



# Strategic Plan 2007-2010



AFREKID

Africa Resource for Kidney Diseases

AFREKID is an organisation working with others to support renal treatment programmes and renal services for African kidney patients so that they can live full life.

## Quotation

**Health is not valued till sickness  
comes.**

**Dr. Thomas Fuller**, *Gnomologia*, 1732  
*British physician (1654 - 1734)*

# Key to Abbreviations

AFREKID	Africa Resource for Kidney Diseases
AGM	Annual General Meeting
AU	African Union
BME	Black and Minority Ethnic
BMETN	BME Transplant Network
DOH	Department of Health
ESF	European Social Fund
EU	European Union
GMTF	G Masauso Trust Fund
KARIBU	African Women Support Group
KBS	Kent Business School
MBA	Master of Business Administration
MHCWZ	Ministry of Health and Child Welfare Zimbabwe
NHS	National Health Services
NSF-RS	National Service Framework for Renal Services
SADC	Southern Africa Development Community
UKC	University of Kent at Canterbury
UKT	UK Transplant
UZ	University of Zimbabwe
WHO	World Health Organisation
ZKF	Zimbabwe Kidney Foundation

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# Introduction

## This Strategic Plan

covers the period 1 April 2007 to 31 March 2010. In preparing the plan AFREKID consulted not only with its own members and staff, but also with its immediate partners in the renal and social care community and with those who have a particular interest in the decisions taken by AFREKID on initiating and influencing the provision of renal service and supporting African renal patients.

Accordingly, AFREKID held a number of meetings with Board members, staff and a wide range of stakeholders during the consultations which led to the development of the plan. Stakeholders who attended included patients, patient support groups, African communities, renal units and dialysis centres, medical fraternity and health ministries in African states. All of these meetings proved to be very valuable and the views expressed in them have been incorporated into the plan. We will continue to involve both internal and external stakeholders throughout implementation.

## The next three years

will see the initiation of renal replacement therapy programmes in Africa and influencing the provision of renal services and care for African renal patients in UK and Africa. One of the key challenges facing AFREKID will be to respond effectively to the implications of transplant tourism in Africa and the world as a whole.

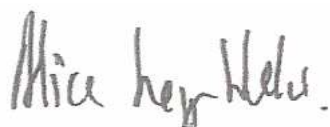
We will need to consider the profile of the Board's membership as we move towards an increasingly strategic role to a fragile and non-existence renal infrastructure in Africa and a inequality in renal care for African patients in UK. Maintaining high quality risk assessment must remain our top priority and we will continue to focus on this with progressive plans for member development.

A major challenge at the beginning of this three year plan is securing funds to carry out this daunting task and meet our targets. We look forward to the opportunities offered by this project and will commit ourselves to ensuring the initiative is a positive one.

## AFREKID is proud of its relevance

and we will work to ensure that it continues to be, and is perceived to be, properly relevant to the health sector.

At the same time we recognise our interdependence on others for the effective delivery of our mission to support renal patients and we will continue to work closely with our partners in health sector to do just that.



Alice Kemp-Welch  
Chairman



Graciano Masauso  
Director

March 2007

# 1. Background and Context

## Legal framework

- 1.1 Africa Resource for Kidney Diseases (AFREKID) is a company limited by guarantee registered in England and Wales
- 1.2 AFREKID is also a voluntary and community organization for charitable registration 2007 – 2008 financial year
- 1.3 The Board is guided in its work by Company and Charity Laws of England and Wales.

## Types of work and method of consideration

- 1.4 AFREKID has responsibility for fulfilling the following types of work:
  - Initiating the establishment of renal replacement therapy such as dialysis and transplantation and support services for African renal patients.
  - Influencing the provision of renal services for African renal patients as outlined in National Services Framework (NSF) for Renal Services of NHS and national service frameworks of African nations and World Health Organisation (WHO) and relevant health organisations.
  - Promoting kidney donation awareness and educating the public on kidney diseases and their impact on people and the community.
  - Designing preventive measures to reduce the number of African people needing dialysis and transplantation.
  - Developing systems to support kidney donors and their families and Carers of kidney patients in such a way that they feel valued.

# 1. Background and Context (continued)

## What we have achieved

- 1.5** Since its inception in March 2005, AFREKID has achieved a great deal in establishing itself and implementing its renal agenda. Some of the key areas of progress include:
- the creation of a new corporate governance structure under the direction of a Board of Directors and the appointment of Directors for five African regions and one in UK.
  - Established risk assessment training for board members,
  - a board member given responsibility for renal welfare to ensure that other board members have a strong awareness of kidney issues,
  - increased the capacity of the organisation process and to reduce costs in an environmentally friendly way,
  - a greater focus on the need to demonstrate appropriate relevance in the light of its changed and changing role,
  - the promotion of diversity with the aim of building a group of staff and members who reflect the composition of the society which the company serves,
  - the implementation of a plan to ensure much greater assurance of the quality of board decisions and a more robust system of review and feedback,
  - a strengthening of the Policy and Resource Committee and by clarifying and categorising its decisions about the reasonableness or otherwise of decisions where this is required.

## Looking to the future

- 1.6** AFREKID's workload has continued to increase with the projections that the number of renal cases will be 5 million by 2020. It is anticipated that the number of kidney patients who need dialysis and transplantation will continue to rise over the next five years. There is also concern at the state and non-existence of renal services in Africa and disproportionate representation of African renal patients on dialysis programmes and NHS transplant waiting list in UK inequality in accessing renal services. In Africa, the information on renal services is not available making things tough and without accurate projections it is difficult for AFREKID to plan with any certainty and be sure of the funding that will be needed to meet the demand.

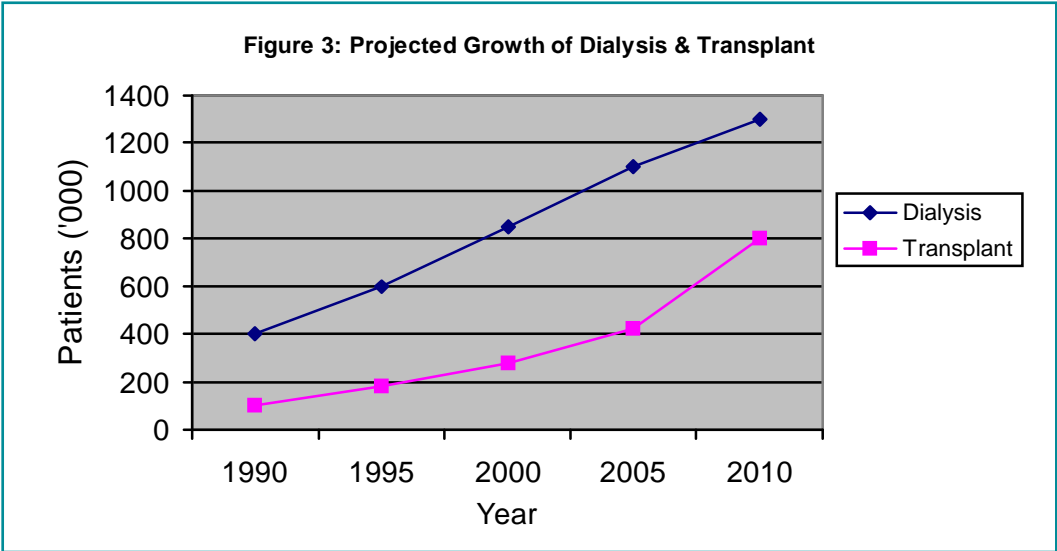
# Social impact

**1.7** A further consequence of AFREKID not having sufficient resources to be able to do its job is the impact it has on African renal patients which is at a record level. Patients who may be suitable for kidney transplant remain on waiting list longer. In addition, the charity's contribution to the initiation of renal replacement therapy in Africa would suffer, potentially leading to many deaths that could be prevented. There are many costs associated with renal care and the cost of keeping a patient on dialysis also has to be taken into account. The need for accurate workload forecasting and adequate funding cannot therefore be over emphasised.

# Renal demand projections

**1.8** The projections for dialysis and transplantation demand are alarming and cause for concern.

It has been projected that the world renal patient population will reach 5 million by 2020. By 2010, chronic renal patients in developed countries will be matched by those in the developing countries and by 2020 the ratio of renal patient in developing countries will be 3:2 for developed countries.



Source: World Foundation for Renal Care 2000

## 1. Background and Context (continued)

# Human Resources

### Board Members

**1.9** AFREKID board represents our areas of operation: UK (1), Africa (5) and co-opted 3. There are currently 6 board members . Plans are underway to appoint a representative from North Africa and co-opted members of the board.

	Country	Region
<b>Board of Trustees:</b> 1. Alice Kemp-Welch	England	United Kingdom
2. Olomide Omolara Kumuyi-Uzokwe	Nigeria	West Africa
3. Anna Hamunyare Mudeka	Zimbabwe	Southern Africa
4. Wendwossen Mekonen Wole	Ethiopia	East Africa
5. Gervais Kouloungou Mambs	Congo Brazzaville	Central Africa
6. Graciano Upenyu Mbilikila Masauso	Africa and the United Kingdom	
<b>Staff Members:</b> 1. Volunteer		
2. Volunteer		
3. Volunteer		
4. Volunteer		

### Staff

**1.10** It is anticipated that during 2007/2008, the charity would need 4 staff to meet its target and will be working Mainly from Norwich, United Kingdom for the first year and will be traveling between UK and Africa. The charity will introduce modern human resource practice and up to date procedures involving and including staff at all stages. The increase in staff is necessary to meet the additional workload. However, funds are limited and AFREKID is committed in this plan to making best use of available resources to improve overall efficiency.

## Annual Report and Business Plans

**1.11** This plan will form the basis of the Business Plans which will be produced for each of the coming three financial years and which will contain measurable performance targets. The Business Plans require board approval and performance against the targets set in these plans will feed into the Annual Report which is presented to the AGM each year. The report will show how well AFREKID performed against each of its Aims.

## Diversity and Respect

**1.12** The Board values diversity and seeks to treat everyone as they would wish to be treated, with respect and courtesy. We draw on the full range of experience and skills of our staff and our members in promoting quality decisions, and are open to the views of all those affected by our work in coming to balanced solutions.

**1.13** We work together to put this into practice by

- Ensuring the effectiveness of our equal opportunity policies.
- Articulating our values and making sure they are reflected in the way we do things.
- Listening to and learning from others as well as explaining our own mission and purpose.
- Conducting a diversity audit.

# 2. Mission and Core Values

## Mission Statement

**2.1** AFREKID is an organisation that works with others to support renal treatment programmes and renal services for African kidney patients so that they can live full life.

## Values

**2.2** AFREKID has the following core values:

### **Excellence in service provision**

AFREKID's success in helping renal patients relies heavily on the quality of its service provision and those provided to it by others. AFREKID will take active steps to keep abreast of developments in customer services and to review the outcomes of its decisions with the aim of improving its customer service practice.

### **Relevance**

AFREKID is proud of its relevance to the renal community. It considers it vital for public confidence that the charity is perceived to be properly relevant.

### **Fairness**

AFREKID has a duty to promote fairness for all patients and the public whom we seek to inform. We strive to be fair, just and balanced in our decision making.

### **Forward thinking**

We will strive to be a forward thinking organisation, dynamic, self-reviewing, learning and committed to continuous self-improvement.

### **Openness and accountability**

AFREKID is accountable to members and funders and the public. It strives to be as open as possible within the requirements of the law, while respecting legal restraints on confidentiality. By promoting better understanding of our processes and the principles underlying our decision making, AFREKID aims to build greater confidence in the quality of those decisions amongst the public, members and our partner organisations.

# 3. Aims and Actions

## Overarching Aim

### 3.1 The Board's overarching aim is

Working with others to support renal treatment programmes and renal services for African kidney patients so that they can live full life

### 3.2 To underpin the overarching aim there are three supporting aims:

**Aim 1 - To develop service provision which is responsive, rigorous, fair and timely with the primary aim of protecting the health of African renal patients so that they can live full life.**

**Aim 2 - To demonstrate effective and accountable corporate governance by maintaining strong internal control, setting clear objectives and managing corporate risk and to deliver best value by optimum use of resources.**

**Aim 3 - To promote the relevance of and public confidence in AFREKID's renal work, while effectively managing change.**

## Efficiencies and savings

### 3.3 In devising these aims, AFREKID recognises that along with all other partner agencies, it needs to work in a more modern and efficient way making maximum use of available technology so that savings are made wherever possible. AFREKID will seek to achieve these efficiencies through:

- Better use of technology and the use of electronic communication in appropriate cases. AFREKID recognises that it could make significant savings in its use of paper and the postage costs.
- A greater use of regional champions who are properly trained and resourced. This would achieve efficiencies in staff fees and travel and subsistence as well as being more environmentally friendly.
- A greater use of video conferencing to make more intensive use of time and to reduce the costs of travel and subsistence.
- An environmental impact assessment so that AFREKID can develop approaches which will reduce the amount of paper being used and reduce the transportation costs of members and staff by the better use of technology.

**3.4** The delivery of each of the three supporting aims will be achieved by adopting the actions detailed below:

## Aim 1 - Operations and core business

**3.5** To make risk assessments which are rigorous, fair and timely with the primary aim of supporting African renal patients and initiating and influencing the provision of renal replacement therapy.

## Actions

**3.6** Aim 1 will be achieved by:

- Negotiating and agreeing the content and quality of the information and reports provided to AFREKID.
- Keeping up to date with developments in risk assessment and training members accordingly.
- Reviewing and monitoring the quality of decisions made by AFREKID through formal appraisal and other methods of quality testing including accreditation.
- Reviewing and monitoring the standards of information provided to AFREKID and feeding back the results to information providers.
- Undertaking research on the outcomes of AFREKID's decisions.
- Contributing to the debate on how patients, donors, Carers and other interested parties might be involved in the renal care process.
- Reviewing its provision of information to patients, donors, Carers and the public.
- Ensuring that there is an efficient and timely output of workload which is driven and supported by stretching performance targets.
- Developing appropriate mechanisms to demonstrate the rigour, fairness and consistency of decision making processes.
- Reviewing all workload business processes ensuring that technology is used to maximum effect and implementing intensive management.
- Developing partnerships with health organisations and other appropriate agencies.  
Reviewing the content and quality of management information.
- Maintaining and improving the integrity of data that is within AFREKID's control including further developing the Africa Renal Database. (AFREDA)
- Reviewing the effectiveness of AFREKID's diversity statement and continuing to monitor that AFREKID does not discriminate on improper grounds.
- Developing Review Procedure further and ensuring issues and learning points are fed into staff and board members' training and appraisal processes.

## Aim 2 - Resource Management and Accountability

**3.7** To demonstrate effective and accountable corporate governance by maintaining strong internal control, setting clear objectives and managing corporate risk and to deliver best value by optimum use of resources.

### Actions

**3.8** Aim 2 will be achieved by

- Effectively managing the charity's cash and other assets.  
Developing effective delegated budgets.
- Establishing, monitoring and stabilising unit costs as far as possible.  
Promptly paying members, staff and other creditors.
- Developing the Corporate Governance Framework.
- Maintaining sound procedures and controls.
- Business planning in partnership with our funders.
- Applying and monitoring AFREKID's commitment to equal opportunities and diversity.
- Determining and implementing the most appropriate organisational structure (e.g. - relocated, regionalised, distributed).
- Improved quality and efficiency of working through improved IT systems .
- Working towards achieving the standards of Investors in People accreditation.  
Strengthening organ donation and kidney disease awareness among members and staff.
- Continuing to develop AFREKID's strength in human resource management.
- Reviewing the training strategy for members and staff annually and using evaluation as part of our development into a learning organisation.
- Reviewing and monitoring our corporate risk management framework.  
Developing a Business Continuity Plan.
- Providing assurance on all aspects of AFREKID's operation to its funders.

### 3. Aims and Actions (continued)

## Aim 3 - Relevance, Strategy, Communications and Change

**3.9** To promote the relevance of and public confidence in the work of AFREKID, while effectively managing change.

### Actions

**3.10** Aim 3 will be achieved by

- Developing a strategy to promote and maintain the relevance of AFREKID.
- Establishing a framework for managing its transition period to become a global presence.
- Developing a comprehensive strategy to promote confidence in the work of AFREKID amongst its stakeholders and the general public.
- Developing the online presence of AFREKID through a comprehensive review of the design and functionality of its present website.
- Continuing to publish regular information about the plans, policies and performance of AFREKID through annual reports and business plans and the website.
- Developing the ability of AFREKID to respond to changes in legislation, case law and the political environment.
- Reviewing AFREKID's IT needs and meeting them so far as it is within its control.
- Completing AFREKID's research into kidney diseases among African communities and kidney donation.
- Commissioning research to inform policy and decision making.
- Ensuring that our service delivery meets Best Practice standards.
- Reviewing and developing business plan objectives.
- Delivering an efficient, timely and effective service to all its stakeholders.
- Reviewing policy and procedures and implementing any necessary improvements.

# 4. Risks and Uncertainties

**4.1** AFREKID faces a number of risks and uncertainties. These need to be recognised and appropriate responses planned:

**Excessive and growing workload.** AFREKID's workload has consistently exceeded that which was expected and indeed budgeted for. If workload continues to exceed what was predicted and budgeted for then this will lead to an unsustainable position.

**External decisions.** There is great potential for some African governments' decisions to affect our work as they may deny the threat of renal diseases. There is also an emerging trend for decisions to be challenged on the basis of a perceived lack of infrastructure.

**Membership mix.** AFREKID needs to have a good and different mix of board members. Difficulty is already experienced with the appointment of a board member from North Africa.

**Support costs.** At the present time AFREKID's support costs (accommodation, office technology, telephony and postage) are mostly from back office. With the transition to the new project there would inevitably be a requirement for these costs to be met when there is no internal provision available.

**IT provision.** Failure to utilise opportunities with new technology due to funding or contractual constraints will impact on AFREKID's operational performance.

# 5. Budget Implications

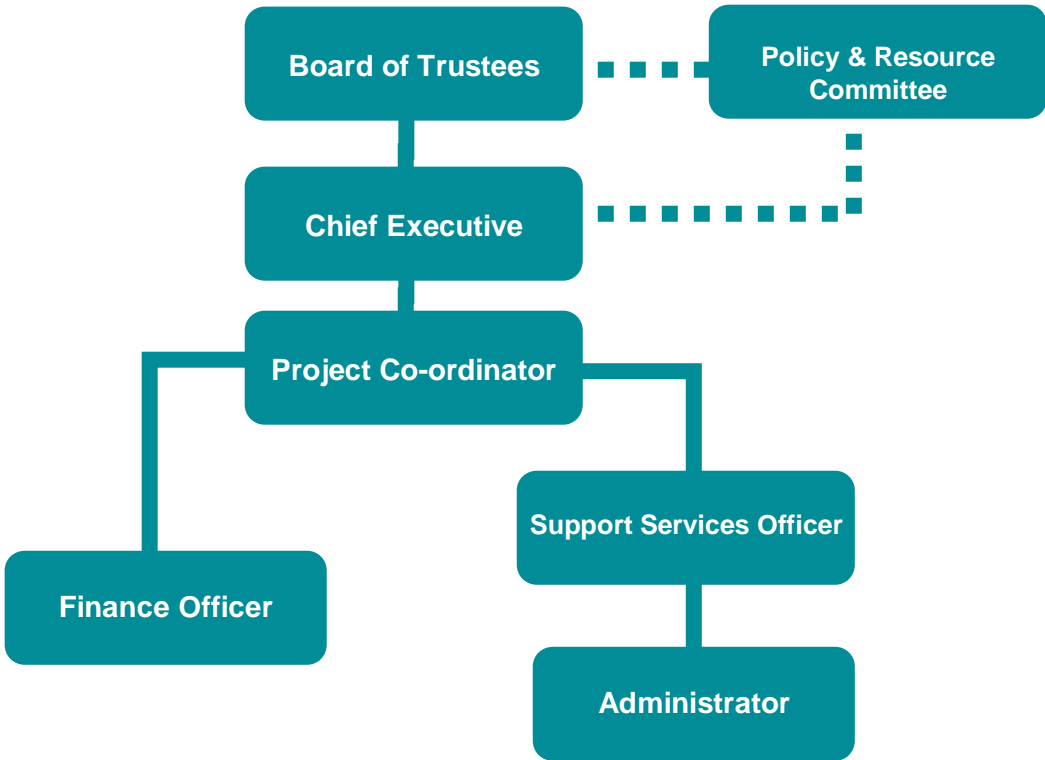
- 5.1** AFREKID's needs £250,000 for the period of the project. The annual itemized budget is shown below.
- 5.2** AFREKID recognises the need to ensure that it maximises the available limited resource.
- 5.3** AFREKID has outlined a programme of renal improvement which is necessary, and realistic. It is impossible to achieve such an improvement within existing resources. AFREKID will seek appropriate funding to develop a system which achieves the robustness of decision making that the public rightly expect and demand.

Allocation on office and staff cost	2007/08	2008/09	2009/10	TOTAL
AGM/EGM	1200	1300	1400	<b>3900</b>
Audit/Fees Companies House	1300	1500	1600	<b>4400</b>
Board expenses	1400	1500	1600	<b>4500</b>
Heat / Light and other overheads	1200	1300	1500	<b>4000</b>
Insurance	1200	1300	1600	<b>4100</b>
IT Support	1100	1300	1500	<b>3900</b>
Payroll	1100	1200	1300	<b>3600</b>
Marketing/Promotion/Awareness	3100	3300	3500	<b>9900</b>
Postage/Photocopying/Stationery	1200	1300	1500	<b>4000</b>
Refreshments/Meeting Room hire	1000	1400	1500	<b>3900</b>
Road shows/Conference	2100	2300	2500	<b>6900</b>
Research	2500	2000	2500	<b>9000</b>
Rent	4500	4700	4900	<b>14100</b>
Office Equipment/material	3500	2000	1000	<b>6500</b>
Staff expenses	1000	1200	1400	<b>3600</b>
Travel expenses and subsistence	2000	2400	2500	<b>6900</b>
Telephone/fax	1100	1200	1300	<b>3600</b>
Training	1600	1700	1800	<b>5100</b>
Management fee	3000	3000	3000	<b>9000</b>
Contingencies	1100	1200	1300	<b>3600</b>
<b>TOTAL OFFICE COSTS</b>	<b>36200</b>	<b>39100</b>	<b>39200</b>	<b>114500</b>
Project Co-ordinator	27900	28750	29800	<b>86450</b>
Support Services Officer	18100	18500	18950	<b>55550</b>
Administrator	12200	12450	12780	<b>37430</b>
Finance Officer	5360	5540	5730	<b>16630</b>
<b>TOTAL SALARIES</b>	<b>63560</b>	<b>65240</b>	<b>67260</b>	<b>196040</b>
<b>TOTAL BUDGET</b>	<b>99760</b>	<b>104340</b>	<b>106460</b>	<b>310540</b>

# 6. Corporate Governance

**6.1** In 2006 a review of the charity's structure and operations took place. This resulted in the formation of the current structure with Policy and Resource Committee and sub committees with well defined roles. The role of the board is to provide leadership, vision, continuity of purpose and accountability. The new structure has helped to improve organizational processes and systems and strengthened the charity's corporate governance framework. The review found that, in general, it had a sound suite of policies covering governance issues. However, the review identified some policies that were in need of revision and made a number of recommendations and suggestions for the enhancement of controls. These will be addressed as part of AFREKID's commitment to reviewing its policy and procedures during the course of this plan.

## AFREKID Proposed Governance Structure



# Special thanks to:

Community Champions Fund



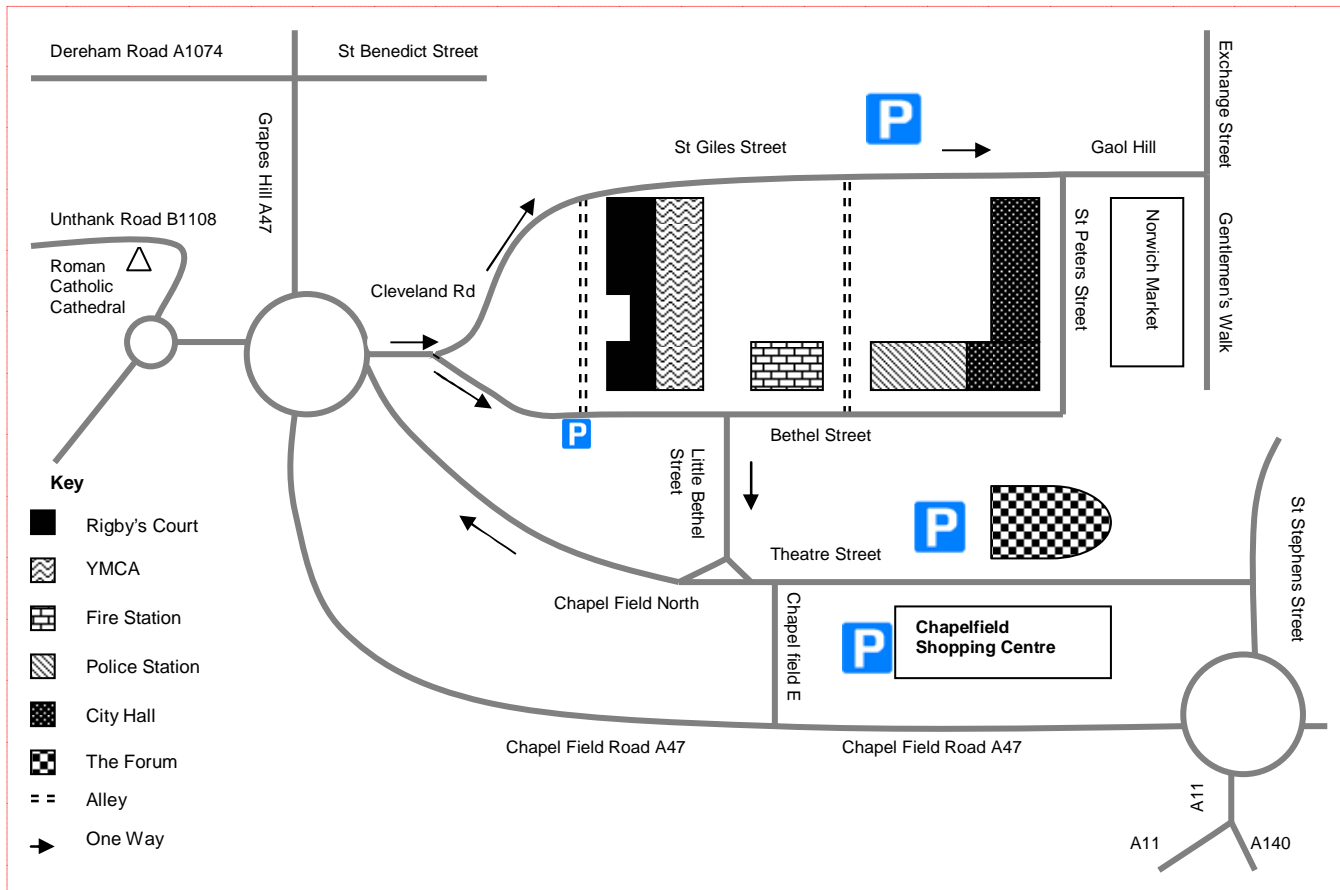
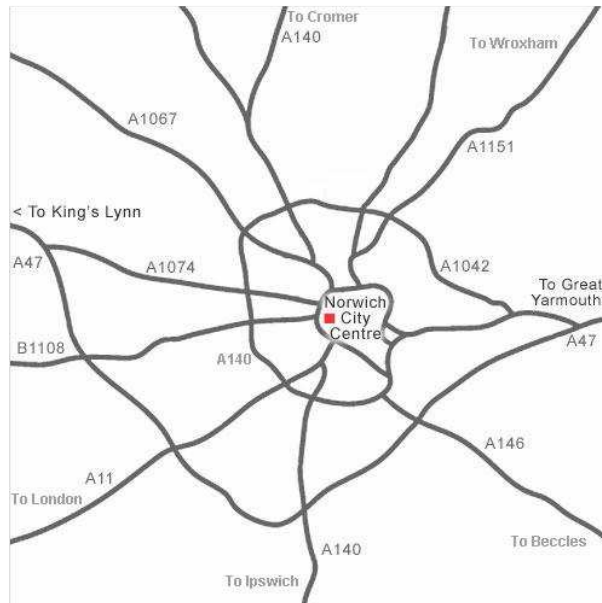
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## HOW TO FIND US



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