

Strategic Plan for the Stichting Pius XII

2014 – 2017

(first draft only)

Preamble

The *Stichting* (foundation) *Pius XII* was established in 1959 to support health care in Tanzania. It recently underwent major changes, which are compelling the board to rethink its strategies and scope of its activities, on the basis of its mission.

During its 2009-2012 four year plan, the *Stichting Pius XII* has broadened its basis in order to implement new activities and to attract external funding, by co-opting the board members of the *Stichting Vrienden van Tanzania*, and by exploring collaboration with the recently established [*Stichting Vrienden van Sengerema Hospital*](#) and by intensifying contacts with the [*Stichting Tabora*](#).

Strengths and weaknesses (within the *Stichting Pius XII*)

The *Stichting Pius XII* has a long experience with medical work in Tanzania. The modus operandi has changed towards self-reliance and sustainability through capacity building of counterparts in Ndala and Sengerema.

The *Stichting Pius XII* operates in informal ways with direct channels of communication. This makes its activities quite flexible. On the other hand, responsiveness has at times been slow and mutual responsibilities are not always clear. Reporting on activities completed was found to be insufficient, both from an accounting point of view and to attract donations.

The congregations that started the *Stichting Pius XII* acknowledge that they are not able to provide human and financial support in the long run. Therefore the *Stichting Pius XII* has co-opted new board members outside the circles of their congregations; at the same time this weakens the link between *Stichting Pius XII* and the two congregations.

Opportunities and threats (in the external environment)

Sources of funding of the hospitals (MOH subvention, district basket funds) remain unreliable. Compensation by the government for free services for mothers and children and selected treatments is insufficient. As structural support for the poor is non-existent, indigent patients require financial support. All this leads to requests for recurrent expenditure, such as medicines for the poor, and distracts from structural support and capacity building.

Salaries remain low and secondary benefits lag behind those for health workers in government service.

Similar Dutch foundations supporting hospitals in Tanzania seem to have difficulties surviving: recently the *Stichting Medische Hulp aan Sumve* closed down; on the other hand another foundation [*Saidia helpt Sumve*](#) was established.

Goals

On the basis of the foregoing, the following four goals have been defined for 2014-2017:

- Goal 1: Broaden the basis of the foundation
- Goal 2: Promoting collaboration
- Goal 3: Increase transparency
- Goal 4: Facilitate projects

On the basis of past achievements the following activities are proposed for each of these four goals:

Goal 1: Broaden the basis of the foundation

The congregations that started the *Stichting Pius XII* acknowledge that they are not able to provide human and financial support in the long run. Therefore the basis of the foundation needs to be broadened, in order to safeguard its mission in the longer term.

they seek young board members outside the circles of their congregations. Therefore they strive to interest young people for the foundation who can do fund raising. This brings us to

Achievements:

- a) The *Stichting Pius XII* has co-opted new board members outside the circles of their congregation
- b) In 2013 the *Stichting Pius XII* co-opted the board members of the *Stichting Vrienden van Tanzania* as board members.

Proposed activities:

- a) The *Stichting Pius XII* will implement new activities and attract external funding, through the channels of the *Stichting Vrienden van Tanzania*.

Goal 2: Promoting collaboration

There are initiatives similar to the *Stichting Pius XII* such as the Circle of Friends of Sumve or the Tabora Foundation. By sharing forces efficiency and effectiveness can be improved.

Achievements:

- a) Exploration of other foundations that work with Ndala and Sengerema hospitals and stimulate co-ordination of activities:
 - i. The *Stichting Pius XII* met with the board of the new [*Stichting Vrienden van Sengerema Hospital*](#).
 - ii. The *Stichting Pius XII* maintained contacts with the [*Stichting Tabora*](#).

Proposed activities:

- a) The *Stichting Pius XII* will explore collaboration with the new [*Stichting Vrienden van Sengerema Hospital*](#).
- b) The *Stichting Pius XII* will explore collaboration with the Stichting Soelaas – Neglected Diseases.
- c) Contacts with the [*Stichting Tabora*](#) will be intensified. As this foundation is not primarily directed towards Ndala hospital, we will strive to initiate activities through the *Stichting Vrienden van Tanzania*.
- d) Important target groups for these two foundations will be (para-)medics and student-doctors and nurses who worked in Sengerema and Ndala hospitals.
- e) Via these foundations the foundation Pius XII will stimulate fund raising.
- f) Possibly broaden the scope of activities to other (former) mission hospitals such as Sumve, Bukumbi and Biharamulo.

Goal 3: Promoting transparency

The *Stichting Pius XII* operates in informal ways with direct channels of communication. This makes its activities quite flexible. On the other hand, responsiveness has at times been slow and mutual responsibilities are not always clear. Reporting on activities completed was found to be insufficient, both from an accounting point of view and to attract donations.

Achievements:

- a) Correspondence, minutes and reports are now written in English.
- b) A website of the *Stichting Pius XII* was established.
- c) It was made clear that hospital boards are the direct counterparts of the *Stichting Pius XII*. On this ground a proposal for incoming generating activities was not supported, as investments did not accrue to the hospital as such.

Proposed activities:

- a) Work as much as possible with project proposals with a clear starting point and end, as well as a budget.
- b) Publish a newsletter twice per year, both electronic (e-mail attachment) and hard copy (printed).
- c) The website of the *Stichting Pius XII* will be regularly maintained.
- d) Improve time between board meetings and implementation of action points, by circulating minutes soon after board meetings.
- e) Regular reporting of activities by recipient hospitals will be encouraged. This will include photographs, to improve reporting to (potential) donors through the website.

Goal 4: Facilitate projects

The *Stichting Pius XII* does not need to do everything on its own. As foundation started by two congregations which have had a long experience with medical work in Tanzania others can benefit.

Achievements:

- a) The *Stichting Pius XII* facilitated the project *Rehabilitation of Sengerema Hospital* of the *Blankendaal Foundation*.
- b) The *Stichting Pius XII* facilitated a feasibility study on setting up a health insurance system in Ndala by Dr. Martin Klomp (conclusion: at this stage a health insurance scheme is not feasible).
- c) An incoming generating project for Ndala hospital was considered (petrol station; not approved, as Ndala hospital would not be the owner of the construction).

Proposed activities:

- a) External support for secondary benefits, such as school fees for children of hospital staff.
- b) The *Stichting Pius XII* sees big challenges for Ndala Hospital to improve its infrastructure, particularly electricity and water supply. Opportunities will be explored to develop a project proposal for external funding.

Drafted on November 24th 2013 by

Frans Wijsen and Henri van Asten.