture (D'Alessio, 2013). However, since PROSA has fallen very close to the second quadrant (a conservative strategic position) it is also recommended to develop some conservative strategies.

The detailed specific strategies for PROSA are the following:

- Develop a strategic alliance with an international AIDS organization, or more than one, looking to make an impact in Peru. This could result in additional funding or other resources to help PROSA. Each strategic alliance should be evaluated to see if it should become only a horizontal integration or a joint venture.

- Retrenchment of unengaged volunteers and employees, as well as fulfill workshops and training to help reinvigorate the core of PROSA which should then help to fix other issues through the organization due to more productive and spirited workers.

- Retrenchment by reducing unneeded expenditures such as services that are not highly used or services given by third parties.

- Concentric diversification by creating community awareness and educational programs for HIV/AIDS, STI and TB.

- To do concentric diversification by providing services for people with other related diseases and infections, such as STI and Tuberculosis.

- To develop the market of private sector funding in Peru, in order to attract private organizations to finance PROSA's projects.

6.3 Boston Consulting Group Matrix (BCGM)

The Boston Consulting Group Matrix (BCGM) has as an objective to evaluate the business units of the organization and classifying them regarding their relative market share and their market growth rate (D'Alessio, 2013). The following section will show the BCG Matrix for PROSA and its current business units and then propose strategies in order to improve the performance of the existing business units or create new ones if needed.

In order to adapt the BCG Matrix to a non-profit organization, the identified business units will be placed in their respective position, as (a) question marks, (b) stars, (c) cash cows, or (d) dogs, depending on their relative market share and their market growth rate.

However, these will not be focused necessarily on the cash they can generate, but on how that business is able to substantially improve the quality of life of the HIV/AIDS or related infections community (the level of social impact they have on the community). The level of impact is a difficult aspect to measure, which is why, for this particular case, the relative size of people impacted by the service or business unit will serve for measuring social impact on the community.

The following business units were identified within PROSA, given the real organizational structure that applies currently:

- Counselling and Psychology: There is currently one counsellor and one psychotherapist. They are in charge of administering help and advice at the request of people living with HIV/AIDS and their families, service for which they charge five soles (PEN) to people living with HIV/AIDS and ten soles (PEN) to people who are not living with HIV/AIDS. This unit has been listed as a *Dog* due to the low number of users, approximately 20 a week (market share), and the low cash generation and low market growth (demand).

- Legal advice: A current project financed by IDLO Italy, paying $300 to a lawyer to go 2 days a week for 3 hours and give instructions to the young lawyer who volunteers, this service is given free of charge. This unit has also been listed as a *Dog* for the same reasons. It has approximately 4 cases each month.

- Buddies: Funded by the NGO Sí Da Vida, with whom they share their office and administrative staff. This service pays volunteers their transportation to go to the houses of people living with HIV or AIDS and serve as buddies. This unit has been listed as a *Dog* due to its inactivity. Currently, there are only 8 volunteers who serve as buddies to 8 users.

- Medical Kit: They have medical treatments that have been donated by other volunteers and give this to users free of charge, only when there are shortages in hospitals. This unit has been listed as a *Cash Cow* due to the success it has had in people reached and the low cost as all kits are donated allowing them to be distributed free of charge, however it is still within a market in decline.

- Advocacy and monitoring: This is the strongest business unit within the organization, due to it being the one in which the company centers most of its attention, having two partners in charge of this department. This unit has been listed as a *Cash Cow* because this unit provides considerable social results and impact for the affected community (the community of HIV/AIDS is of 76 thousand approximately in Peru); however, this business unit does not generate any profit and it is within a declining market.

- Training: This department used to sell training to the municipalities, state and private organizations in order to empower the population to deal with HIV and to advocate for their human rights. Although, this service does not exist anymore, if it would restart, it could be a source of revenue for the organization. This unit has been listed as a *Dog* due to its inactivity, however, is should be analyzed in depth whether or not to restart this business unit.

- Project financing: This unit focuses on attracting all sorts of funds in order to develop projects that will help the HIV/AIDS or related affected community. This unit has been listed as a *Dog* due to its relative inactivity and inability to attract funding.

- HIV related services and projects: This includes projects for other related infections and diseases, such as Tuberculosis, that may affect the LGBT community or other minorities. This program has only recently started operating with TB projects and has seen successes. This unit has been listed as a *Question Mark* because of it starting recently and the lack of knowledge about aspects of the projects, but still positive due

to the limited success in bringing in funding. This market is growing faster than the

HIV/AIDS market. In 2013, 31 thousand cases were registered in the country for

sensible Tuberculosis and 1,260 cases of drug resistant TB. Peru is the second country

in America with more cases of TB (Sausa, 2014).

The following Figure 4 shows the BCGM for PROSA's business units.
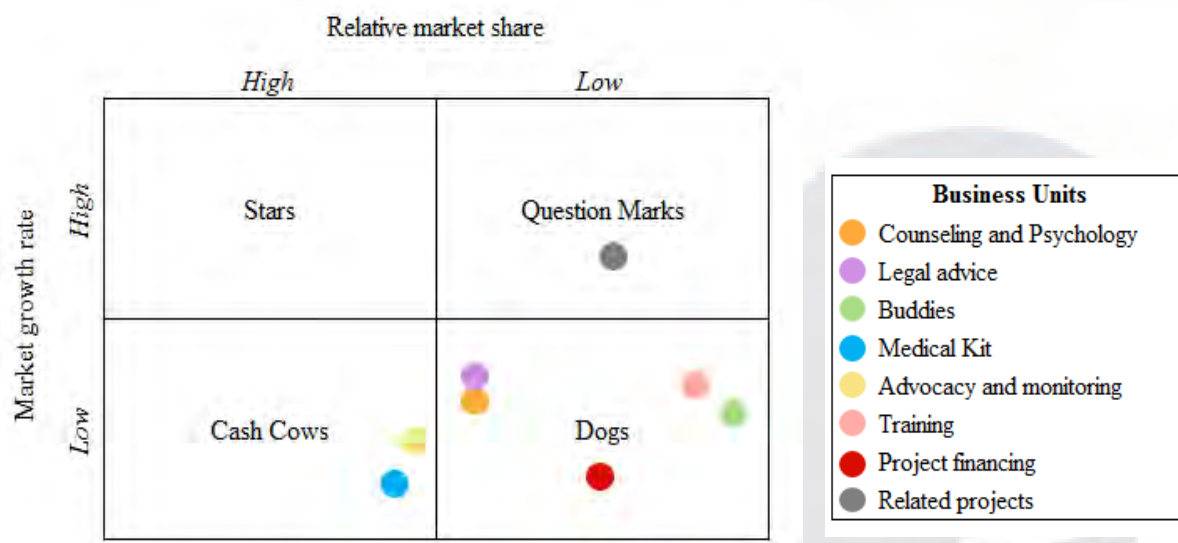
Figure 4. BCGM for PROSA

The BCGM shows that the majority of their business units are located in the fourth

quadrant. This indicates a major problem for PROSA as an organization. The

products/services they offer are not competitive and are unsustainable which may render the

organization obsolete and force closer. Despite the large number of *Dogs*, these units are not

without positives and have been effective in past years. The decline has been due to

numerous reason (i.e. decline in the market due to less affected, improved conditions, less

engaged workers, etc.). PROSA's current *Dogs* have potential to transform either into *Cash*

Cows or into *Stars* if PROSA is able to change operational issues through new strategies.

Therefore, the strategies that PROSA should develop in order to revert this situation are the following:

- Concentric diversification by creating community awareness and educational programs for HIV/AIDS, STI and TB.

- To develop the market of private sector funding in Peru, in order to attract private organizations to finance PROSA's projects.

- Product development by creating services that focus on new medicine, technologies and making them available for the affected community.

- To do concentric diversification by providing services for people with other related diseases and infections, such as STI and Tuberculosis.

- Increase funds by product development, meaning to add more services for existent users.

- Fill the void left by the closing of local HIV related NGOs by creating a more accommodating portfolio of services for the affected population.

- Market development by entering into more regions of Peru and to international projects, using PROSA's current relationships and recognition to attract more funding.

- Develop strategic alliances with incoming international related NGOs in order to have more resources and higher recognition.

- Retrenchment by reducing unneeded expenditures such as services that are not highly used or services given by third parties.

6.4 Internal-External Matrix (IEM)

The IEM combines the EFEM and IFEM matrixes to create a final score that links the external and internal characteristics of the organization. The IEM consists of nine quadrants and three regions. The score corresponding with a specific quadrant will indicate the region it is located and which situation the organization is currently in. The three regions are:

- First region: Grow and construct, this region recommends the strategies that integrate the company.

- Second region: Retain and maintain, this region recommends the strategies of market penetration and product development.

- Third region: Harvest or divest, this region recommend strategies that are defensive.

Depending on the region the organization falls into, there will be certain strategies recommended (D'Alessio, 2013). Figure 5 shows PROSA' IEM.

PROSA's IEM score puts the organization in quadrant VIII, in region three, this indicates PROSA is in a defensive position and should consider the options of harvest or divest. Again, PROSA is in a critical state and must take action to remain a viable organization. The organization is a non-profit and does not have any business or property to divest. However, given this situation, there are other strategies PROSA can take. The strategies are shown as follows:

- Develop a strategic alliance with an international AIDS organization, or more than one, looking to make an impact in Peru. This could result in additional funding or other resources to help PROSA. Each strategic alliance should be evaluated to see if it should become only a horizontal integration or a joint venture.

- Retrenchment of unengaged volunteers and employees, as well as fulfill workshops and training to help reinvigorate the core of PROSA which should then help to fix other issues through the organization due to more productive and spirited workers.

- Retrenchment by reducing unneeded expenditures such as services that are not highly used or services given by third parties.

IFEM total weighted score

	Strong (3.00 - 4.00)	Average (2.00 - 2.99)	Strong (1.00 - 1.99)

	4	3	2	1
High (3.00 - 4.00)	I	II	III	
Medium (2.00 - 2.99)	IV	V	VI	
Low (1.00 - 1.99)	VII (2.35 - 1.85) ●	VIII	IX	

EFEM total weighted score

Region	Cells	Prescription	Strategies
1	I, II, IV	Grow and construct	Intensive Integration
2	III, V, VII	Retain and mantain	Market penetration Product development
3	VI, VIII, IX	Harvest or divest	Defensive

Figure 5. IEM for PROSA

6.5 Grand Strategy Matrix (GSM)

The GSM helps to evaluate the situation in which the organization is depending on (a) market growth, either fast or slow; and (b) competitive position, either strong or weak. The GSM contains four quadrants including:

- First quadrant (strong competitive position and rapid market growth): Lists strategies for sustaining rapid growth based on strengths.

- Second quadrant (weak competitive position and rapid market growth): Lists strategies for rapid growth based on weaknesses.

- Third quadrant (weak competitive position and slow market growth): Lists strategies for slow growth based on weaknesses.

- **Fourth quadrant (strong competitive position and slow market growth):** Lists strategies for slow growth based on strengths.

Based off which quadrant the organization lies in, the GSM will recommend strategies that best fit the situation (D'Alessio, 2013). Figure 6 shows PROSA's GSM.
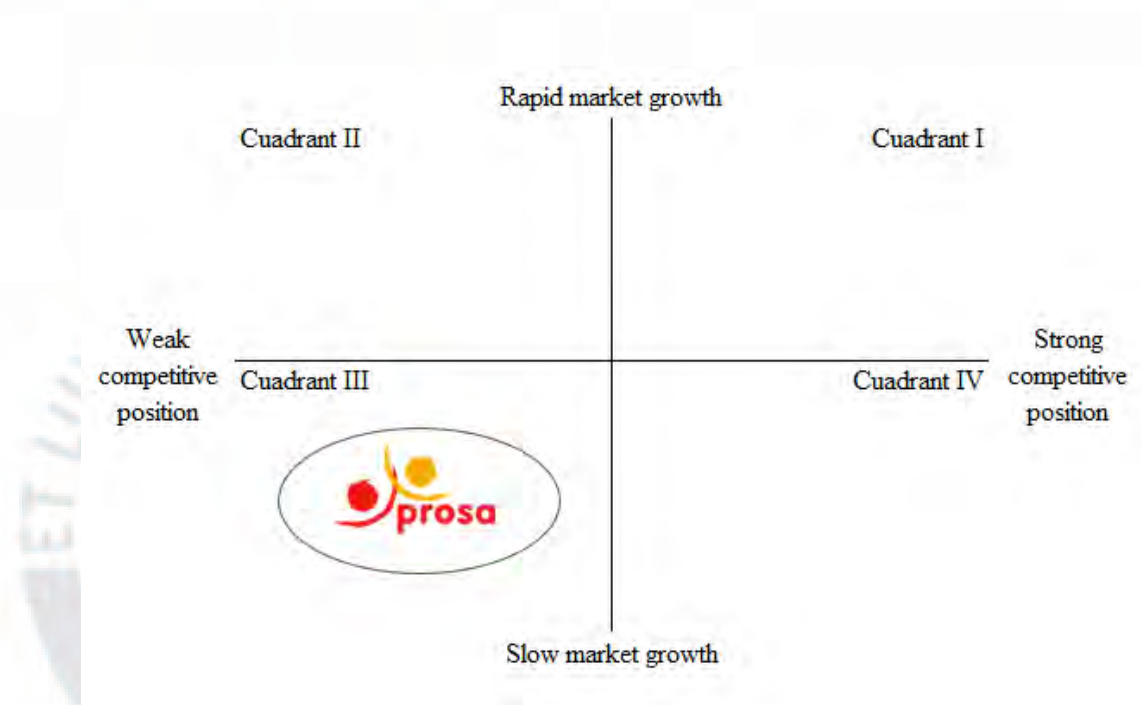
Figure 6. GSM for PROSA

Given that PROSA has currently a weak competitive position (given as a result from the SPACEM) and the market growth is low (as mentioned beforehand, the market is in decline due to less people having severe cases of HIV/AIDS by having access to antiretroviral treatments and also due to diminished funding), it is situated on the third quadrant. The proposed strategies for organizations in this position are: (a) retrenchment, (b), concentric diversification, (c) horizontal diversification, (d) conglomerate diversification, (e) divestiture, and (f) liquidation (D'Alessio, 2013). For this reason, the specific strategies for PROSA are the following:

- Retrenchment of unengaged volunteers and employees, as well as fulfill workshops and training to help reinvigorate the core of PROSA which should then help to fix other issues through the organization due to more productive and spirited workers.

- Retrenchment by reducing unneeded expenditures such as services that are not highly used or services given by third parties.
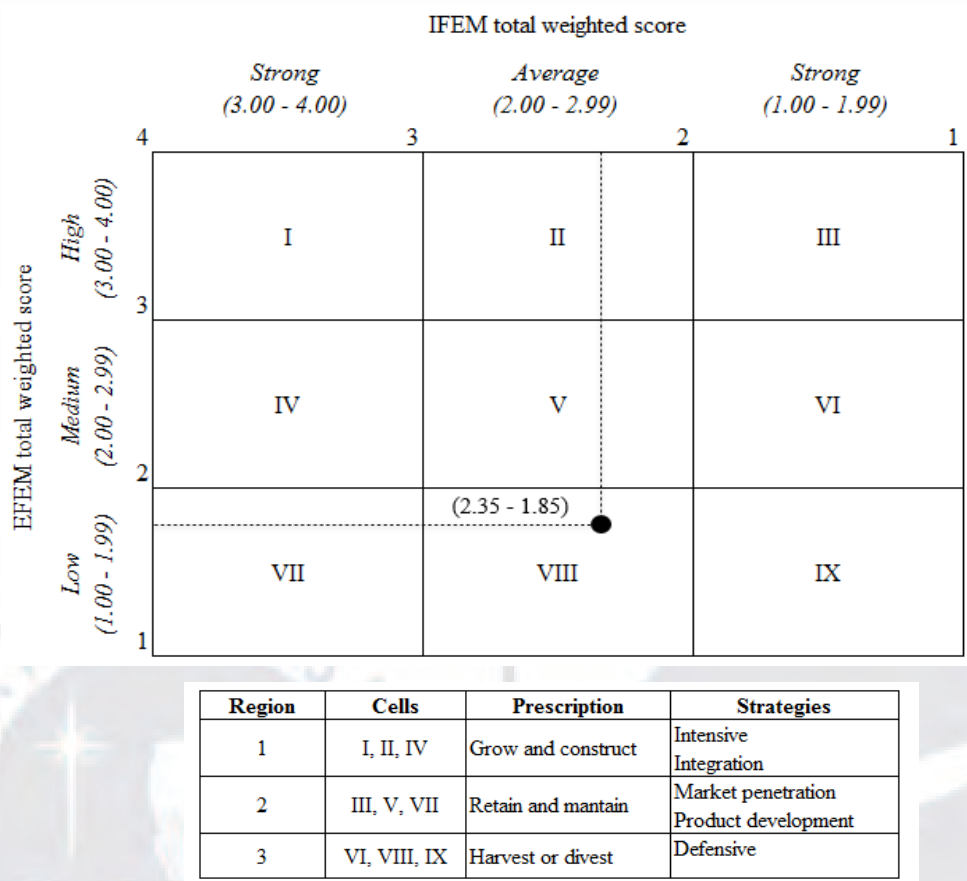
- To do concentric diversification by providing services for people with other related diseases and infections, such as STI and Tuberculosis.

- Develop strategic alliances with incoming international related NGOs in order to have more resources and higher recognition.

- Concentric diversification by creating community awareness and educational programs for HIV/AIDS, STI and TB.

6.6 Strategic Decision Matrix (SDM)

The SDM is used to gather all the strategies that have come up from the previous matrixes developed in the present chapter: (a) SWOTM, (b) SPACEM, (c) BCGM, (d) IEM, and (e) GSM. This matrix groups the strategies and allows to sum the repetitions of each of them. The strategies that will be retained are the ones that are repeated at least three times, the remaining strategies that are not chosen will be contingency strategies (D'Alessio, 2013). Table 9 shows PROSA's SDM.

After formulating the SDM, six out of the 14 strategies are the ones that are going to be retained and used as an input on the Quantitative Strategic Planning Matrix. The eight remaining strategies that were not retained can be considered as contingency strategies, this will be evaluated further on to see which ones will be considered as contingency strategies and which ones will not. This process of retaining key strategies and eliminating others will be repeated in the following matrixes.

6.7 Quantitative Strategic Planning Matrix (QSPM)

The following analysis has as a primary objective to evaluate each of the specific strategies retained in the SDM and determine their level of attractiveness regarding the organization's opportunities, threats, strengths and weaknesses. The Quantitative Strategic Planning Matrix will finally point out which strategies are best suited for the organization and therefore need to be retained, being the ones that get a total weighted score of five or higher, the rest of the strategies will become contingency strategies for the organization (D'Alessio, 2013). The QSPM for PROSA is shown in Table 10.

All the six strategies are decided to be retained in the QSPM for PROSA, having all of them a weighted score of five or higher, except the first one that is 4.9, very close to five, therefore is chosen to be retained as well.

6.8 Rumelt's Matrix (RM)

Rumelt's Matrix analyses if the strategies chosen from the QSPM are (a) consistent (if they are consistent with the organizational objectives and policies), (b) consonant (if they are responding to the tendencies and changes in the environment), (c) represent an advantage (if they help to create or maintain the organization's competitive advantages), and (d) feasible (if they do not generate an over cost on the resources available or generate problems) (D'Alessio, 2013). Only the strategies that meet all four characteristics will be the ones retained by the organization, the other ones will be left as contingency strategies. Table 11 shows PROSA's RM.

All six strategies are retained after the RM because they were accepted due to consistency, consonance, advantage and feasibility.

Table 9

SDM for PROSA

Alternative strategies	Specific strategies		Matrix					
			SWOT	SPACE	BCG	IE	GS	Total
Concentric diversification (new related services for new market)	Concentric diversification by creating community awareness and educational programs for HIV/AIDS, STI and TB	1	X	X	X		X	4
Market development (same services, new market)	To develop the market of private sector funding in Peru, in order to attract private organizations to finance PROSA's projects	2	X	X	X			3
Product development	Product development by creating services that focus on new medicine, technologies and making them available for the affected community	3	X		X			2
Concentric diversification (new related services for new market)	To do concentric diversification by providing services for people with other related diseases and infections, such as STI and Tuberculosis	4	X	X	X		X	4
Product development	Increase funds by product development, meaning to add more services for existent users	5	X		X			2
Product development	Fill the void left by the closing of local HIV related NGOs by creating a more accommodating portfolio of services for the affected population	6	X		X			2
Product development	Develop internal services for personnel that will invigorate volunteer base and attract new volunteers	7	X					1
Market development	Market development by entering into more regions of Peru and to international projects, using PROSA's current relationships and recognition to attract more funding	8	X		X			2
Horizontal integration. Modality: Strategic alliance	Develop strategic alliances with incoming international related NGOs in order to have more resources and higher recognition	9	X	X	X	X	X	5
Retrenchment	Retrenchment of unengaged volunteers and take action to keep/attract engaged volunteers	10	X	X		X	X	4
Vertical integration. Modality: Strategic alliance	Develop a solid alliance with the Ministry of Health and the Health Committee from the Congress	11	X					1
Product development	Development of an efficient means of transferring knowledge within the organization and making sure it is explicit, therefore, not lost	12	X					1
Retrenchment	Retrenchment by reducing unneeded expenditures such as services that are not highly used or services given by third parties	13	X	X	X	X	X	5
Joint Venture	Each strategic alliance should be evaluated to see if it should become only a horizontal integration or a joint venture (create a new company)	14		X		X		2

Table 10

QSPM for PROSA

| Key Factors | Weight | Concentric diversification | | | | Market development | | Horizontal integration | | Retrenchment | | | |
| | | Concentric diversification by creating community awareness and educational programs for HIV/AIDS, STI and TB | | To do concentric diversification by providing services for people with other related diseases and infections, such as STI and Tuberculosis | | To develop the market of private sector funding in Peru, in order to attract private organizations to finance PROSA's projects | | Develop strategic alliances with incoming international related NGOs in order to have more resources and higher recognition | | Retrenchment of unengaged volunteers and take action to keep/attract engaged volunteers | | Retrenchment by reducing unneeded expenditures such as services that are not highly used or services given by third parties | |
		Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score
Opportunities													
1 Community awareness and educational programs	0.05	4	0.20	2	0.10	3	0.15	4	0.20	2	0.10	1	0.05
2 Private sector funding	0.15	4	0.60	4	0.60	4	0.60	4	0.60	4	0.60	4	0.60
3 Scientific breakthroughs	0.05	4	0.20	4	0.20	2	0.10	4	0.20	2	0.10	1	0.05
4 Less domestic substitutes/NGOs	0.10	4	0.40	4	0.40	4	0.40	4	0.40	4	0.40	1	0.10
5 Diversification	0.10	4	0.40	4	0.40	3	0.30	4	0.40	4	0.40	2	0.20
Threats													
1 Funding reduction	0.25	1	0.25	3	0.75	4	1.00	4	1.00	4	1.00	4	1.00
2 Change in government	0.10	2	0.20	2	0.20	4	0.40	3	0.30	2	0.20	1	0.10
3 HIV/AIDS advancements in Peru	0.05	1	0.05	1	0.05	1	0.05	1	0.05	1	0.05	1	0.05
4 More international substitutes/NGOs	0.05	1	0.05	1	0.05	1	0.05	4	0.20	4	0.20	3	0.15
5 Volunteer disengagement	0.10	1	0.10	1	0.10	1	0.10	3	0.30	4	0.40	1	0.10
Strengths													
1 Expertise of members of the organization	0.10	3	0.30	4	0.40	2	0.20	4	0.40	4	0.40	4	0.40
2 National and international recognition	0.10	4	0.40	4	0.40	4	0.40	4	0.40	2	0.20	4	0.40
3 Solid relationships with organizations and institutions	0.15	4	0.60	4	0.60	4	0.60	4	0.60	2	0.30	4	0.60
4 Strong public relations (PR)	0.10	4	0.40	4	0.40	4	0.40	4	0.40	3	0.30	1	0.10
5 Clear and effective procedures on how to handle funding projects	0.05	3	0.15	3	0.15	4	0.20	4	0.20	1	0.05	4	0.20
Weaknesses													
1 No current long-term vision or plan	0.15	1	0.15	1	0.15	1	0.15	1	0.15	4	0.60	4	0.60
2 Lack of commitment of members of the organization	0.15	1	0.15	1	0.15	1	0.15	1	0.15	4	0.60	1	0.15
3 Dependence on the current administration	0.05	1	0.05	1	0.05	1	0.05	1	0.05	4	0.20	2	0.10
4 Inability to be self-sustainable and generate income	0.05	3	0.15	4	0.20	4	0.20	4	0.20	4	0.20	4	0.20
5 No system to document or transfer knowledge	0.10	1	0.10	1	0.10	1	0.10	1	0.10	4	0.40	1	0.10
Attractiveness Score	2.00		4.90		5.45		5.60		6.30		6.70		5.25

Note. 4. Very attractive; 3. Attractive; 2. Somewhat attractive; 1. Not attractive

Table 11

RM for PROSA

Specific Strategies	Consistency	Consonance	Advantage	Feasibility	Acceptance
Concentric diversification by creating community awareness and educational programs for HIV/AIDS, STI and TB	Concentric diversification				
	Yes	Yes	Yes	Yes	Yes
To do concentric diversification by providing services for people with other related diseases and infections, such as STI and Tuberculosis	Concentric diversification				
	Yes	Yes	Yes	Yes	Yes
To develop the market of private sector funding in Peru, in order to attract private organizations to finance PROSA's projects	Market development				
	Yes	Yes	Yes	Yes	Yes
Develop strategic alliances with incoming international related NGOs in order to have more resources and higher recognition	Horizontal integration				
	Yes	Yes	Yes	Yes	Yes
Retrenchment of unengaged volunteers and take action to keep/attract engaged volunteers	Retrenchment				
	Yes	Yes	Yes	Yes	Yes
Retrenchment by reducing unneeded expenditures such as services that are not highly used or services given by third parties	Retrenchment				
	Yes	Yes	Yes	Yes	Yes

6.9 Ethical Matrix (EM)

The EM also serves to see which strategies will be retained by the organization and which ones will become contingency strategies. This matrix is very important because it allows checking all the strategies and assuring they do not violate any rights or go against justice (D'Alessio, 2013).

Rights				
1	Impact on the right to live			
	Violates _____	Neutral _____	Promotes	1,2,3,4,5,6
2	Impact on property rights			
	Violates _____	Neutral _____	Promotes	1,2,3,4,5,6
3	Impact on the right of free thought			
	Violates _____	Neutral _____	Promotes	1,2,3,4,5,6
4	Impact on the right of privacy			
	Violates _____	Neutral _____	Promotes	1,2,3,4,5,6
5	Impact on the right of freedom of conscience			
	Violates _____	Neutral _____	Promotes	1,2,3,4,5,6
6	Impact on the right to talk freely			
	Violates _____	Neutral _____	Promotes	1,2,3,4,5,6
7	Impact on the right to proper processes			
	Violates _____	Neutral _____	Promotes	1,2,3,4,5,6
Justice				
8	Impact on the distribution			
	Fair 1,2,3,4,5,6	Neutral _____	Unfair _____	
9	Fairness in the administration			
	Fair 1,2,3,4,5,6	Neutral _____	Unfair _____	
10	Compensation rules			
	Fair 1,2,3,4,5,6	Neutral _____	Unfair _____	
Utilitarianism				
11	Strategic goals and results			
	Excelent 1,2,3,4,5,6	Neutral _____	Harmful _____	
12	Strategic means employed			
	Excelent 1,2,3,4,5,6	Neutral _____	Harmful _____	

Figure 7. EM for PROSA

All six strategies are retained after the EM because they did not violate rights, were fair and promised excellent results.

6.10 Retained and Contingency Strategies

Listed below are the six retained strategies that have remained consistent through the selection process, ordering them regarding the score their received in the SDM:

- Develop strategic alliances with incoming international related NGOs in order to have increased resources, support, and recognition.

- Retrenchment by reducing unneeded expenditures such as services that are not highly used or services given by third parties. These present areas that PROSA can cut back expenditures to either pay beck debt or reallocate to new more profitable and effect units.

- Concentric diversification by creating community awareness and educational programs for HIV/AIDS, STI and TB4. This is an area that has been in decline and in some cases completely stopped. Restarting this unit would expand the organizations effectiveness and provide new areas to gain funding.

- Retrenchment of unengaged volunteers and take action to keep/attract engaged volunteers. Volunteers are the backbone of PROSA and must be of high quality if other initiatives are too be successful.

- Concentric diversification by providing services for people with other related diseases and infections, such as STI and Tuberculosis. These programs have just started and already have provided a source of funding for the organization.

- To develop the market of private sector funding in Peru, in order to attract private organizations to finance PROSA's projects. Private organizations could provide a source of miscellaneous cash that could support the organization in multiple areas.

In the event retained strategies become obsolete or do not work in the intended way, below are listed contingency strategies that have been discarded through selection process.

These strategies still provide viable options in the event they are needed. They are listed below:

- Product development by creating services that focus on new medicine, technologies and making them available for the affected community. This expands outside of the current or past operations but would have considerable impact for affected.

- Increase funds by product development, meaning to add more services for existent users. Current users need to be identified and a survey conducted as to what PROSA could do to better serve those users. This could then build upon the user base PROSA already serves and has loyalty from.

- Market development by entering into more regions of Peru and to international projects, using PROSA's current relationships and recognition to attract more funding. Rural areas of Peru have a considerably lower income level and often attract more funding from aid organizations. Expanding into different poorer parts of Peru would not only increase chances of finding funding but also help the affected in the regions immensely. This option may have been discarded due to the smaller percentage of those affected outside of Lima and Callao.

6.11 Long-term Strategies vs. Objectives Matrix

This matrix allows to identify if the retained strategies are helping to meet the organization's long-term objectives or not and, more specifically, which strategy is helping to reach which long-term objective (D'Alessio, 2013). Table 12 shows PROSA's Long-term Strategies vs. Objectives Matrix.

Table 12

Long-term Strategies vs. Objectives Matrix for PROSA

	Vision: To be known as the leading HIV/AIDS NGO in Peru and internationally rated in the top 30 by 2022. To be recognized nationally and internationally for its achievements in its advocacy to improve the quality of life and respect for the human rights of people living with HIV/AIDS, for its contribution to knowledge in the HIV/AIDS field and improvement of health awareness in the society at large.						
	Long term objectives						
Strategies/Objectives	By 2022, to raise 300,000 USD on funds per year.	To increase, by 2022, PROSA's workforce to 25 leaders and 15 volunteers who are committed.	To increase by 2022, the number of projects to seven per year and surpass the recognition of its major competitor through strategic alliances.	That, by the year 2022, 100% of all public hospitals in Peru are supplied with the adequate levels of antiretroviral treatments for HIV and Tuberculosis throughout the entire year.	By 2022, that 15% of all public and private schools in Peru have adequate HIV and sexual health prevention and educational formation.	By 2022, to eliminate in 95% stigma and discrimination related to HIV/AIDS in the Peruvian society.	Total
1 Concentric diversification by creating community awareness and educational programs for HIV/AIDS, STI and TB		X	X	X	X	X	5
2 To do concentric diversification by providing services for people with other related diseases and infections, such as STI and Tuberculosis	X	X	X	X			4
3 To develop the market of private sector funding in Peru, in order to attract private organizations to finance PROSA's projects	X	X	X	X	X	X	6
4 Develop strategic alliances with incoming international related NGOs in order to have more resources and higher recognition	X	X	X	X	X	X	6
5 Retrenchment of unengaged volunteers and take action to keep/attract engaged volunteers	X	X	X	X	X	X	6
6 Retrenchment by reducing unneeded expenditures such as services that are not highly used or services given by third parties	X	X	X				3

Table 12 shows that the retained strategies selected throughout the strategic planning process are an excellent fit for the organization. Specifically, the strategies of developing the market of a private sector funding, create strategic alliances and retrenchment of unengaged volunteers as well as attracting more volunteers. Proposed strategies and objectives match and remain viable options for the organization going forward in the strategic process.

6.12 Competitive Possibilities Matrix

The present matrix analyses the possibility that the competitors of the organization (current competitors, substitutes or new entrants), which have already been identified in Chapter III, react to each of the retained strategies (D'Alessio, 2013). Table 13 shows how PROSA's major competitors, substitute and an international NGO that may enter to the market, may react to each strategy chosen to be retained.

Drawing from the Competitive Possibilities Matrix, it can be concluded that the organizations that will make the most adjustments based off the new strategies are two of PROSA's major competitors, Via Libre and Sí Da Vida. This is due to the obvious parallels and similarities between the organizations. Via Libre is a threat due to their current superiority and outside national funding meaning they may be able to adjust to PROSA's strategies easily. Sí Da Vida, due to the shared headquarters and overlap of many programs, may be a threat to copy strategies if they are seen to be successful. Another conclusion is the internal strategies of retrenchment could be imitated but that does not pose as a threat for PROSA. Overall, however, the strategies to be employed will not be contingent on competitors' reactions and should not be taken into account to any significant degree. Due to the nature of the industry and relative low level of competitiveness, these reactions are not seen as a major threat to PROSA.

Table 13

Competitive Possibilities Matrix for PROSA

		Competitor A	Competitor B	Substitute A	New entrant A
	Strategies/Competitors	Via Libre	Sí Da Vida	AHF	EJAF
1	Concentric diversification by creating community awareness and educational programs for HIV/AIDS, STI and TB	Via Libre already has such programs but may bolster them in reaction.	Sí Da Vida already has such programs but may bolster them in reaction.	AHF already has such programs but may bolster them in reaction.	Leader in this field. No reaction.
2	To do concentric diversification by providing services for people with other related diseases and infections, such as STI and Tuberculosis	May see this as good opportunity to expand as well and imitate	May see this as good opportunity to expand as well and imitate	AHF already has such programs but may bolster them in reaction.	No reaction. Outside of their realm of operations.
3	To develop the market of private sector funding in Peru, in order to attract private organizations to finance PROSA's projects	May see this as good opportunity to expand funding as well.	May see this as good opportunity to expand funding as well.	AHF would not take action as they have financial resources.	EJAF already has such programs. No reaction.
4	Develop strategic alliances with incoming international related NGOs in order to have more resources and higher recognition	Already has strong strategic alliances.	Due to sharing of facilities, Sí Da Vida may take a "wait and see" approach and gauge effectiveness	AHF would not take action as they have financial resources.	No reaction. EJAF is a international NGO.
5	Retrenchment of unengaged volunteers and take action to keep/attract engaged volunteers	Imitation of strategy or recruitment of PROSA's former volunteers	Imitation of strategy or recruitment of PROSA's former volunteers	No reaction.	No reaction.
6	Retrenchment by reducing unneeded expenditures such as services that are not highly used or services given by third parties	Start providing those services PROSA lacks.	Start providing those services PROSA lacks.	No reaction.	No reaction.

6.13 Conclusions

This chapter gathers the internal and external analysis made on the organization in order to propose strategies that will enable to reach the long-term objectives and vision. Parting from the internal and external analysis, the SWOT Matrix formulates strategies the organization should pursue, looking to exploit its opportunities and strengths and to confront its threats and weaknesses. The strategies formulated in the SWOTM, later pass through a process of further matrixes that serves as a filters to finally keep the retained strategies, these matrixes are the SPACEM, BCGM, IEM, GSM, SDM, QSDM, RM, EM and finally the Long-term Strategies vs Objectives Matrix.

Finally, the retained strategies were six: (a) concentric diversification by creating community awareness and educational programs for HIV/AIDS, STI and TB; (b) to do concentric diversification by providing services for people with other related diseases and infections, such as STI and Tuberculosis; (c) to develop the market of private sector funding in Peru, in order to attract private organizations to finance PROSA's projects; (d) develop strategic alliances with incoming international related NGOs in order to have more resources and higher recognition; (e) retrenchment of unengaged volunteers and take action to keep/attract engaged volunteers; and (f) retrenchment by reducing unneeded expenditures such as services that are not highly used or services given by third parties.

However, in the event retained strategies become obsolete or do not work in the intended way, the following contingency strategies were also defined: (a) product development by creating services that focus on new medicine, technologies and making them available for the affected community; (b) increase funds by product development, meaning to add more services for existent users; and (c) market development by entering into more regions of Peru and to international projects, using PROSA's current relationships and recognition to attract more funding.

Lastly, the Competitive Possibilities Matrix shows that, although competitors may react to PROSA's strategies, these reactions should not be taken into account as a major threat, given the nature of the industry and the relative medium-low level of competitiveness there is, due to seeking jointly for the well-being of the community.

Chapter VII: Strategic Implementation

The previous chapters helped to identify all the relevant variables in order to formulate a strategic plan that will enable to reach successfully the vision and long-term objectives identified for PROSA. All of the former chapters together compiled the formulation and planning stage. The following chapter falls within the implementation stage of the strategic plan, which is why it will be focused on executing the strategies chosen for PROSA, as well as defining the short-term objectives for the organization, designed to reach each long-term objective (D'Alessio, 2013).

The implementation stage involves converting the strategies into actions, and then these actions into results for the organization. This stage requires detailing the company's (a) short-term strategies, (b) resources, (c) policies, (d) structure, (e) social responsibility, (f) human resources, and (g) change management, in order to reach the company's long-term objectives and vision.

7.1 Short-term Objectives

The short-term objectives are the objectives that will help the organization reach its long-term objectives, and, therefore finally reach its vision. Short-term objectives should have the same characteristics as the long-term objectives noted beforehand: (a) quantitative, (b) realistic, (c) measurable, (d) challenging, (e) understandable, (f) hierarchical, (g) reachable, (h) congruent, and (i) defined in a certain time horizon (D'Alessio, 2013).

The following Tables 14, 15, 16, 17, 18 and 19, show PROSA's short-term objectives (STO) for each long-term objective (LTO) already defined in Chapter V.

Table 14

Short-term objective 1 for PROSA

	Long-term objective
LTO 1.	By 2022, to raise 300,000 USD on funds per year.
	Short-term objective
STO 1.1	By 2016, propose to the Ministry of Health an increase of 4% of the budget for health issues such as HIV/AIDS and other STI or diseases such as TB.
	Today, there is almost an inexistent budget assigned for these purposes. This should be done after elections, it should be proposed to the new members in the National Council of Health of the Ministry of Health, supporting this proposal with hard data and a relevant analysis on Peru's situation and the projects needed to be done.
STO 1.2	By 2015, to attract five NGOs to elaborate a document that will serve as proof for the need for funding HIV/AIDS, TB and STI projects.
	A document of this kind is inexistent today. The document should express the current health situation in the country, as well as explain in detail why Peru, although being considered an upper-middle-income economy, is still needing international funding for specific projects related to HIV/AIDS, TB and STI. This document will later be presented to international funding organizations.
STO 1.3	By the end of 2015, to attract three private-held companies into funding PROSA's projects.
	This used to be done in PROSA before; however, these efforts have been halted. PROSA must emphasize on the fact that they will do Corporate Social Responsibility (CSR) and will have tax deduction for their donations. Begin approaching the companies who have already donated in the past.

7.2 Resources allocated to Short-term Objectives

Each short-term objective developed in the previous table, will need certain resources in order to be reached. The resources are divided into three large groups: (a) tangible resources: materials, machines, financial assets and processes; (b) intangible resources: technology, reputation, organizational culture; and (c) human resources: leadership, knowledge and expertise, communication and interaction abilities, motivation (D'Alessio, 2013). The Tables 20, 21, 22, 23, 24 and 25 will describe each resource PROSA needs in order to achieve their respective short-term objective.

Table 15

Short-term objective 2 for PROSA

	Long-term objective
LTO 2.	To increase, by 2022, PROSA's workforce to 25 leaders and 15 volunteers who are committed.

	Short-term objective
STO 2.1	By 2016, have attracted at least three people (professionals or not) to the organization to give services and increase income in 5% that year.
	Today, PROSA receives income only from counseling and psychology. People will be attracted to PROSA to give specific services (counseling, dance classes, nutrition), which will cost. If they are volunteers, the money from classes could be extra cash for the organization to operate. If they are professionals, PROSA could rent them the space to deliver their service.
STO 2.2	By the end of 2015, to have reached a 30% turnover of personnel, in order for unengaged partners to leave and make space for new committed partners.
	Today, only 25% of the workforce is committed. The ideas is to only have partners and people working in PROSA who are truly committed to the cause and the organization, therefore allowing higher efficiency and productivity.
STO 2.3	By 2016, to have attracted 5 committed volunteers to the organization to develop the operations and projects efficiently. Today, there are only three volunteers, without counting partners. They do not necessarily have to be people living with HIV or related infections, just people engaged with the cause and want to help the community.

Table 16

Short-term objective 3 for PROSA

	Long-term objective
LTO 3.	To increase by 2022, the number of projects to seven per year and surpass the recognition of its major competitor through strategic alliances.

	Short-term objective
STO 3.1	By 2016, to have made four projects that year through one strategic alliance with a related national or international organization.
	Currently, PROSA has only three projects and has no strong strategic alliances. The Executive Director should lead this process.
STO 3.2	To achieve, by 2017, greater recognition through three strategic alliances with international organizations.
	Today, Via Libre and CEPEDJU have greater international recognition than PROSA. The organization has to focus on offering them as an advantage of the alliance the core competencies and expertise of PROSA on the Peruvian market. The Executive Director should lead this.

Table 17

Short-term objective 4 for PROSA

Long-term objective	
LTO 4.	That, by the year 2022, 100% of all public hospitals in Peru are supplied with the adequate levels of antiretroviral treatments for HIV and Tuberculosis throughout the entire year.

Short-term objective	
STO 4.1	By 2016, to increase in 2.5% the number of public hospitals supplied with treatments for HIV and TB year-round.
	Today, 80% of public hospitals in Peru are supplied with treatments; however, not year-round. The year-round provision depends on the supply of treatment for the country as a whole, which is seasonal. PROSA needs to collaborate with the union GIVAR and its organizations in order to be able to create this social pressure on the Ministry of Health to enforce that every Peruvian public hospital is supplied with treatments for HIV and TB.
STO 4.2	By 2017, to have generated the advocacy in order for Peru to import generic treatments of HIV and TB from then onwards.
	Nowadays, there is no law or treaty that allows importing generic treatment for HIV. The most common treatment is Atazanavir. The lobbying has to be made to the Health Committee of the Congress, to enforce free trade laws that will assure that Peru is able to import generic treatments for HIV and TB that are less expensive and therefore more accessible for the whole country.

7.3 Policies for each Strategy

Policies refer to the limits of organizational activities. Their purpose is to evaluate the organization's future strategies and ensure that they are aligned with its values and code of ethics (D'Alessio, 2013). Every member of the organization must act accordingly to the policies of the organization, therefore these must be well communicated and understood throughout the entire company. The following policies follow vital areas of PROSA's dealings and ensure that they do not violate the company's values and moral principles.

Table 18

Short-term objective 5 for PROSA

	Long-term objective
LTO 5.	By 2022, that 15% of all public and private schools in Peru have adequate HIV and sexual health prevention and educational formation.

	Short-term objective
STO 5.1	By the end of 2015, to approach the Ministry of Education in order to start building strong relationships with the institution.
	The Executive Director of the organization who has contacts within the Ministry of Education should lead this. He currently has a few friends working in the Ministry, but the relationship should be done with the appropriate people within the Ministry, including the Minister.
STO 5.2	By 2017, to increase in 2% per year the number of schools teaching health and sexual prevention issues in the country.
	Today, only 0.1% of schools have this type of formation in their agendas. There has to be at least one campaign led by a selected team of PROSA's volunteers and partners in order to push this initiative forward.

Table 19

Short-term objective 6 for PROSA

	Long-term objective
LTO 6.	By 2022, to eliminate in 95% stigma and discrimination related to HIV/AIDS in the Peruvian society.

	Short-term objective
STO 6.1	By 2016, that the index of stigma and discrimination is lowered by 2% due to lobbying in the Congress to advocate for the human rights of people living with HIV/AIDS.
	Today, stigma and discrimination has been lowered to approximately 60%. The objective of lobbying is to pass regulations that defend the human rights of people living with HIV/AIDS and develop the adequate means for people who have been discriminated to appeal for support.
STO 6.2	By 2017, have developed at least one campaign to educate the Peruvian civil society about the characteristics of HIV/AIDS and create awareness.
	There have been campaigns of these sort in the past; however, none today. The campaign will educate the population on characteristics of HIV/AIDS such as that it is only contagious by having sexual intercourse or having contact with contaminated needles or blood, and that not only the LGBT community has the infection, but also mothers and children. These campaigns have to be led by a selected team of PROSA's volunteers and partners.

Table 20

Short-term objective 1 and resources for PROSA

Long-term objective	
LTO 1.	By 2022, to raise 300,000 USD on funds per year.

	Short-term objective	Resources
STO 1.1	By 2016, propose to the Ministry of Health an increase of 4% of the budget for health issues such as HIV/AIDS and other STI or diseases such as TB.	*Tangible resources:* process on how to draw the analysis and to present it to the institution, computer; *Intangible resources:* Internet, MS Word and Excel, PROSA's good reputation; *Human resources:* solid relationship with the institution, leadership of the Executive Director and an advocacy team, communication and negotiation skills of the team, knowledge and willingness to learn of the team assigned.
STO 1.2	By 2015, to attract five NGOs to elaborate a document that will serve as proof for the need for funding HIV/AIDS, TB and STI projects.	*Tangible resources:* process on how to draw the analysis and to present it for international funding, computer; place to gather meetings with all key members of the organizations; *Intangible resources:* Internet, MS Word and Excel, PROSA's good reputation, an inclusive and collaborative organizational culture; *Human resources:* good relationships with the competitors, leadership of the Executive Director and the assigned team, good communication skills, knowledge and willingness to learn of the team assigned.
STO 1.3	By the end of 2015, to attract three private-held companies into funding PROSA's projects.	*Tangible resources:* process on how to approach private organizations, informative/selling flyers, computer, S/.100 for the inversion on flyers and S/. 50 a month to pay for the team's transportation; *Intangible resources:* Internet, e-mail, PROSA's good reputation; *Human resources:* a leader for the team of volunteers, knowledge, commitment and good communication skills of the team assigned.

Table 21

Short-term objective 2 and resources for PROSA

Long-term objective	
LTO 2.	To increase, by 2022, PROSA's workforce to 25 leaders and 15 volunteers who are committed.
Short-term objective	**Resources**
STO 2.1 By 2016, have attracted at least three people (professionals or not) to the organization to give services and increase income in 5% that year.	*Tangible resources:* flyers to promote the services, S/. 100 for the inversion of the flyers, a place within the office to offer the services of 5x4m minimum; *Intangible resources:* PROSA's good reputation, an inclusive and accepting organizational culture; *Human resources:* a person at reception at all times with good communication skills, willingness of the whole company to talk about PROSA outside the organization and attract volunteers or professionals to work in the company.
STO 2.2 By the end of 2015, to have reached a 30% turnover of personnel, in order for unengaged partners to leave and make space for new committed partners.	*Intangible resources:* a committed and motivated organizational culture; *Human resources:* a leadership role from the Executive Director, together with the partners and engaged staff to meet with the unengaged partners, good communication and persuasion skills, empathy.
STO 2.3 By 2016, to have attracted 5 committed volunteers to the organization to develop the operations and projects efficiently.	*Intangible resources:* PROSA's good reputation, an inclusive and accepting organizational culture, also a culture that is not conformist; *Human resources:* willingness of the whole company to talk about PROSA outside the organization and attract volunteers or professionals to work in the company.

Table 22

Short-term objective 3 and resources for PROSA

Long-term objective	
LTO 3.	To increase by 2022, the number of projects to seven per year and surpass the recognition of its major competitor through strategic alliances.

	Short-term objective	Resources
STO 3.1	By 2016, to have made four projects that year through one strategic alliance with a related national or international organization.	*Intangible resources:* Internet, e-mail, cellphone, PROSA's good reputation and good contacts and relationships, an organizational culture that is not conformist and that is collaborative and inclusive; *Human resources:* a leadership role from the Executive Director and a team assigned of volunteers, good communication and negotiation skills of the team assigned, empathy, knowledge about other NGOs or organizations related to HIV/AIDS and other infections in the national and international market.
STO 3.2	To achieve, by 2017, greater recognition through three strategic alliances with international organizations.	*Tangible resources:* computer; *Intangible resources:* Internet, e-mail, PROSA's good reputation, expertise and good contacts and relationships, an organizational culture that is not conformist; *Human resources:* a leadership role from the Executive Director and a team assigned of volunteers, at least one person who has an intermediate level of English, good communication and negotiation skills of the team assigned, knowledge about what is happening in the world related to HIV/AIDS and other infections and who are the major players.

Table 23

Short-term objective 4 and resources for PROSA

	Long-term objective	
LTO 4.	That, by the year 2022, 100% of all public hospitals in Peru are supplied with the adequate levels of antiretroviral treatments for HIV and Tuberculosis throughout the entire year.	

	Short-term objective	Resources
STO 4.1	By 2016, to increase in 2.5% the number of public hospitals supplied with treatments for HIV and TB year-round.	*Tangible resources:* process on how to create social pressure while maintaining a good relationship with the institutions; *Intangible resources:* PROSA's good reputation and expertise in advocacy, and an organizational culture that is not conformist and seek for the common well-being; *Human resources:* solid relationship with the institution and the union, leadership of the Executive Director and an advocacy team, communication and negotiation skills of the team, knowledge on what is happening with the supply of treatments in hospitals.
STO 4.2	By 2017, to have generated the advocacy in order for Peru to import generic treatments of HIV and TB from then onwards.	*Tangible resources:* process on how to do lobbying; *Intangible resources:* PROSA's good reputation and expertise in lobbying and advocacy, and an organizational culture that is not conformist and seek for the common well-being; *Human resources:* solid relationship with the Congress, leadership of the Executive Director and an advocacy team, communication and negotiation skills of the team, knowledge on what is happening regarding the traffic of generic treatments in Latin America.

Table 24

Short-term objective 5 and resources for PROSA

Long-term objective	
LTO 5.	By 2022, that 15% of all public and private schools in Peru have adequate HIV and sexual health prevention and educational formation.

	Short-term objective	Resources
STO 5.1	By the end of 2015, to approach the Ministry of Education in order to start building strong relationships with the institution.	*Tangible resources:* process on how approach the institution; *Intangible resources:* PROSA's good reputation; *Human resources:* solid relationship with the institution, leadership of the Executive Director, communication and negotiation skills, expertise in the field.
STO 5.2	By 2017, to increase in 2% per year the number of schools teaching health and sexual prevention issues in the country.	*Tangible resources:* campaign plan, external funding for the campaign including flyers, salary of experts, transport and travel, among others, computer, telephone; *Intangible resources:* Internet, e-mail, PROSA's good reputation, an organizational culture that is not conformist; *Human resources:* a team of five volunteers, leadership role assumed by Executive Director, good communication skills, help of experts when needed, develop good relationships with the Ministry of Education, teachers and students, knowledge and expertise on field.

Table 25

Short-term objective 6 and resources for PROSA

Long-term objective	
LTO 6.	By 2022, to eliminate in 95% stigma and discrimination related to HIV/AIDS in the Peruvian society.

	Short-term objective	Resources
STO 6.1	By 2016, that the index of stigma and discrimination is lowered by 2% due to lobbying in the Congress to advocate for the human rights of people living with HIV/AIDS.	*Tangible resources:* process on how to do lobbying, computer, flyers to have in PROSA and to distribute, S/. 100 for the inversion of the flyers ; *Intangible resources:* Internet, e-mail, cellphone, PROSA's good reputation and expertise in lobbying and advocacy, and an organizational culture that is not conformist and seek for the common well-being; *Human resources:* solid relationship with the Congress, leadership of the Executive Director and an advocacy team, communication and negotiation skills of the team, one receptionist and a communication volunteer to answer the user's calls/e-mails.
STO 6.2	By 2017, have developed at least one campaign to educate the Peruvian civil society about the characteristics of HIV/AIDS and create awareness.	*Tangible resources:* campaign plan, external funding for the campaign including flyers, salary of experts, transport and travel, among others, computer, telephone; *Intangible resources:* Internet, e-mail, PROSA's good reputation, an organizational culture that is not conformist; *Human resources:* a team of five volunteers, leadership role assumed by Executive Director, good communication skills, help of experts when needed, develop good relationships with the Ministry of Education, teachers and students, knowledge and expertise on field.

Labor policy (P1). In line with the organizational objectives, a policy of hiring the individuals who show a high degree of devotion to the company's cause is proposed. Such individuals who prioritize objectives such as advocating for social justice for the HIV/AIDS infected, reduction in the discrimination that they face, and the improvement in the health services that they receive. The retention of staff that displays the above-stated attitudes is also an imperative. The reason for this is that such individuals are motivated by the attainment of organizational goals and not financial benefits. Furthermore, this helps the company to maintain a pool of highly dedicated staff. This policy relates to the following retained strategies:

- Retrenchment of unengaged volunteers and take action to keep/attract engaged volunteers.
- To do concentric diversification by providing services for people with other related diseases and infections, such as STI and Tuberculosis.
- Develop strategic alliances with incoming international related NGOs in order to have more resources and higher recognition.

Commercial policy (P2). Funding for the attainment of organizational goals should be internally and externally generated. Internally generated funds should be generated from the use of the company's extensive knowledgebase in the field to train and educate public and private bodies, as well as other additional services. Externally generated funds should be from the partnerships and relationships that will be created with privately owned and governmental organizations. These funds must be administrated correctly, not generating unnecessary expenditures. However, these partnerships will be formulated only with bodies that share or at least do not actively participate in dealings and behaviors that violate PROSA's core values and code of ethics. This policy relates to the following retained strategies:

- To develop the market of private sector funding in Peru, in order to attract private organizations to finance PROSA's projects.

- Develop strategic alliances with incoming international related NGOs in order to have increased resources, support, and recognition.

- Retrenchment by reducing unneeded expenditures such as services that are not highly used or services given by third parties.

- Concentric diversification by creating community awareness and educational programs for HIV/AIDS, STI and TB.

- To do concentric diversification by providing services for people with other related diseases and infections, such as STI and Tuberculosis.

Quality policy (P3). Services provided by the company should be done with the intension of providing the highest possible levels of quality and confidentiality. This policy relates to the following retained strategies:

- Concentric diversification by creating community awareness and educational programs for HIV/AIDS, STI and TB.

- To do concentric diversification by providing services for people with other related diseases and infections, such as STI and Tuberculosis.

- Retrenchment by reducing unneeded expenditures such as services that are not highly used or services given by third parties.

Social responsibility policy (P4). All activities of the organization must be done with the greater good of the community in mind. This entails that all organizational practices will be performed honestly, transparently and without discrimination against any groups in the society. Additionally, all organizational practices shall be done in complete accordance with the local and international laws. This policy relates to the following retained strategies:

- Concentric diversification by creating community awareness and educational programs for HIV/AIDS, STI and TB.

- To do concentric diversification by providing services for people with other related diseases and infections, such as STI and Tuberculosis.

- Retrenchment of unengaged volunteers and take action to keep/attract engaged volunteers.

- To develop the market of private sector funding in Peru, in order to attract private organizations to finance PROSA's projects.

7.4 Organizational Structure

PROSA's organizational structure, which was created in 2007, has not been adhered to for some time. In order to ensure the smooth attainment of the organization's vision, there should be a fit between organizational structure and organizational strategy. The structure of an organization follows the strategy (D'Alessio, 2013). After evaluating the chart, some modifications are proposed in order to meet the new strategies:

1. The Institutional Strengthening department should be reintroduced to the organization. With the formulation of a new mission and vision, it is now necessary that there exists a department that handles the internal communication of the mission and vision; ensures that employees work in line with organizational values and ethics; and enforce organizational rules and regulations. This could be handled by one or two individuals (partners or volunteers).

2. As stated earlier, the small size of the organization resulted in the company perceiving that an HR department is unnecessary; this seems as a relevant decision. However, the lack of HR efforts has led to the erosion of organizational culture, so there is a need for those functions. In addition, it is needed to provide unity and a sense of cohesion

among employees. Hence, it is suggested that HR functions should be situated within the Institutional Strengthening department.

3. The Administration and Finance department should include an additional in-house staff member to in order to reduce individual workload that is principally done by the head of the department and two accountants. This could be initially a volunteer and then a paid professional when PROSA is better financially. In addition, Treasury is a better name for the cash handling responsibility.

4. The Training department should be reactivated. The department should contain the teams that provide training and educational services for governmental and private organizations. This department should also provide HIV/AIDS, Tuberculosis and sexual health educational services, a vital source of internal funding for PROSA. This team should be led by a partner and conformed by volunteers.

5. The Advocacy and Monitoring department should also remain intact. As this department embodies the main purpose of the organization, the Executive Director and other influential partners should handle the affairs of this department. Trained teams of volunteers will also be involved in this area. There should be at least three people giving support on this department, being the Executive Director the head.

6. The services department should incorporate the buddies again into PROSA, as soon as the financial situation is better off. The current services are counseling and psychology, legal advice and medical kit. Other services should be discontinued until a time when the company's finances improve their viability. However, as soon as those services restart, they should be added to the chart.

7. There should be a Project and Campaigns department. This department should comprise of the Executive Director, partners and volunteers who handle specific projects and campaigns funded by the government, private institutions or funding

organizations worldwide. This department is also the one in charge of seeking for funding through specific campaigns and actions. The teams should be formulated in regards to what is needed by each project.

The modified organizational structure for PROSA is shown in Figure 8.
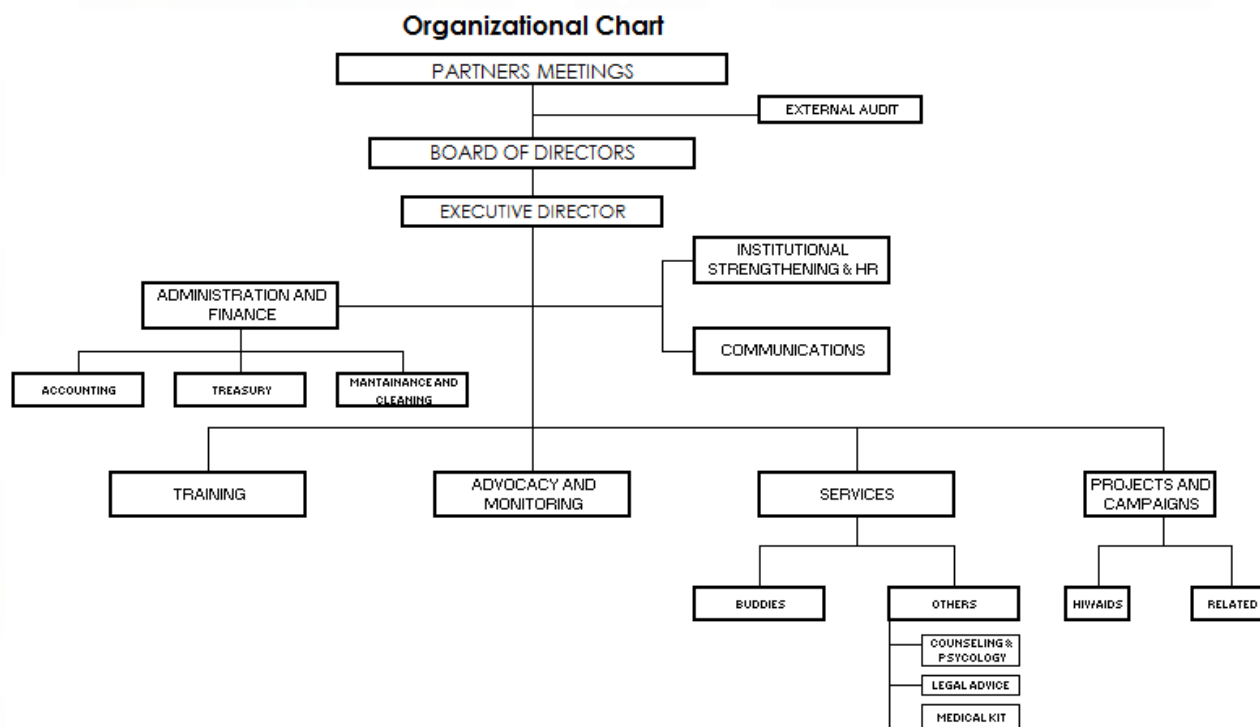
Figure 8. PROSA's modified organizational chart.
Adapted from Organizational chart, by PROSA, 2007

7.5 Environment, Ecology, and Social Responsibility

PROSA's dealings, relationships and activities should be undertaken with strict consideration of the environment and the ultimate good of the society. Therefore, the company should not participate in or associate with organizations known for causing harm to the environment and/or violate fundamental human rights. More importantly, PROSA's activities must be with the purpose of benefiting and improving the well-being of the society at large.

As an NGO that advocates for the improvement of the health and social wellbeing of a vulnerable section of the population, PROSA's purpose is already socially responsible. Conscious efforts must therefore be made so as not to deviate from this path. The strict adherence to the mission, values and code of ethics will ensure that the company does remains a source of societal improvement. Also, PROSA's long term objectives such as ensuring that there is an adequate supply of medication; extending sexual healthcare education; and reducing the levels of discrimination faced by the infected population tie in with societal well-being.

7.6 Human Resources and Motivation

As the implementation project brings about changes that affect the whole company, careful management of the process becomes a necessity. In order for the changes to be properly implemented, qualified, trainable and motivated staffs are necessary. The following factors need to be taken into account:

- Leadership: Good leadership is essential for the success of the project. The Executive Director and other partners in leadership positions must be able to exemplify organizational values and ethics thus showing new and old staff what the organization is about. This will also help in motivating staff to strive to do their best in all situations.

- Task execution: Staff must be qualified and able to carry out organizational tasks. Proper training is thus necessary to ensure that all staff members develop the tools to perform their duties.

- Intra-organizational cohesion: Staff members must be capable of communicating at all organizational levels. They must also be able to build relationships within the company and form networks amongst themselves; this ensures that the small group of people who work at PROSA are a tight-knit group that functions effectively.

- Information management: Staff members must also be adept at analyzing, understanding and extrapolating information. They must also be able to use such information for the attainment of organizational purposes.

- Self-motivated workforce: Members of staff must be goal oriented and driven with the capability to adapt to change and constantly seek for ways to improve organizational effectiveness. They also need to stay committed and engaged with the organization and the cause of helping the community of HIV/AIDS and related infections.

7.7 Change Management

The implementation of changes in organization wide operations is bound to bring about undesirable conditions, e.g. resistance. Thus, measures that stifle the detrimental effects of such negative developments must be put in place. These are the following measures PROSA needs to take into account:

- Structures, functions and positions must be clearly mapped out: This clarifies all alterations and specifies dates and responsibilities to assist in reaching the benchmarks.

- Create a change implementation group: Select members of the organization who will champion the change imperative. The team should be lead by the Executive Director or a competent transformational leader and supported by other motivated employees especially the more influential staff members, as they will be able to gather support more easily.

- Create a sense of urgency: Clarify the current situation with the major stakeholders of the change, and ensure that they are aware of all the difficulties being faced and the opportunities that come with change. Additionally, possible future crises should also be communicated to staff. These will help increase devotion to the change process.

- Formulate a vision for the change process: The plan displays a vision of what is to be achieved and the steps and strategies that must be taken in order to achieve them. Moreover, the achievement of the vision and strategies must be realistic and attainable.

- Communicate the vision for the change process: Ensure that all stakeholders share and are aware of the vision for the change. This makes it easier for all parties to do their part in guaranteeing that the process goes smoothly.

- Generate more change where needed: As the change process develops, it may be necessary to make further improvements on structures and/or practices ensure that these changes are made, especially where they relate to the organization's vision and strategic purposes.

- Outsource when necessary: Evaluate the processes in order to determine areas that could be handles in-house ant those that need to be outsourced to private organizations or other NGOs.

- Benchmarking: It is necessary to record results as the implementation process develops this ensures that short-term objectives are being reached. Consequently, staff motivation will increase since the results indicate the benefits of the project. These results can be measures through the BSC.

- Formalize and codify all new approaches: It is imperative to raise organizational awareness of the improvements on organizational processes. Putting such improvements in forms such as manuals and bulletins ensures that the information can be effectively disseminated within the company.

Taking the suggestions above into consideration will ensure that the successful implementation of the strategic plan. Additionally, while structural and functional changes

are important, changes in organizational culture will also ensure the attainment of the organization's new vision.

7.8 Conclusions

A total of 14 short-term objectives were defined to facilitate the attainment of the six long-term objectives. The resources needed by PROSA to reach each of its short-term objectives were also defined. Fortunately, major costs will not be incurred for these resources, as the company already possesses most of them.

The organization needs to implement the proposed strategies in accordance with policies that that embody its organizational values thus ensures ethically carried out organizational practices. Furthermore, a clear and realistic organizational structure is needed to provide a framework that displays all organizational function. Some minor changes were made on the organizational structure in order to fit accordingly the proposed strategies.

The company's status as an NGO ensures that its operations are carried out with the utmost regard for the environment and more relevantly the society. In addition, the proper management of the human resources functions ensures that members of the organization have the motivation, drive and capability to carry out their duties relating to the change process. Finally, effective change management measures ensure that the avoidance, or at the most, reduction of issues that impedes the change process.

Chapter VIII: Strategic Evaluation

In this stage of the strategic process, the evaluation and control of the short-term objectives will be measured. This is an activity that needs to be done permanently throughout the entire process, not only at the end, especially due to constant changes in the environment, competitors and demand, which pose the need for there to be a dynamic and flexible strategic process (D'Alessio, 2013).

8.1 Control Perspectives

The constant changes in the environment will always affect how the strategic change process is carried out. Therefore, tools must be used to measure, evaluate, and control the short-term objectives, as well as the strategies. The strategic plan as a whole is a learning process that must be communicated throughout the organization. The tool used to make these measurements and communicate the positive-feedback is the Balanced Scorecard (BSC). The BSC offers the ability for PROSA to determine whether or not the strategic change was successful and if not, how to improve and change. There are four perspectives measured in the BSC: (a) internal learning, (b) process, (c) clients, and (d) financial (D'Alessio, 2013).

The following section will explain each of the four perspectives that are inputs to later elaborate the BSC.

8.1.1 Internal learning

In order to achieve the vision of the organization, it must find ways to learn and improve constantly. The importance of internal learning is paramount to effectively execute a new strategic plan. The abilities of internal learning can be described as three pillars listed below (D'Alessio, 2013):

- Organizational capital: This describes the culture, leadership, alignment, and teamwork. All of these factors are a product of how the people operate inside the organization.

- Information capital: The knowledge and information that an organization as a whole possesses.

- Human capital: The knowledge, expertise, habits, social and personality attributes, including creativity that allows the organization to run.

8.1.2 Processes

In order to operate as an organization, it must have built-in processes that allow the organization to conduct its business. There are four types of processes that an organization uses (D'Alessio, 2013):

- Operational management: Supply processes, production processes, distribution processes, risk management processes.

- Client management: Selection of clients, acquisition of new clients, retention of current clients, growth of businesses with clients.

- Innovation management: Identification of new opportunities, selection of R&D portfolio, design and development, launches.

- Regulatory and social: Environment, security and health, employment, community.

8.1.3 Clients

To achieve the organizations' vision and to provide value, an organization must discover ways to satisfy clients. To satisfy clients the organization must analyze what the client wants, what is their mindset, what do they perceive as valuable, among others. These questions must be taken into account when an organization selects which clients to cater to and, consequently, how to do it correctly. To offer a unique value proposition to clients, there are three aspects the organization must tackle (D'Alessio, 2013):

- Product attributes: Price, quality, availability, selection, and functionality.

- Relationship: Service and association.

- Image: The brand.

8.1.4 Financial

The financial aspect of an organization are the steps taken by the organization to succeed. The organization must take all the work done in other areas and eventually turn that into financial viability. In the case of PROSA, this means to have a neutral Profit and Loss Statement, not make profit but not lose money either. To achieve these goals there are two strategies that can be taken by an organization (D'Alessio, 2013):

- Productivity strategy: Improve cost structure and improve the utilization of assets.

- Growth strategy: New sources of revenue and increase customer value.

8.2 Balanced Scorecard

The BSC permits the organization to reach a strategic alignment of every short-term objective (STO) with the four perspectives: (a) internal learning, (b) process, (c) clients, and (d) financial. The STO are grouped in each of the four perspectives, making the BSC a tool to control and measure the compliance of every short-term objective, giving them specific indicators of measurement (D'Alessio, 2013). The four perspectives of the BSC for PROSA are shown in the following Table 26.

8.3 Conclusions

The Balance Scorecard presented in this section covers and provides benchmarks on how to measure all short-term objectives laid out in the strategic plan. The benchmarks are designed to regulate the organization as it implements the strategic change and to have attainable goals, as well as specific indicators to measure results. Revising and monitoring the BSC must be a priority for the organization through the upcoming months and years as PROSA makes the strategy implementation laid out in the present plan.

Table 26

BSC for PROSA

Perspective		Short term objectives	Actions	Indicator	Goal	Way to measure
Internal Learning	STO 2.2	By the end of 2015, to have reached a 30% turnover of personnel, in order for unengaged partners to leave and make space for new committed partners.	Hold one on one meetings and discuss individuals place in organization. Candor during this process will allow all parties to benefit the most.	Number of partners leaving and number of new partners joining.	30% turnover.	Measure departures and arrivals.
Processes	STO 1.2	By 2015, to attract five NGOs to elaborate a document that will serve as proof for the need for funding HIV/AIDS, TB and STI projects.	Form meeting committee from major organizations to better understand everyone's' needs and to elaborate a document in collaboration.	Number of NGOs committed in elaborating the document and presenting it for international funding.	Attract 5 organizations to elaborate document.	Formal document with each organization agreeing to organize.
	STO 3.2	To achieve, by 2017, greater recognition through three strategic alliances with international organizations.	Find organizations and send emails seeking an audience.	Number of contacted organizations and database for future contact. Level of progress in generating an strategic alliance with an organization. Number of certificates of recognition.	3 organizational partners. Match the recognition of Via Libre.	Signed agreements with each partner. Recognition certificates from the Ministry of Health, United Nations and HIVOS.
	STO 4.2	By 2017, to have generated the advocacy in order for Peru to import generic treatments of HIV and TB from then onwards.	Firstly, ensure expertise in these areas by all members. Then reach out and lobby individual congress members in hopes of reaching larger audience.	Number of meetings PROSA has with interested parties.	2 meetings per month.	Create internal database detailing all meetings and results.
	STO 5.1	By the end of 2015, to approach the Ministry of Education in order to start building strong relationships with the institution.	Reach out to Minister's aids and find ways of receiving an audience with the Minister.	Number of meetings with the Ministry of Education. Measurement of stage in which the relationship is (initial, close, strong).	A meeting with the Minister.	Meeting added to interactions database.
Clients	STO 2.3	By 2016, to have attracted 5 committed volunteers to the organization to develop the operations and projects efficiently.	Seek out people in the civil society with a passion for PROSA's cause and inspire them to join.	Number of volunteers attracted. Survey to clients on perceived improvements on service.	5 volunteers.	Contracts signed with each volunteer.
	STO 4.1	By 2016, to increase in 2.5% the number of public hospitals supplied with treatments for HIV and TB year-round.	Lobbying to the Ministry of Health, social campaign, collaboration with GIVAR. To have a team of 3 volunteers monitoring public hospitals.	% of public hospitals in the country with treatments year-round.	2.5% more each year.	Survey and reports.
	STO 5.2	By 2017, to increase in 2% per year the number of schools teaching health and sexual prevention issues in the country.	Long-term planning committee to create campaign through lobbying, rallies, and face-to-face interactions.	% of schools in the country that have health and sexual prevention teaching in their agenda.	2% more each year.	Survey and reports.
	STO 6.1	By 2016, that the index of stigma and discrimination is lowered by 2% due to lobbying in the Congress to advocate for the human rights of people living with HIV/AIDS.	Firstly, ensure expertise in these areas by all members. Then reach out and lobby individual congress members in hopes of reaching larger audience.	Index of stigma and discrimination levels of people with HIV/AIDS in the country developed by UNAIDS.	Lower index by 2% each year.	UNAIDS report.
	STO 6.2	By 2017, have developed at least one campaign to educate the Peruvian civil society about the characteristics of HIV/AIDS and create awareness.	Long-term planning committee to create campaign through lobbying, rallies, and face-to-face interactions.	Index of stigma and discrimination levels of people with HIV/AIDS in the country developed by UNAIDS.	1 successful campaign. Lower index by 2% each year.	UNAIDS report.
Financial	STO 1.1	By 2016, propose to the Ministry of Health an increase of 4% of the budget for health issues such as HIV/AIDS and other STI or diseases such as TB.	Reach out to Minister's aids and find ways of receiving an audience with the Minister.	Budget assigned for HIV/AIDS and other STI or infections projects in PEN and as a % of the total budget, as well as the % of budget increase from last year.	Budget increase of 4% per year.	Public reports.
	STO 1.3	By the end of 2015, to attract three private-held companies into funding PROSA's projects.	Calling, knocking on doors and emails. Use recommendations from other organizations.	Increase levels of funding from private funding.	3 private companies signed on to committing funding of at least 5,000 USD	Financial records.
	STO 2.1	By 2016, have attracted at least three people (professionals or not) to the organization to give services and increase income in 5% that year.	Adding professionals not attached directly to HIV AIDS, through contacts and looking for committed people in the civil society.	% increase in income from new services.	3 new people working in PROSA. Increase income by 5% that year.	Financial records.
	STO 3.1	By 2016, to have made four projects that year through one strategic alliance with a related national or international organization.	Find organizations and send emails seeking an audience.	Number of projects achieved due to the strategic alliance and % of increase in funding.	1 strategic alliance. 4 projects per year. Increase funding by 7% that year	Financial records.

To ensure a positive outcome for the strategic plan and the organization, the BSC must be constantly monitored. During the process, PROSA must use and understand the BSC to adjust and improve their strategy in regards to its short-term objectives. The organization must find an equilibrium between rigidity by keeping with the plan laid out in the strategic plan and flexibility/fluidity as the external environment changes around them, as well as internal components of the organization, that makes need to react with a the new set of changes and strategy.

Chapter IX: Conclusions and Recommendations

9.1 Comprehensive Strategic Plan

The Comprehensive Strategic Plan integrates all the information from the strategic plan developed for PROSA and contributes to control the strategic process and to do the necessary readjustments if needed (D'Alessio, 2013). The vision helped generate the long-term objectives, which are supported by the final retained strategies chosen. The values and code of ethics are inputs in order to generate the policies, which will serve as the limits of the organizational activities and regulate each strategy.

Every long-term objective has many short-term objectives that are monitored and evaluated by four perspectives (i.e. internal learning, processes, clients and financial). At the same time, every short-term objective needs specific resources in order to be reached. In addition, since there are new proposed strategies for the organization, there have to be changes in the organizational structure and organizational plans to adapt to these strategies. Finally, the achievement of the short-term objectives will enable the organization to reach its long-term objectives and its vision by the year 2022. Table 27 shows PROSA's Comprehensive Strategic Plan.

9.2 Concluding Remarks

1. The situation in Peru for people living with HIV/AIDS has improved in the past years, mainly due to the reinforcement of the law that states that every person in the country has the right to receive, free of charge, an antiretroviral treatment in all public hospitals. Because many people are being treated from HIV, they are starting to work and live normal lives, having less and less cases each year of people infected with HIV.

Table 27

Comprehensive Strategic Plan for PROSA

Vertical left column (Mission/Vision text): Mission: To continue to improve the quality of life and respect for the human rights of people living with HIV/AIDS in Peru, providing comprehensive quality services with warmth, building capacity, promoting self-help and respect for human rights to strengthen the affected community, supported by staff of experts who are sensible to the cause. To develop national and international recognition of HIV/AIDS advocacy by creating strong, long-term relationships with stakeholders. This will help us achieve our ultimate goal of providing wellbeing for the community affected at large. PROSA's work is articulated with the community and civil society, with a focus on gender equality and respect for diversity.

Vision: To be known as the leading HIV/AIDS NGO in Peru and internationally rated in the top 30 by 2022. To be recognized nationally and internationally for its achievements in its advocacy to improve the quality of life and respect for the human rights of people living with HIV/AIDS, for its contribution to knowledge in the HIV/AIDS field and improvement of health awareness in the society at large.

Organizational interests / Long-term objectives

Organizational interests	LTO1	LTO2	LTO3	LTO4	LTO5	LTO6	Cardinal Principles	Values
1. Raise funds for projects related to HIV/AIDS and other sexually transmitted infections (STI) or HIV related infections, such as TB. 2. Develop leaders in HIV and related infections in the Peruvian population, who will be the ones that advocate for the rights of the affected segment of the population, and attracting them to PROSA. 3. Create more solid relationships with strategic organizations and institutions. 4. Ensure that all public hospitals in Peru are supplied with the adequate levels of antiretroviral treatments for HIV and Tuberculosis throughout the entire year. 5. Create adequate HIV and sexual health prevention and educational campaigns within all of the country's schools. 6. Eliminate the stigma and discrimination related to HIV/AIDS in the Peruvian society.	LTO1: By 2022, to raise 300,000 USD on funds per year.	LTO2: To increase, by 2022, PROSA's workforce to 25 leaders and 15 volunteers who are committed.	LTO3: To increase by 2022, the number of projects to seven per year and surpass the recognition of its major competitor through strategic alliances.	LTO4: That, by the year 2022, 100% of all public hospitals in Peru are supplied with the adequate levels of antiretroviral treatments for HIV and Tuberculosis throughout the entire year.	LTO5: By 2022, that 15% of all public and private schools in Peru have adequate HIV and sexual health prevention and educational formation.	LTO6: By 2022, to eliminate in 95% stigma and discrimination related to HIV/AIDS in the Peruvian society.	1. Influence of third parties 2. Past and present ties 3. Counterbalance of interests 4. Conservation of enemies	1. Solidarity and cooperation 2. Devotion to serve 3. Pursuit of justice 4. Respect for human rights 5. Non-profit integrity 6. Transparency 7. Voluntarism

Strategies

Strategies	LTO1	LTO2	LTO3	LTO4	LTO5	LTO6	Policies	
1. Concentric diversification by creating community awareness and educational programs for HIV/AIDS, STI and TB.		X	X	X	X	X	P2, P3, P4	
2. To do concentric diversification by providing services for people with other related diseases and infections, such as STI and TB.	X	X	X	X			P1, P2, P3, P4	
3. To develop the market of private sector funding in Peru, in order to attract private organizations to finance PROSA's projects.	X	X	X	X	X	X	P2, P4	
4. Develop strategic alliances with incoming international related NGOs in order to have more resources and higher recognition.	X	X	X	X	X	X	P1, P2	
5. Retrenchment of unengaged volunteers and take action to keep/attract engaged volunteers.	X	X	X	X	X	X	P1, P4	
6. Retrenchment by reducing unneeded expenditures such as services that are not highly used or services given by third parties.	X	X	X				P2, P3	

Balance Scorecard / Short-term objectives

Balance Scorecard	STO column 1	STO column 2	STO column 3	STO column 4	STO column 5	STO column 6	Policies	Code of Ethics
Internal Learning Perspective — STO 2.2. Indicator: Number of partners leaving and number of new partners joining. **Processes Perspective** — STO 1.2. Indicator: Number of NGOs committed in elaborating the document and presenting it for international funding. STO 3.2. Indicator: Number of contacted organizations and database for future contact. Level of progress in generating an strategic alliance with an organization. Number of certificates of recognition. STO 4.2. Indicator: Number of meetings PROSA has with interested parties. STO 5.1. Indicator: Number of meetings with the Ministry of Education. Measurement of stage in which the relationship is (initial, close, strong). **Clients Perspective** — STO 2.3. Indicator: Number of volunteers attracted. Survey to clients on perceived improvements on service. STO 4.1. Indicator: % of public hospitals in the country with treatments year-round. STO 5.2. Indicator: % of schools in the country that have health and sexual prevention teaching in their agenda. STO 6.1. Indicator: Index of stigma and discrimination levels of people with HIV/AIDS in the country developed by UNAIDS. STO 6.2. Indicator: Index of stigma and discrimination levels of people with HIV/AIDS in the country developed by UNAIDS. **Financial Perspective** — STO 1.1. Indicator: Budget assigned for HIV/AIDS and other STI or infections projects in PEN and as a % of the total budget, as well as the % of budget increase from last year. STO 1.3. Indicator: Increase levels of funding from private funding. STO 2.1. Indicator: % increase in income from new services. STO 3.1. Indicator: Number of projects achieved due to the strategic alliance and % of increase in funding.	STO 1.1: By 2016, propose to the Ministry of Health an increase of 4% of the budget for health issues such as HIV/AIDS and other STI or diseases such as TB. STO 1.2: By 2015, to attract five NGOs to elaborate a document that will serve as proof for the need for funding HIV/AIDS, TB and STI projects. STO 1.3: By the end of 2015, to attract three private-held companies into funding PROSA's projects.	STO 2.1: By 2016, have attracted at least three people (professionals or not) to the organization to give services and increase income in 5% that year. STO 2.2: By the end of 2015, to have reached a 30% turnover of personnel, in order for unengaged partners to leave and make space for new committed partners. STO 2.3: By 2016, to have attracted 5 committed volunteers to the organization to develop the operations and projects efficiently.	STO 3.1: By 2016, to have made four projects that year through one strategic alliance with a related national or international organization. STO 3.2: To achieve, by 2017, greater recognition through three strategic alliances with international organizations.	STO 4.1: By 2016, to increase in 2.5% the number of public hospitals supplied with treatments for HIV and TB year-round. STO 4.2: By 2017, to have generated the advocacy in order for Peru to import generic treatments of HIV and TB from then onwards.	STO 5.1: By the end of 2015, to approach the Ministry of Education in order to start building strong relationships with the institution. STO 5.2: By 2017, to increase in 2% per year the number of schools teaching health and sexual prevention issues in the country.	STO 6.1: By 2016, that the index of stigma and discrimination is lowered by 2% due to lobbying in the Congress to advocate for the human rights of people living with HIV/AIDS. STO 6.2: By 2017, have developed at least one campaign to educate the Peruvian civil society about the characteristics of HIV/AIDS and create awareness.	P1: Labor P2: Commercial P3: Quality P4: Social Resp.	1. Avoidance of discriminatory practices 2. Openness and willingness to work with everyone 3. Decisions are made with the ultimate goal of societal benefit 4. Advocating for the rule of law 5. Co-operation with only ethical organizations/agencies and those that mirror our principles 6. Avoidance of all conflicts of interest 7. Confidentiality 8. Honesty 9. Mutual respect

Resources
Organizational Structure
Operational Plans

2. However, it has been proven that there is yet much to be done regarding HIV/AIDS. Only 80% of hospitals have the treatment and these only have it when supply of medicine is available for the country. The levels of stigma and discrimination are still very high within Peruvian society. There are no effective educational and awareness campaigns on how to prevent or treat HIV of STI.

3. Peru has been positioned by the World Bank as an upper-middle income country, due to this and the improved situation of HIV/AIDS in Peru, domestic and international funding for these types of NGOs has been diminished, causing many related NGOs to shut down. However, PROSA has been able to keep operating mainly due to its core competencies: solid relationships and expertise, due to recent concentric diversification entering into TB projects and due to some unsustainable means. PROSA today is in need of finding alternative means to receive funding and to have a solid base on how to operate properly.

4. The present strategic plan will enable PROSA to operate having a clear vision, mission, strategies and objectives in order to not only stay relevant in the market, but to be sustainable in the long-term and to reach the ambitious vision set for the company for 2022.

5. PROSA's reputation, expertise and solid relationships with key organizations and institutions comes as a very keen advantage in order to do concentric diversification, by creating additional services that are not necessarily related to HIV/AIDS, but also to TB or STI. PROSA's position will also enable it to diversify into other services such as community awareness and educational programs, reaching its organizational interests. PROSA has already started developing two projects related to TB and they have been going steadily, which is why it poses as a good opportunity for the organization to pursue.

6. However, PROSA also poses two strong weaknesses, which are its lack of a current long-term vision and plan, as well as a lack of commitment of some members of the organization that results in a lack of productivity and sustainability for the organization as a whole. PROSA, after realizing these flaws, must implement the strategies proposed in the present strategic plan in order to tackle its present weaknesses.

7. The current strategic plan also promotes PROSA to seek for funding in private-held organizations. PROSA has had some collaboration with some of these institutions before, but now it is time to set a team of volunteers, led by a partner, to approach private organizations with the adequate resources and tools, being an alternative way to receive funding.

8. The organization has to also make a great effort in order to make contact and develop close relationships with other organizations, national and international, in order to develop key strategic alliances that will enable it to have greater recognition as well as power and resources in order to reach its organizational interests and long-term objectives. By doing this, PROSA will have a much better reputation and stronger and more key relationships than its major competitor, Via Libre.

9. By following the current strategic plan, PROSA will be able to provide, in the future, some additional services it used to provide in the past or that it wishes to provide, such as training services to companies or governmental institutions, nutrition services, among others.

10. In addition, after implementing the strategic plan, the organization will reach a point in which eventually, due to its expertise and solid relationships, it will be recognized for advocating for other matters aside from HIV/AIDS and TB, such as other STI in

order to keep on protecting the rights of minorities or to promote health issues across the country.

9.3 Final Recommendations

1. It is imperative that PROSA first, communicates to the entire organization the need for the strategic plan, which involves many changes within the organization. For this reason, a selected team within the organization will be the team leading the change and assuring that all the organization pursues the same goals and vision, and that everyone is engaged with the cause. The partners and staff who seem to be resistant, will need to either explain and propose alternative courses of action (remember the strategic plan is flexible), be convinced on the proposed change, or be invited to leave the organization if they seem truly unengaged with the future of the company.

2. In order to achieve the long-term objectives and vision, it is imperious that all members of the organization act accordingly to the organizational values, code of ethics and policies, which are the guidelines that will ensure the process of achieving the goals set. In addition, the organizational interests must be commonly shared interests by all the organization members in order for there to be commitment in reaching the long-term objectives set.

3. PROSA should always be attentive for the opportunities that shall come up in the environment and be careful of the possible threats to the organization. This is why, all members of the organization must be aware of all the players in the market and what is happening in the country, as well as internationally, related to NGOs in general, not only the ones related to HIV/AIDS. These analyses will serve as inputs for the strategic plan, meaning that is has to be flexible in order to modify according to the circumstances of the environment and the company.

4. The organization should take some time in order to adapt the internal information it has, such as the institutional profile of the organization and its organizational chart. The changes proposed for the organizational structure are urgent and necessary in order to carry out the chosen strategies.

5. It should also make a very arduous analysis on its finances, especially on some of its expenditures. There are probably some services or resources that could be reduced or eliminated in order to, at the same time, reduce unnecessary expenditures that contribute to the company having an accumulated loss.

6. Workload should be divided more equitably throughout the organization, not every responsibility lying within a few members of the organization. For this reason, PROSA should attract more engaged staff and volunteers and invite unengaged members of the organization to become more engaged and motivated. In addition, it should have clear responsibilities and goals for each member of the organization.

7. PROSA's expertise and knowledge of some members is its fundamental core competency. However, PROSA needs to find out the correct way of how to make this knowledge explicit and transferrable, so it passes on to other members of the organization and allows future generations to keep on running the organization. PROSA must begin training younger, committed volunteers or personnel who join the company. These are the ones who are going to be the future partners and leaders of the organization.

8. PROSA should constantly be evaluating and measuring its results. This is why, the present strategic plan is giving the organization a very valuable tool called the Balance Scorecard. The BSC allows the organization to measure each of its short-term objectives to see if they are making significant progress or not, and if there is any need for change.

9.4 Future of the Organization

If PROSA pursues adequately the present proposed strategic plan and is willing to adapt it regarding any changes within the organization or the environment, the non-profit organization will be able to reach its very ambitious, but feasible, vision. This means that PROSA, by the year 2022, will be the leading HIV/AIDS NGO in the country, rated internationally in the top 30 NGOs of its kind. It will be recognized primarily for advocating for the HIV/AIDS community but also for advocating and giving services to the community of related diseases and infections such as Tuberculosis and sexually transmitted infections.

PROSA will have several key strategic alliances with national and international organizations that will boost its recognition, as well as funding opportunities and at least seven projects per year. However, it will be able to sustain itself in moments in which there might be no apparent external funding, through auto sufficient means such as giving training services and other types of services for the community. In addition, it will have attracted domestic and maybe even international private organizations to fund PROSA's project. It will receive approximately 300,000 USD of funds per year for the implementation of projects.

It will have a committed team of minimum 25 partners and staff members and 15 volunteers that will be fully engaged in PROSA's vision and share its organizational interests, values and principles. There will be order within the organization and everyone will have specific responsibilities and goals to reach, as well as indicators to measure their results. There will be also clear financials and procedures on how to eliminate unnecessary expenditures, enabling the organization to pay all its debts in the future and stop operating with an accumulated loss.

PROSA will be one of the country's organizations that, by collaborating with other related organizations and NGOs, made it possible to keep on supporting the HIV/AIDS community and TB community, as well as other minorities, after it being a declining market.

This will be achieved due to its strong efforts in advocacy within the national government and institutions and due to it making possible for funding organizations, private and non-private, to realize there is still much to be done regarding these affected communities in Peru.

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