



Policy of Stichting St Francis' Hospital Medical Support Group (MSG)

1. Organisation

1.1 Who we are

Stichting St Francis' Hospital Medical Support Group, further called MSG, is an organisation based in Laren, The Netherlands, with the aim of supporting St Francis' Hospital, Katete in the Eastern Province of Zambia.

Currently the board of MSG has seven members, each with a strong affinity to St Francis' Hospital and the healthcare system of Zambia.

MSG is focused on the health care in the Eastern Province of Zambia by supporting St Francis' Hospital. The hospital has 360 beds and provides a health service for the local District of about 250.000 people. Also it is one of the two referral hospitals for the Eastern Province population 1.7 million.

MSG is registered at the chamber of commerce in The Hague, No 41158345. It is recognised by the Dutch tax authorities as a charity ("ANBI"), so that gifts under certain conditions can generate tax benefits. It has been recognized as a charity by the CBF (CBF-erkend goed doel)

1.2 History

MSG was founded on 20 November 1993 by a few enthusiastic volunteers who had worked at St Francis' Hospital. They have put their solidarity with St Francis' Hospital into concrete support. Initially supplies that were short were sent to St Francis' Hospital. Later larger projects were executed, especially extension or renewal of hospital wards and housing for personnel. Several years funds were secured by the organisation of summer concerts which provided a stable source of income. The board is still manned by (para)medicals who worked at St Francis' Hospital. They established contacts with hospital Tergooi, resulting in professional cooperation between this Dutch hospital and St Francis' in Zambia.

1.3 Vision

Everyone has the right of good health care. We believe good and sustainable health care should be available in the Eastern Province of Zambia.

1.4 Mission

Our mission is the support of St Francis' Hospital and clinics in Eastern Province of Zambia using our resources to obtain a sustainable health care. We aim for the development of a health care system with continuity for the local population, who would no longer be dependent of foreign aid, such as given by MSG.

MSG targets St Francis' Hospital because of our involvement with this hospital and the specific knowledge of the local situation, making our support very effective.

On request of donors we support also clinics in the close vicinity and related to St Francis' Hospital.



1.5 Core values

Core values for MSG are our compassion for the local population, respect for the local circumstances and co-operation with the local management.

1.6 Organisation in numbers

MSG St Francis' Hospital has a board of seven members and one technical advisor, all volunteers.

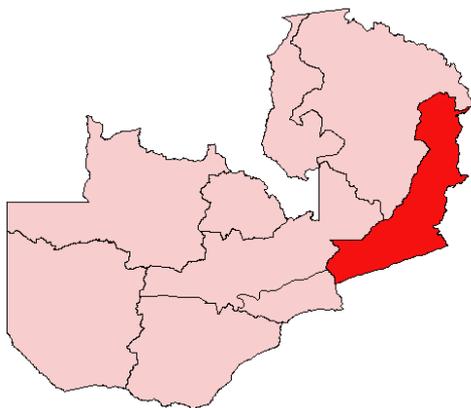
On average two projects per year are executed and financed through donation from private individuals with additional subsidy from Wilde Ganzen (Wild Geese) to a value of 15,000-90,000 euro per project. These projects take about 2 years. We also support one or two members of staff for professional upgrading. About once a year we send a container to Zambia with medical supplies and equipment.

On average once per year our technical advisor and once per year one of our board members visits St Francis Hospital to monitor and discuss the progress of the projects.

2. Environment

2.1 Target population

Our target group are the inhabitants of Eastern province in Zambia. First line health care is aimed towards the immediate surrounding of St Francis' Hospital and the related Rural Health Centres, about 250.000 people. The second level of health care provided by St Francis' Hospital serves the whole population of the Eastern Province, an area of 51.620 km² with a population of 1,9 million inhabitants.



Zambia and Eastern Province
Eastern Province in red



Districts in Eastern Province
Katete district in blue



2.2 Established Cooperation

MSG is linked with hospital Tergooi. Hospital Tergooi has a group of volunteers, called "SFH-committee" which brings St Francis' Hospital in Zambia to the attention of patients, employees, and medical professionals and facilitates projects between hospital Tergooi and St Francis' Hospital. Often board members of MSG are also involved. The focus is on exchange of professional knowledge and skills.

MSG cooperates closely with "Wilde Ganzen". A majority of projects are achieved with additional financial support from "Wilde Ganzen". The mission of "Wilde Ganzen" is to alleviate poverty in developing countries with concrete small scales projects. This is very much in line with the mission of MSG.

2.3 Other organisations which support St Francis' Hospital

Since 2009 the Border General Hospital, Melrose in Scotland has been twinned with St Francis' Hospital with the aim of promoting cooperation and understanding. About every two years a team from the Border General Hospital is visiting St Francis' Hospital to train personnel from the maternity wards in emergency obstetric and neonatal care. As the Border General Hospital also funds building projects we cooperate and exchange information.

US (former name USPG) an Anglican Missionary Society based in London supported the work of St Francis' Hospital for many years, but now owing to change in policy has ceased to send funds or support staff.

The Friends of St. Francis' Hospital in UK finances the topping up of salaries and post-graduate training to retain personnel and enhance their professional knowledge, purchase of items of equipment and some drugs

De American Burn Association (ABA) and Children's Burn Foundation (CBF) organise outreach programs to improve burn care in St Francis' Hospital.

Hands around the World. This organisation facilitate temporary employment of experts at St Francis' Hospital.

International Organisations are financing programs for specific diseases. For example HIV/aids treatment is funded for a large extend by the American "President's Emergency Plan for AIDS Relief" (PEPFAR).

2.4 External factors

Although St Francis' Hospital is of Anglican origin, it has been incorporated in the health care system of the Zambian government. In the memorandum of Understanding between the Ministry of Health and C.H.A.Z. (Church Health Association Zambia) is stated that church hospitals receive financing of 70% compared with government hospitals. However this agreement is not complied with each year.

The government is for its part dependent on the world market prices of copper, an important source of income for Zambia. Also the government formulates the policy for admission of medicines on the market and is responsible for regulations for hospitals.

Many inhabitants of the East province grow their own food, mainly corn. The harvest is very dependent climate conditions and starvation of children is common in the period before new crop is harvested. The maize price also influence directly the family income.



3 Objectives

The objective of the St Francis' Hospital Medical Support Group is:

To give support to the St Francis' Hospital at Katete in Zambia and related clinics in the vicinity to make structural improvements possible.

An essential condition is that the need must be expressed by the management of St Francis' Hospital. The management must also be accountable for the projects supported by MSG.

In line with our objectives we support the following:

- Development of good middle management because only then sustainable improvement is possible.
- We support the hospital with goods that are (temporary) not available in Zambia, but are essential to the health care provided by St Francis' Hospital.
- Furthermore we focus on investment in larger projects related to improvement of the infrastructure to obtain structural improvement. For example support for new staff houses or renovation or extension of hospital wards. But also infrastructure like water and electricity supplies and sewage systems. All projects should take into account the local circumstances and should be sustainable and must be able to function or maintained without permanent support or expertise from MSG.
- Support of training of middle management employees to improve the quality of medical care and facilitate knowledge transfer to future employees.
- Support with advice and knowledge, particularly concerning plans and implementation of projects. This is done if possible on the spot and in association with the primary responsible manager of the hospital, so that knowledge transfer takes place.
- Support of initiatives towards the support of the St Francis' Hospital by the local community.

Priorities for the different projects are discussed in the board of MSG that takes into account the feasibility and the available capacity of the local management.

Project proposals must satisfy as far as possible to Smart criteria. (**specific, measurable, attainable, relevant** and **time-sensitive**).

Moreover the management expenses and recruitment costs should not exceed ten percent of the total costs.

We strive to ensure that available resources are used as soon as possible without obtaining excess of liquidities, but taking into account that sufficient liquidity is maintained to support earmarked projects and unexpected expenditure.

To maintain sustainability we do not finance recurrent costs and salaries. This is the primary task of the government.

3.1 Exit strategy

To be sustainable in the long run we strive toward an optimal functioning of the hospital without being dependent on assistance from outside Zambia. We therefore support local management that is accountable and stimulates local fundraising activities. We expect commitment from the local community to support the hospital.



Long term we foresee further development of the economy and middle class. This should lead to sufficient resources and support for St Francis' Hospital

Development of the government and private initiatives will lead to more engagement of the local population and ensure that St Francis' hospital will get sufficient support independent from foreign organisation.

4. Resources

4.1 Material resources

Material resources for the implementation of the objectives are obtained by different means:

Through donations and periodic grants;

Through multiplying our donations for St Francis' Hospital by co-funding organizations like the Wilde Ganzen foundation;

Through the proceeds from bed sponsor activities;

Through goods in kind and financial donations from hospital Tergooi, with which SFH has a formal link;

Through other donation, legacies, collections, etc.

4.2 Other resources

- Knowledge, experience and network of Board members;
- Professional support and advice from, for example, hospital Tergooi;
- Volunteers who advise on the spot. Particularly medical advice or technical advice on building constructions.

4.3 People

The board members of MSG all have strong affinity with St Francis' Hospital. The board members do not receive any financial remuneration. We strive to have a decisive governing board of six to eight members. Also a volunteer technical consultant is available who is familiar with the local situation.

5. Activities

5.1 Marketing and fund raising

- Recruiting and maintaining of donors. We strive to send a newsletter twice a year and give additional information through a website.
- Maintain excellent relations and information exchange with St Francis' Summer Concerts.
- Maintain good relations and information exchange with the "werkgroep SFH" in hospital Tergooi.
- Recruit and maintain donors for the so called bed donation plan, including regular reporting on the progress to the bed sponsors.



- Further activities which are appropriate within the objective. For example: to provide information at schools, in churches, but also advise individuals who wish to adopt a project in Katete and advise on making applications for such projects.

5.2 Cooperation and alignment with other organizations

- Maintain contacts with management and Board of the St Francis. This is a key to be aware of needs, and to support the management to formulate new projects and to get proper insight and (financial) reports on the progress of the projects
- Keep in contacts with other donors of projects for the St Francis Hospital with the aim of aligning and where possible co-operation with projects. Where needed we may give advice or make use of each other's expertise.
- Where necessary keep aligned with Borders General Hospital in Scotland on their activities concerning maternal and neonatal care St Francis' Hospital.
- Cooperation with or harmonize activities with other health care providers in the Eastern Province, especially for projects that may have an impact beyond St Francis' Hospital.

5.3 Direct material support for St Francis' Hospital

- Procuring and sending medical devices on request of the management.
- Financial support and follow-up on projects. Projects are defined as spending within a certain duration to support for St Francis Hospital. For example, the purchase of a transport vehicle, of set of instruments for a particular goal, extension or renovation of hospital buildings, new staff houses, utilities, or infrastructure.

5.4 Training and education

- Supporting relevant training for hospital employees.
- Support development of managerial skills of members of the management of St Francis' Hospital
- Support of project management for larger projects. Particularly support of volunteers for their travel expenses.
- Support development of knowledge, skills and competence to ensure that the knowledge gained is shared with others including the local personnel to facilitate sustainable health care.

6. Monitoring en Evaluation

When projects are finalized they are evaluated and discussed by the board of MSG on basis of reports, pictures and financial statements from the concerned management.

All important activities are published every year in an annual report that will be made available to the general public through our internet site www.stfranchishospital-msg.nl



6.1 Financial accountability

In respect of fund raising aspects, it is important that MSG is a registered charity organization (ANBI). The recognition as a charity by the CBF (CBF-erkend goed doel) assures we comply with the standards applicable for small charitable organizations (Category A).

Each year a budget is made showing income and expenditure.

The financial administration is sound and transparent and checked yearly by an external audit committee. The financial annual report is published on our internet site.

St Francis hospital is accountable for the spending and reporting of the projects supported by MSG. The progress of projects is monitored by MSG through reports, pictures, and visits on the spot of our technical consultant or member of the board.

MSG is accountable for expenditures of gifts for named projects. For example projects supported by donations from St Francis' Hospital Summer concert, Wilde Ganzen or other larger earmarked grants.

In addition, we expect from the management of St Francis' Hospital sound and transparent financial administration.

7 Budget

An estimation of income and expenditure for the next 5 years is given below (in Euro)

Income	2018-2023	per year	Expenditure	2018-2023	per year
Gifts and donations	€ 150.000	€ 30.000	Procurements of medicines and medical devices	€ 40.000	€ 8.000
Bed sponsoring	€ 80.000	€ 16.000	Procurement of equipment	€ 40.000	€ 8.000
Contribution Wilde Ganzen	€ 40.000	€ 8.000	Renovation and extension of buildings	€ 80.000	€ 16.000
Contributions from legacies	€ 50.000	€ 10.000	Improvement of infrastructure (water electricity, sanitation)	€ 80.000	€ 16.000
Contribution from earmarked funding for pension	€ 30.000	€ 6.000	Enforcement of management	€ 40.000	€ 8.000
Contribution of other earmarked funds	€ 150.000	€ 30.000	Education and training	€ 75.000	€ 15.000
Interest	€ 16.000	€ 3.200	Other	€ 56.000	€ 11.200
			Contribution for pension	€ 30.000	€ 6.000
			Travel costs international	€ 25.000	€ 5.000
			Fundraising costs	€ 25.000	€ 5.000
			General (governing) costs	€ 25.000	€ 5.000
Total Income	€ 516.000	€ 103.200	Total expenditure	€ 516.200	€ 103.200

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