

**FONDATION PEDIATRIQUE DE KIMBONDO**

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**MONT NGAFULA KIMBONDO**



Pediatric Foundation of Kimbondo  
**FIVE-YEAR PLAN 2016-2020**

Kimbono 3 February 2016

# Objective of the document

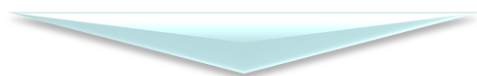
- Define strategies, ways and means to ensure the sustainability of FPK in respect of its guiding principles related to hospitality and free of charge services provided to the population, in particular children;
- Need to have a summary document setting out activities and objectives clearly and, being established and approved by the Board, serve as references on which the operating structure of FPK must align daily operations;
- Need for clarity and sharing of strategies, activities, *modus operandi* and objectives between the FPK, that must implement them, and the major donors, which have to provide the required funding;
- Need to have a reference planning in which are clear achievements and projects that respond to the needs of the FPK and their priorities in order to give a clear reference to potential donors who offer to help the Pediatrics avoiding situations of "constructive anarchy";
- The plan also reflects the need to take action on the issues raised by the assessment made by Misereor in September 2015;
- Finally a Plan document approved by the Board ensures transparency and stability to the path chosen by FPK allowing the involvement of other donors with the necessary clarity and in respect of their roles;

# General considerations

- The PPL applies to the organizational perimeter of FPK in particular to the health and to the hospitality parts. Unlike the budget documents, it includes some choices and some goals that concern the agri-vet cultural pole of Kinta and St. Claret School which are and will be managed independently.
  - The PPL 2016-2020 is completed by the 2016 Budget document in a concise version that defines the new setting in financial management and establishes the overall spending limits. These documents, once approved by the Board, will be completed by a detailed budget by item and per month and by a 2016 Action Plan which defines in a more detailed way the activities with their qualitative and quantitative goals.
  - As for the new realizations that go beyond the ordinary activities and special projects, the Plan contains a list of completed projects of their priority and the year in which they are provided. For this type of activity it is applied the policy that the activities will be carried out only in presence of a dedicated funding that can not be used for other activities.
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  - It is still necessary to point out that even in 2016 the strength of the dollar against the euro will lead to big problems in the coverage of costs.

# Strategic Goals 2016-2020

## GOAL #1 SUSTAINABILITY



### MANAGEMENT

- Strengthen the **governance** with statute revision and board members update
- Define, approve and operationalize a new **organizational structure** with clear definition of roles and responsibilities
- Establish and respect the **budget**
- Strengthen and improve the process and the **control** of instruments (Accounting and reporting)

### NUMBER CONTROL

- Define clear **rules of hospitality**
- Define and implement process and procedures of the **controlled family reintegration**
- Educational project as a **social integration** tool for the older guys

### SELF-FINANCING

- Develop agricultural project at Kinta as the main instrument of **self-reliance**
- Strengthen all of self-activities sources of **income** or of **coverage** of our needs
- Develop internal potential of begetting revenue considering the guys for **their abilities** and not as a problem

# Strategic Goals 2016-2020

## GOAL #2 QUALITY



### MANAGEMENT

- Acquire the **know-how** made available by the European friends
- Increase and optimize **training** opportunities
- Become **more aware** of our role
- Coordinate, align and standardize all **potential contributions** from volunteers

### HUMAN RESOURCES

- Optimize available **human resources**
- Optimize the **choice** of new resources
- Maximize the tool of **training**
- Focusing on **communication** and on sharing of objectives
- Really **empower** the staff in the structure

### PROJECTS

- Finalize and carry on the general **quality** improvement projects (i.e. hygiene project)
- Improve the structures
- Develop systems that optimize manner and timing of services rendered (i.e. computerization)
- Develop organizational aspects useful to increase efficiency (i.e. management purchases / warehouses)

# Strategic Goals 2016-2020

## GOAL #3 GROWTH

### RESPECT OF THE MISSION

- Ensure the completeness and improvement of the service provided to the population, in particular for the poorest also increasing prevention activities

### INTEGRATION

- Integration in the Congolese health care system in accordance with our management independence
- Develop joint agreements with other structures(i.e. with Monkole)
- Share with the health structures of the area the training potential

### BALANCE

- Evaluate the real needs of the population
- Consider our potential
- Finalize the new plans with coverage even of the operating costs of the start-up phase after the realization
- Develop projects capable of achieving savings in operating costs

## GOAL #4 ECONOMIC BALANCE

### COSTS

- Develop sensitivity on cost control (i.e. Nothing is due, and every donation is the result of a sacrifice)
- Use our resources where it is possible to reduce the welfare aspect (e.g., food products from Matchuko replacing INALCA supplies)
- Plan monthly costs on the basis of the available budget
- Develop appropriate processes and procedures to control costs

### REVENUES

- Monitor the correct application of procedures that help to manage the revenues from prescription charges
- Maximizing the utilization of potential equipment sources of revenues (e.d. Electrophoresis, EEG, Ozone therapy, dentistry, cardiology)
- Allow the actual start-up of the agricultural center of Kinta

### FUNDINGS

- Develop own fundraising capabilities included ability to design, request funding and reporting.
- Use communication for the loyalty of existing donors and to search for new donors
- Strengthen the relationship with regular donors through transparency and respect of commitments
- Maximizing material donations

# Projects 2016-2020

		TITLE	DESCRIPTION	PRIORITY	YEAR
ENHANCEMENT	WATER	Pumping station Matchuko	tanks and power management	HIGH	2016
		Provide an alternative to Matchuko water supply	repair old wells and build a new one	AVERAGE	2016
Drinking water facility		AVERAGE	2016		
	ENERGY	Install photovoltaic at Pediatrics	Install photovoltaic at Pediatrics (120 kW)	HIGH	2016
Movement of the main E/G		displacement and civilian activities in preparation for FV	HIGH	2016	
Planning electrical installation phase 3		phase connections of side frames to pavilions	AVERAGE	2016	
Planning electrical installation phase 4		Planning electrical installations at pavilions	LOW	2017	
		Install photovoltaic at NZIMBI	photovoltaic system for the boys home (5kW)	AVERAGE	2018
SPECIAL PROJECTS		Educativ Project		HIGH	2016
		Agricultural Center of Kinta	Independent project	HIGH	2016
		Neonatology Project	Structural and organizational project	HIGH	2016
		Epilepsy Project		HIGH	2016
		Drepanocitosi Proje		HIGH	2016
		Hygiene Project		HIGH	2016
		Pharmacy Project		HIGH	2016
		Maintenance Project	Reorganization warehouse / supply from Italy / container / interface	HIGH	2017
RATIONALIZATION		PAM warehouse	cold room, shelves	HIGH	2016
		RX upgrading		HIGH	2016
		Rehabilitation cardiac pavilion		AVERAGE	2017
		Repair house Bondeko		AVERAGE	2017
		Development planning house Laura		AVERAGE	2017
		Presence detection system		HIGH	2018
SPORT		Sports ground 2nd phase	containment system of the soil	LOW	2017
		Basketball and volleyball field		LOW	2019
NEW REALIZATIONS		New Pavilion of maternal surgery	realization new pavilion	HIGH	2016
		Laundry for House Patrick and Neonatologie		HIGH	2016
		incinerators		LOW	2016
		Strengthening and regulation rain water phase 3	pipings and control rainwater to Matchuko	HIGH	2017
		Offices	realization on the garage	AVERAGE	2017
		Computer system	LAN cabling, Sw, server, tablet, scanner and PC	HIGH	2017
		Morgue		AVERAGE	2017
		Cafeteria for staff	implementation on the ground outside the entrance	LOW	2017
		Professional schools and shopping center	mechanics class with annex workshop and other professional schools	LOW	2018
		Moving Pavilion A	new pavilion and photovoltaic development	AVERAGE	2019
		conference center in place of the old pavilion A		LOW	2020
		Doctors residence and management staff		AVERAGE	2019



# Guidelines for strategic projects - agricultural center of Kinta

- The agricultural center to become a strategic resource for the FPK has need for a start-up phase.
- During the start-up phase it is necessary that :
  - The agricultural center has an independent management by FPK like a project with a dedicated c/c bank
  - The guide lines are established by the Board
  - The activities will be monitored by a management committee which will report quarterly to the Board of Directors
  - Institutional relations with the peoples of the area continue to be held by father Hugo
  - HFK will endeavor to find the necessary resources to the various stages of development
  - The activities will not absorb resources of FPK in particular for the year 2016
  - The production will be entirely sold
  - The proceeds from the sale will provide much of the necessary resources to basic agricultural productivity
- Depending on the financing obtained, investments and activities will be developed in an integrated and gradual way according to the following scheme in a ten-year period :
  - Finalizing commercial channels and cooperation agreements
  - Base Agriculture
  - Specific Agriculture
  - Breeding with small investment and low added value (i.e. goats and chickens)
  - Breeding with average investment with high added value (i.e. cattle and pigs)
  - Pisciculture
  - Products processing
- The means and infrastructure will be consistent with funding, revenues and activities.
- Important parallel activities in the social field for the growth and development of the area's population
- From 2018 the agricultural center in addition to generate sufficient resources to ensure the operational activities must be able to provide monetary resources in support FPK.
- The agricultural center must always represent a job opportunity for the guys of FPK in the various spheres of activity (agriculture, breeding, management, processing, marketing) always balancing its role in social development for the area.

## Guidelines for strategic projects– Educative Project

- The educational project is the tool that allows to complete the task that represents the mission of the FPK regarding hospitality, as it allows to gradually prepare children from an early age to become boys and girls able to fit into the social context of the Congo prepared not only to conduct a business but also to take their responsibilities.
- The project in addition to the educational process and the professionalization also includes a social security office that, in addition to following and directing the boys in their training process, by collecting all information about children right from their reception, is set up to evaluate, and if so, to prepare, finalize and check family reintegration.
- The project for the two aspects of family and social integration represents a strategic project which is expected to rule the number of guests of the reception part of the FPK.
- At this time the shortage of funds has essentially allowed the hiring of teachers and their training, but did not allow the start of the social activity of the office.
- The general educational project is set with specific educational projects for children of Neonatology and guests of House Patrick

## Guidelines for strategic projects– Stabilization school costs

- The St Claret School is a separate entity managed separately
- In practice, its costs are covered mostly by FPK and requests for contributions are variable each month during the year without rules
- It is necessary to establish in the budget a monthly amount and respect for the whole year. To do it is necessary to:
  - The St Claret School defines the annual budget of the school with the welcome manager of FPK
  - This budget should have a favorable opinion of the Commission of Audit Control FPK as it must be congruent with the potential cost covers
  - FPK will ensure the total fees of his students each month as set out in the budget
  - Any additional requirements will be left to the management capacity of the school management
- It 'also need to do the institutional steps needed to give effect to the mechanization and get the state contribution.
- The goal of the school management is to increase the quality of teaching in order to attract the largest number of external registrations and reduce the financial commitment of the FPK

**BACK-UP**

# CHARTER OF PRINCIPLES OF FPK



## **TOTAL HOSPITALITY**

ART. 1 - FPK accepts any underage person in need, regardless of any other connotation or characteristic;

ART. 2 - FPK provides its guests with protection, coverage of physical and non-physical primary needs, in line with its basic principles



## **MANAGEMENT OF NUMBERS AND REINTEGRATION**

ART. 3 - the FPK has to be considered a place substitute of the family in all cases where this is strictly necessary. Consequently, it is necessary to place particular attention to the reintegration of the guests in the society guaranteeing the rights and needs, in line with the laws of the DRC



## **CHARACTERISTICS**

ART. 4 - FPK is an independent, impartial and neutral entity

ART. 5 - FPK reserves the right to set the rules of conduct applicable to each guest and every collaborator, also reserving the right to take all necessary measures in case of non-compliance with these rules



## **TRANSPARENCY AND ETHICS**

ART. 6 - FPK undertakes to use its own resources for the sole purpose of fulfilling the targets of its statutes. As a result, the financial management is based on continuous improvement of efficiency and effectiveness, and full transparency

ART. 7 - FPK wants to be an employer ethical and responsible, therefore, it is committed to providing its employees the full respect of law, protect human rights, fair remuneration and a comfortable and stimulating work environment

# STRATEGIC GOALS AND OPERATIONAL GUIDELINES

ORGANIZATION AND RELATIONS WITH STAKEHOLDERS	Governance	Definition and "armoring" of the <b>Mission</b> and finalization of an appropriate " <b>governance</b> " structure to guarantee its future sustainability in observance of the principles
	Organization	Completion, legitimacy, taking charge and operation of the <b>New Organizational Structure</b>
	Integration	<b>Integration</b> in the Congolese health and asylum system while maintaining the principles and decision-making and managerial independence
	Communication	Development of adequate <b>communication and dialogue tools</b> with all stakeholders
QUALITY AND COMPLETENESS OF THE SERVICE	Staff	Adaptation and rationalization of <b>staff numbers</b> both for new activities to be carried out both to improve the quality standards
	Training	Development of relations with European health institutions to everything related to <b>training</b> , supplies and support in general
	Structures	Rationalization of existing facilities and <b>new projects</b> , in respect of the needs, depending on the ability to manage quality standards and the necessary availability of adequate financial cover
	Special Projects	Resolving <b>operational issues</b> through special projects
EFFICIENCY AND ECONOMIC INDEPENDENCE	Budget Control	Enhancement of tools and <b>rationalization and cost control methods</b> and finalization of projects that involves saving in operating costs
	Self-financing	Reinforce existing activities and Identification / development of new activities that can contribute to <b>'self-reliance'</b> of the structures and / or provide employment to children of working age
	Fund raising	Development of skills for access to national and international sources of funding for the development and retention of donors in nature

# ORGANIZATION AND RELATIONS WITH STAKEHOLDERS

**GOVERNANCE** – Definition and "armoring" of the **Mission** and finalization of an appropriate "**governance**" structure to guarantee its future sustainability in observance of the principles

Revision of the statute to ensure compliance with the principles of the paper

Rationalization of Summit Bodies and decision-making process with direct participation HFK

Unification of the properties and assets tied to the specific use

Definition of the Charter of the area's needs and consequent Health Planning

Complete alignment of structures and activities to the mission

**ORGANIZATION** – Completion, legitimacy, taking charge and operation of the **New Organizational Structure**

Organizational and accounting separation of the 4 "souls" of Pediatrics: HEALTH - HOSPITALITY- AGRICULTURAL CENTER - EDUCATION

Defining organizational structure and responsibilities (i.e. Job Description, legitimacy and Took in charge

Full operation and integration of decision-making and "management control"

Finalization of the organizational and operational manual and managerial procedures

**INTEGRATION** - **Integration** in the Congolese health and asylum system while maintaining the principles and decision-making and managerial independence

Verify proper sizing / positioning of health part

Maximization of health service activities for other structures (vaccines, blood, oxygen, etc ....)

Coordination with other health care, hospitality, professionalization and social structures

Implementation of institutional relations for obtaining government grants and guarantees safety

**COMMUNICATION** – Development of adequate **communication and dialogue tools** with all stakeholders

Periodic publication of a magazine for employees and volunteers to inform, strengthen the sense of belonging and sharing of choices

Publications and actions to optimize and standardize the behaviors of volunteers / visitors who go to Pediatrics

Development of dedicated website and use of social networks in a network with all supporters

Preparation of health disclosure material for the population

Staff involvement in the process of rationalization (RESULT AWARD)

# QUALITY AND COMPLETENESS OF THE SERVICE

**STAFF** - Adaptation and rationalization of **staff numbers** both for new activities to be carried out both to improve the quality standards

Regularization of contractual workers and alignment of wage structure to the Congolese Work Code

Optimization of the number and distribution of staff

Incentive program on three levels and performance bonuses

Standardization of the process of selection and hiring of personnel

Development and enforcement of the job description and procedures with any disciplinary action

**TRAINING** - Development of relations with European health institutions to everything related to **training**, supplies and support in general

Develop and coordinate the training potential health arising from the supporters group

Develop relationships and exchange of information / experiences with other Congolese and European centers

Act as a center of health education services for all of the reality

Finalize a training plan for all activities with relative priorities

**STRUCTURES** - Rationalization of existing facilities and **new projects**, in respect of the needs, depending on the ability to manage quality standards and the necessary availability of adequate financial cover

Management improvements of existing structures in the framework of special projects

Finalize new structures in relation to the quality levels achieved and the economic / financial general framework

Pursuing loyalty funder of new facilities to cover their operating costs

Optimize the management of major projects with companies qualifying and specific contract

**SPECIAL PROJECTS** – Resolving **operational issues** through special projects

Educative Project

House Patrick Project

Neonatology Project

Intensive Care Project

Maintenance Project



# EFFICIENCY AND ECONOMIC INDEPENDENCE

**BUDGET CONTROL** – Enhancement of tools and **rationalization and cost control methods** and finalization of projects that involves saving in operating costs

Optimizing processes and monitoring tools on the main types of costs (food, medicines, fuel, maintenance)	Finalization photovoltaic projects	Streamlining management PAM warehouse and kitchens	Orders annual panel with large suppliers with direct payment of Pediatrics	Finalization services for employees involving investments/saving costs	Regularization and government material flow and warehouse management and spare parts from Italy
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**SELF-FINANCING** - Reinforce existing activities and Identification / development of new activities that can contribute to **'self-reliance'** of the structures and / or provide employment to children of working age

Expansion of production capacity of the agricultural center and the necessary commercial channels	Supply of services for the health structures of the (recharge oxygen bottles, blood bags and blood products, vaccines center)	Involvement of health facilities in the area of training programs	Defining the gratuity criteria payment to performance ticket in observance of the principles and in accordance with Congolese law and strengthening paid health activities	Use of school facilities for evening classes for adults	Manufacturing coordinates activities with educational project (soap, jewelery, etc.)	Sale of surplus materials from Italy
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**FUND RAISING** - Development of skills for access to national and international sources of funding for the development and retention of donors in nature

Development of projectual skills	Loyalty of donors in nature	Consolidation relationship with recurring donors and funding agencies	Promotion to occasional donors
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