

STRATEGIC PLAN HOSPITAALBROEDERS 2024-2026

INTRODUCTION

HospitaalBroeders.....

... is a development aid organization, working in 9 countries in Africa

... is specialized in mental health care, which is a niche in Africa

... has a Dutch office in the Netherlands

... is part of an international organization that runs 334 hospitals and clinics in 54 countries

HospitaalBroeders Netherlands focuses entirely on supporting clinics and projects in Africa in the fields of:

- mental health care
- mother and child care
- general health care
- educating health professionals
- Outreach activities

One of the distinguishing aspects of our work is the use of Outreach Teams. These are teams of health care workers (nurses, doctors, social welfare workers) that visit far-off villages and give primary health care to the villagers. Health education and awareness building is given to the communities about health care, hygiene, mental health and maternal and childcare.

VISION

We believe in a better future by empowering the most vulnerable groups in society with quality health care and education.

MISSION

Our mission is to provide care of the highest quality to the most vulnerable groups in Africa regardless of anyone's ethnic background, gender or religion.

The care we provide, focuses on the acceptance of people with a mental or physical disability and on their emancipation. We pursue this objective not only by providing care in our 20 hospitals and clinics, but also by training our own doctors and nurses. We run our own hospitals and clinics. We have been mental health care specialists for over 450 years.

HOW WE WORK

- HospitaalBroeders only supports and finances projects of the own organization's hospitals in Africa.
- We operate our services in Senegal, Sierra Leone, Liberia, Ghana, Cameroon, Zambia, Kenya, Malawi, Mozambique.

STRATEGIC PLAN HOSPITAALBROEDERS 2024-2026

- We only finance projects that come directly from these hospitals and clinics that are all run by African Brothers with their management teams.
- The country Director sends his project application to the Project's Office in Accra. When it is up to the generally accepted standards of the African Province, the African Provincial and the Country Director sign it off and send the application to HospitaalBroeders.
- The Dutch Board ultimately decided the funding after consultation with the Dutch office.

OUR PROJECTS AND PROGRAMS

- ... have a strong local component
- ... derive from urgent local needs and are initiated by African stakeholders
- ... are professionally run by our own staff
- ... are focused on vulnerable groups in society

STRATEGIC OBJECTIVES

1. Health Care - expanding and improving services in our hospital and clinics

Challenge: Mental health care is a niche in African countries and we run some of the few hospitals in Senegal and Malawi that deal with mental health care. In the other countries we run general hospitals that provide quality health care as government hospitals offer often bad health care.

Mother- and childcare is one of our focal points as these groups are vulnerable.

Improvement: Improving quality care for patients.

Activities: Education of teams; run outreach teams; construct new facilities like wards and water and sanitation units (watsan); do (mental) health care awareness campaigns through Outreach; run scholarship programs and purchase of new equipment for hospitals and clinics including ambulances.

In Oseikojokrom we have built a special mother- and childcare unit. With the proceedings of a special fund (Sanne Scholten Fund) programs in Ghana will be funded.

2. Health Care: expanding services through Outreach Programs to extend the reach in peripheral regions.

Problem: Many patients can't come to our hospitals due to illness, age or poverty when they need care. We provide health care through our outreach teams in Sierra Leone, Ghana, Cameroon, Malawi, Zambia and Senegal. These are teams of nurses and doctors who visit far away villages and provide health care.

Improvement: Make health care accessible for the most vulnerable groups in society.

Activities: Finance and initiate outreach teams in 5 African countries.

STRATEGIC PLAN HOSPITAALBROEDERS 2024-2026

3. Education: expanding scholarship programs in Malawi and Sierra Leone.

Problem: Many talented students can't study due to poverty. In Malawi and Sierra Leone, we provide scholarships for students to become a trained nurse (3 year program) or a nurse in mental health care or psychosocial counseling.

Improvement: Actively develop higher standard courses in nursing at our own institutions and schools and give talented, poor children a chance to become a nurse and get (financially) more independent. Support vocational training programs in Malawi.

Activities: Finance scholarships in two African countries and support Nursing schools.

4. Independence: innovative water systems in clinics.

Problem: Clean water is a huge problem in African hospitals. We try to expand water and sanitation facilities in our clinics and hospitals.

Improvement: Improve quality of water and sanitation (watsan) facilities in hospitals.

Activities: Construction of new watsan facilities.

5. Independence and sustainability: developing income generating programs.

Problem: Maintenance of our hospital is always under pressure; funds are not readily available.

Improvement: Make hospitals and clinics more financially independent.

Activities: Implement income generating activities of hospitals and clinics through loans.

6. Financial Support: Being able to support Objectives 1 to 5 effectively.

Problem: To sustain our work in Africa we need a steady stream of income. Individual giving has been on a downward cycle.

Improvement: In the past years we have shifted our focus from individual donor acquisition to a more multi-channel approach. Companies, corporates and funds have become a stable pillar of our fundraising efforts

Activities: Actively work together with corporates and companies in order to join hands to support our activities in 20 hospitals in Africa. Pro-actively search for links and connections to co-fund our hospitals.

STRATEGIC PLAN HOSPITAALBROEDERS 2024-2026

1. INTERNAL ORGANISATION

HospitaalBroeders is at a crossroads. From the typical and traditional Direct Mail-based fundraising organization, we've taken a successful junction towards collaborations with companies and corporates. This has resulted in a more diversified mix of financial resources. HospitaalBroeders has traditionally leaned on individual giving. These two channels go hand in hand now.

HospitaalBroeders will also reposition and reinvent itself in order to stay relevant in the next ten years. HospitaalBroeders proposition is quite unique in the Netherlands, in the niche market of mental health care: rebranding and a higher name recognition will be prioritized.

2. STATUTARY OBJECTIVE

The objective of the foundation is to organize and manage fundraising activities, to receive charitable gifts, to raise and manage entrusted funds and to acquire, manage and maintain moveable and immovable property and manage such investments, and, from time to time, to use and allocate all income, including any assets the foundation shall receive, to ensure that this is used in accordance with current legislation to benefit the Hospitaller Order of St. John of God in relation to its various charitable activities.

A further objective is to provide information and education relating to the charitable projects of the Order's Mission worldwide.

It is the express intention that no part of net income or assets will go to private individuals.

3. ORGANISATION, STAFF AND BOARD

Staff

- A highly flexible and motivated team.
- Effectiveness ensured through well-structured and lean organization.
- Core tasks done in-house; other tasks are outsourced.
- Cooperating with suppliers and third parties who are committed to transparency like us and of irreproachable repute.
- Learning trajectories offered to staff through special facilities.

Board of Directors

- The board meets at least four times per year.
- Board members do not receive any type of pay for their work.

4. FINANCE

The financial policy is designed to help achieve the statutory objective.

- Annual audit drawn up by a well-established accountancy firm.
- Annual report published before 1 July.
- Making efforts to reduce costs.
- Continuity reserve of at least €210,000 on balance sheet.
- Funds are to be invested in projects and programs as much as possible.
- Monthly financial statements drawn up by independent accounting firm.

5. ASSET MANAGEMENT

- The assets are managed by the treasurer of the board.
- The managing director sends a proposal to the board for the allocation of funds to projects and programs.
- The board finalizes the decisions on the allocation of funds to projects.
- There is no investment charter as the foundation does not invest funds in any type of financial products.

6. FUTURE: ENSURING SAFEGUARDED BUDGET

- HospitaalBroeders aims at implementing strong programs and projects and transforming itself into a more impactful player within the African context of our work. Working together with dedicated staff, Board and program partners in our hospitals.
- We're aiming at deepening the impact of all our programs and projects in Africa and raise at least 1,000,000 annually.

BUDGET GROWTH PATH

(in euros *1,000)

INCOME	2024	2025	2026
Individual Giving	1.487	964	696
Institutional Giving	50	70	70
Corporate Giving	95	145	245
TOTAL	1.632	1.179	1.011

EXPENDITURE	2024	2025	2026
Organizational	365	315	325
Fundraising	227	145	140
Project Expenditure	755	700	546
Surplus	285	19	0
TOTAL	1.632	1.160	1.011