DHREIMA

QATARI ORPHAN FOUNDATION
Executive Body of the Ministry of Social Affairs of Emirate

evolusys

Simplify your IS, maximise your performance

DHREIMA
QATARI ORPHAN FOUNDATION

By Rabih Hamdan & Romano Toppan

Doha

2008

The claim:
"*Towards* the excellence: services and support to the orphans' category".

The way: quality
"Quality is meeting then exceeding customer requirements (stated and implied), first time, every time, involving everyone in the organization, in the processes".

The main indicators of quality:
- degree of clarity, evidence, and relevance of organization's strategy (mission)
- degree of coherence and adequacy of mission to the programs, projects, actions
- degree of capability to deliver required services
- degree of evidence of operators' skills
- degree of consistency of the tangible and intangible resources concerned and consequent capability therein
- degree of commitment and corporate social responsibility for the programmes proposed
- degree of evidence of the customer satisfaction achieved
- degree of innovation, creativity and problem solving
- degree of versatility towards different target groups, especially with disadvantaged orphans
- Degree to provide competitive advantages to the programmes (e.g. costs effectiveness, image, positioning, etc.)
- Degree of the outcomes achieved in the domain of the program or action.
- Degree of transparency of information delivery towards the stakeholders (e.g. media planning, promotion activities, events etc.)
- degree of trust in the organization
- degree of personalization of services according to needs of different target groups

International image: Qatar and its excellence in the social capital
According to the World Bank definition social capital is "the institutions, relationships, and norms that shape the quality and quantity of a society's social interactions (World Bank, 2000)", especially through the "trust" indicators. Social capital is explicitly relational.

Recent theory suggests that communities possessing relatively high levels of social capital will experience higher levels of economic performance and social welfare (other things being equal).

Dhreima could be an exemplary action for the excellence of the social capital of Qatar-

Towards a Quality Excellence Model

To pave the way of Dhreima towards a Quality Excellence Model and an exemplary benchmark available at regional and international level, Solusys offers its counselling for coaching and attending the Foundation, its Management, its Staff and Employees to the excellence performance. The path will be embodied in practical and clear tools of work, both at individual and team level, with steady client oriented vision and permanent positive interactions with all the stakeholders concerned.

The basic tool of the path: a Manual of Standards

A set of policies, rules, directives and procedures established by management and staff together for all major operations which serve as guidelines enabling all employees to perform their work in the best, easiest, healthiest and safest way currently known, at international level.

The Manual architecture

CONTENTS:

SECTION A:
QUALITY ASSURANCE WITHIN THE EMPLOYMENT SERVICE ORGANIZATION

SECTION B:
THE ETHIC QUALITY

SECTION C:
THE CO-OPERATION AND NETWORKING QUALITY BETWEEN ALL THE STAKEHOLDERS

Sources and guidelines:

A - The mission, the strategy, the management and the operational processes of the Foundation:

The sources and references for our proposal of quality are three:

⇩ *The ISO family and its theoretical and practical headlines*
⇩ *The Total Quality Management with its excellence awards, like European Quality Prize, and the Kaizen methodology*
⇩ *The ethic certification systems, like CSR (Corporate Social Responsibility) and the "services charters"*

B – The interactions between all the players of the Dhreima Foundation Services:

Moreover, we have to introduce a new, not yet existing section, that's the **Quality Co-operation Accountability System,** for the quality assurance of the "interactions and integration policies" of all the stakeholders (individuals and organizations, private and public etc).

The quality benefits:

A- Management benefits:

- Make a detailed plan of objectives and strategy
- Make sure they are implemented
- Value their workforce and invest in training
- Employees are appraised on quality
- Everyone is responsible for quality in his or her job function
- Use technology to support staff performances

B – Human resources management:

- Improved productivity
- Reduced staff turnover
- Reduced absenteeism
- Improved management/staff relations
- More effective teamwork
- Better employee motivation
- Less direct supervision
- Increased personal development and training
- Increased job satisfaction (employee as "internal client")
- A role in the decision making process

C – Benefits of being a quality organization:

- Aims to prevent errors and defects before they arise
- Enhanced performance
- Better services design, production and delivery
- Better corporate image
- More positive attitude to change
- Less waste : waste has a nil value or is kept to a minimum
- Lower operating costs: it reduces costs by quality improvement (kaizen)
- Business growth: increased profits (for private providers) or citizens' trust and esteem towards the "state" (for public providers) as a result of customer satisfaction
- Security and safety

D – Benefits for customers:

- Higher levels of client's system satisfaction (orphans care, government directives, society expectations etc.)
- Fewer complaints
- Better corporate image

- Perception of better value

Benchmarking as strategy for continual improvement:

The most important tool to implement a strategy for improvement is the benchmarking.

Benchmarking aims to compare our own performance with other exemplary organizations operating in the same field or area, both at regional and international level.

Best practice is: "A process to measure rigorously your performance versus the best-in-class companies and to use analysis to meet and surpass the best-in-class".

An organisation that presents a Best Practice is not necessarily the best in each area; in reality, such an organisation does not exist. There follows the necessity and the usefulness of an exchange, someone that can show Best Practices in some given processes or performances and someone else in other processes or performances.

Our proposition is to do a benchmarking programme (also through visit-tours) with some exemplary Foundations or Institutions, at least in 3 countries: Italy (Venice), Austria (Vienna) and France (Paris).

Total Quality Management and Kaizen

A. Enablers (concerning the organization's management system)
B. Results (concerning quality effectiveness)

Criteria under A group:

- Leadership (value: 10%)
- People management (value : 9%)
- Policy and strategy (value: 8%)
- Resources (value 9 %)
- Processes (value: 14%)

Criteria under B group:

- People (employees') satisfaction (value 9%)
- Customer satisfaction (20 %)
- Impact on society (value: 6%)
- Business Results (value 15 %)
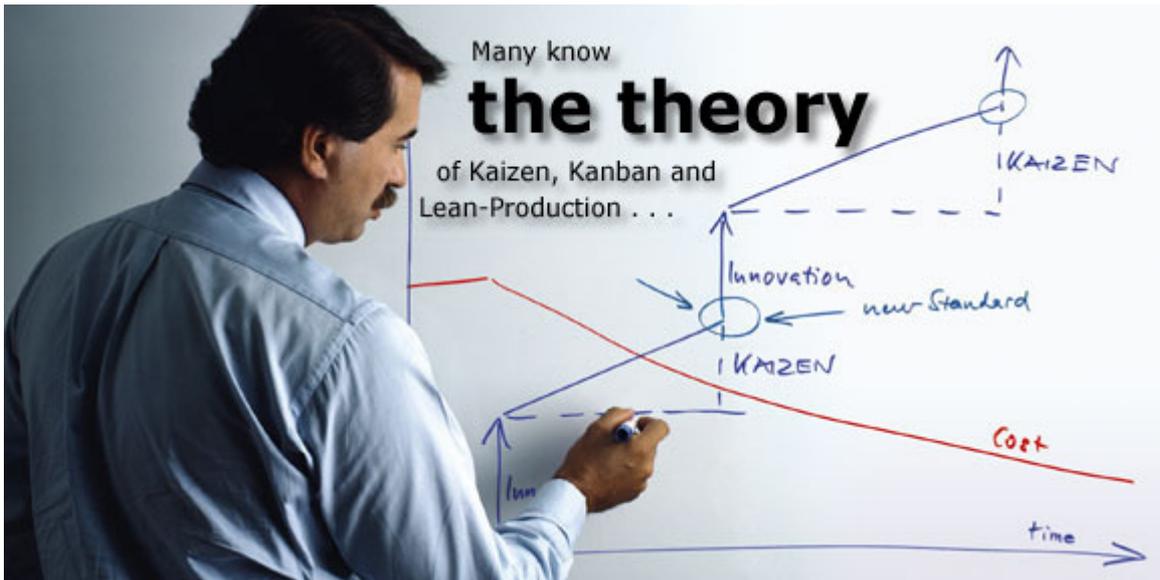
The Kaizen methodology

ACTIVITY	KAIZEN Improvement	KAIRYO Re-engineering
Level of the change	*Gradual & continual*	*Radical, sudden and not steady*
Starting point	*Existing processes*	*Zero point*
Frequency of the change	*Continuous*	*Once*
Speed	*By little degrees*	*By great strides*
Timing	*Continuous and in progress*	*Intermittent*
Involvement	*All*	*Few and selected*
Approach	*Collective, team working*	*Individuals' efforts*
Style	*Consent*	*Directive*
Risk	*Moderate*	*High*
Rules	*Adaptation and evolution*	*Conflicts and discussions*
Evaluation criteria	*Process and striving for the best practices*	*Results and profits*

Ethic systems and "services charters"

We consider for Dhreima two types of ethic systems:

⇩ CSR – Corporate Social Responsibility
⇩ Services Charters

The ethic systems should ensure:
- Integrity
- Objectivity and independence
- Professional competency
- Professional behaviours (rigour, judgement, meaningfulness, clearness in communication)
- Attention to "spirituality"
- Respect for the privacy

The cooperation and networking quality between the partners and stakeholders

Main principles to be achieved between all the stakeholders and partners networks:

- Agreement on the values to be respected and adopted
- Agreement on the distinction of the functions and roles, of the reciprocal roles expectations
- Agreement on the reciprocal supply chain services delivery and the appraisal of the value chain performed
- Evaluation of the quality traits of the interactions patterns

Conclusion

QUALITY IS NOT ABOUT BEING 100% BETTER AT ONE THING

IT IS ABOUT BEING 1% BETTER AT 100 THINGS

ANNEX N. 1 – OFFICIAL PRESENTATION OF DHREIMA

We in the Qatari Orphan Foundation believe that our community with what it possess in values of solidarity, compassion and cooperation, make us capable of providing all the support needed by the category of orphans. We are confident that these community values will make up enough support that will enable us carry this heavy responsibility which will ultimately translates into a high level of services and support to the orphans category. God willing, our support will produce a qualified and educated generation capable of contributing to the renaissance of our beloved country.

NABIL ALI BIN ALI
CHAIRMAN
BOARD OF DIRECTORS

QATARI ORPHAN FOUNDATION (DHREIMA).
Dhreima was launched on June 10 2003 under the kind auspices of Her Highness Sheikha Mozah Bint Nasser Al-Misnad (may Allah protect her) Chairman of the Supreme Council for Family Affairs. Dhreima is considered a public organisation with an independent legal personality and full capacity to act. Dhreima is based in the city of Doha, and operates within the State of Qatar.

THE DHREIMA FLOWER.
The Dhreima flower is natural vegetation which grows in the State of Qatar. It was chosen as symbol of the foundation because it signifies strength and grows in hard ground and tough climatic conditions. The flower is beautiful with blue and violet colours, and it reflects the beauty and innocence of our children.

OUR VISION
To be the best organisation in the Arab world providing care and accommodation for orphans and the like children.

OUR MESSAGE
To provide an integrated Islamic system of care and shelter for orphans and the like in the State of Qatar through experiences, researches and consultations to achieve family development and social solidarity.

OUR VALUES:
Cooperation and team-working spirit.
Ensuring confidentiality and privacy.
Providing quality services.
Continuous readiness and willingness to work.
Respect and accept the other.
Desire to restore the lost human dignity to the beneficiaries through enriching our focus on the humanity and the right to obtain the least of the minimum rights.
Giving consideration to individual differences.
The principle of social integration of the targeted groups.
Prevention is better than cure.

Partnership, networking and coordination with various public institutions and private sector as an integral part of the overall development process.

OUR PHILOSOPHY:
Since Islam is the source of legislation and values of Qatar society, Dhreima considers Islam as its framework and the standard of measuring its performance right from the way we view the orphan child through our framework of services to the best care and upbringing.

Dhreima considers that the family is the best and ideal environment for the upbringing of the child. Any care provided to orphans must aim at his presence in the family as the best solution. And that moving to alternative accommodation should be the last resort.

Dhreima believes that sponsoring of orphans is the responsibility of the entire society. Hence partnership and networking between Dhreima and other institutions of the society is the primary foundation in the implementation of policies and programmes.

THE FOUNDATION GOALS:
The Foundation aims to achieve the following:
To care for the orphans in the State of Qatar and provided services to ensure a decent life.
To accommodate orphans of unknown parentage or father where it's not possible to live within a family by providing complete life services.
Following up on the conditions of orphans in foster families: the orphan situation; the quality of care provided to him; and their suitability for his proper upbringing.
Providing residential care in the Foundation for children who live in disintegrated families caused by death, divorce, disability, imprisonment or disease and after ascertaining the family inability to provide proper care and to ensure to return them to their families once the family situation is improved.
To contribute to create awareness among the Qatari society to achieve social solidarity.
To create awareness among the community on issues of orphans and correct misconceptions on orphans.
To focus the services of scientific research centres in theory and practices towards serving the orphans and to cooperate with public and private institutions in the Arab and Muslim world to exchange experiences and knowledge.

CATEGORIES SERVED BY THE FOUNDATION:
Ordinary orphans (children who lost father or both parents).
Orphans of unknown father.
Orphans of unknown parents.
General social orphan-hood: children of disintegrated families if the social welfare proves the inability to provide care in the natural family setting such as children of prisoners, the mentally or psychologically ill, drug addicts and children without caregiver among relatives or neglected or displaced because of the separation of their parents.

THE FOUNDATION PROVIDES TWO TYPES OF SERVICES:

I. RESIDENTIAL SERVICES WITHIN THE INSTITUTION
Residential care service is provided for children in the institution accommodation. All needs: material; health; psychological; educational; and religious services and other livelihood services

are provided. The accommodation is an alternative home and an attempt to secure the minimum family atmosphere that compensates for the loss of the natural family atmosphere. Nevertheless Dhreima's quest is to be an "institution without children" since we believe that the family is the best environment for raising children.

The residential care consists of three houses as follows:
Kindergarten: accommodates children of both sexes from birth to 6 years of age.
Boys House: accommodates boys from the age of 6 years until 18 years.
Girls House: accommodates girls from the age of 6 until 18 years.
The Guesthouse: accommodates girls from the ages of 18 years and above (or until married).

II. NON RESIDENTIAL SERVICES
Include the following points:
Field visit to the homes of families who requested custody for a child of unknown parents to conduct a social and physiological study.
Following up conditions of foster children at all levels (social, psychological, legal, educational, health and education).
Providing care for ordinary orphans in all areas of life.
Providing support through the involvement of families in finding solutions caused by any difficulties or emergency.
Following up conditions of the children from disintegrated families and provide them with support to improve and stabilise their situation, through social intervention programmes (preventive and curative) which focuses on addressing the causes of trouble and disintegration in the family.

In addition, the male guesthouse dedicated for over 18 years, is an extension of the specialized social follow-up process (at all levels). This ensures the provision of primary care and services in preparation to the process of integrating into the society.

CUSTODY CONDITIONS:
The foster family should satisfy the following conditions:
Be a Qatari national with permanent residence in Qatar.
The family should be perfect i.e. made up of a spouse (in exceptional cases a single woman can be accepted if she possesses qualities that qualify her for child care).
The spouse's age should not be less than 25 years and not more than 45 years.
The spouse should agree in writing to the custody of the child.
The spouse should undertake in writing to register the child in a school when he reaches school age.
The spouse should be of good conduct and should qualify economically, religiously, socially, psychologically and medically to foster and care for children. This shall be confirmed through a research to be conducted by the relevant department in the Foundation which shall have the right to use any government or civil entity it deems appropriate.
Preference of custody shall be granted to the family which already has a custody case or breastfeeding at the time of the application or to a relative of the first degree.
The fostering family must pledge to gradually inform the orphan of his status.

Note: The Governing Council may in exceptional cases, override any of the conditions mentioned above with a justified resolution.

THE ORGANIZATIONAL STRUCTURE:

The Organizational structure of the Foundation is made up of General Administration consisting of: Chairman and Board members of the Governing Council; Director General who supervises the performance of operations and progress and is assisted by two deputies for technical and administrative issues.

THE TECHNICAL AFFAIRS CONSISTS OF:

Department of social and psychological services: analyses cases of orphans (and their families) under the care of the institution in addition to determining applications for custody by families.

Department of Care and Accommodation: provides shelter services to children of unknown parents and children of disintegrated families.

Department of Educational Guidance, Research and Studies: provides social, cultural, recreation and sports activities for the various categories served by the Foundation on the basis of the principle of social integration. It is mandated to carry out field study on issues of orphans at various levels (individual, family and community). It provides support and prepares studies to monitor changes in the community to respond to the emerging challenges.

FINANCE AND ADMINISTRATION AFFAIRS CONSISTS OF:

DEPARTMENT OF FINANCE: undertakes financial functions including budgetary, income and expenditures and others.

DEPARTMENT OF HUMAN RESOURCES: It is concerned on jobs analysis, recruitment, appraisal, training and evaluation of the human resources of the Foundation.

DEPARTMENT OF INFORMATION AND PUBLIC RELATIONS: Undertakes media support and public relations that contribute to introducing the Foundation and improve its image locally, regionally and internationally.

DEPARTMENT OF GENERAL SERVICES: to monitor, improve and promote the internal organisation through the provision of logistical support to the Foundation.

ANNEX N. 2 - PRELIMINARY FOR THE PROJECT :
"Towards the excellence : services and support to the orphans category".

March 30th 2008

Introduction:

The new paradigm of the excellence in providing services comes from the "quality systems", introduced in the last fifty years by a group of the organizational scientists, like Deming, Juran, Ishikawa and Masaaki Imai.

Their most important concept is that all the activities, both in industrial and in services delivery, must be focused on the "customers' requirements and expectations" : "quality is – said Deming- meeting then exceeding customer requirements (stated and implied), first time, every time, involving everyone in the organization, in the processes".

This new paradigm changed all the approaches to the organizations: in the first period, it was applied to the industries, more recently to the services providers.

The path towards the excellence is now founded on the quality. The number of the companies, which adopt the quality systems and certification increased enormously in the last decades.

The most relevant principles of this path are:

a. Orientation towards client – the central point of this principle is that Organizations depend on their customers: therefore understanding their needs and also their expectations would lead to an increased satisfaction;

b. The principle of leadership is used with the purpose of increased internal environment for the processes and relations between employees. Leaders should be followed by their subordinates on the basis of trust and confidence in their capabilities, not by constrictions and fear. Motivated, even enthusiast workers, may achieve established objectives in a shorter time, with improved efficiency.

c. Involvement of personnel is also an essential part for gaining benefits for both personnel and the company. For example, allowing an employee to establish his or her own objectives, based on company's vision and mission, may lead to improved work results, better control, better product or service, reduction of waste. After all, each of us is dreaming of getting one's own life in one's own hands, deciding what would be best to satisfy own needs and expectations, in correlation with the extended community interests.

d. Process approach of every aspect that exists in the organization may lead to improved performance. As long as some inputs are transformed into some outputs, within the process, it is more easy to understand it, control it and decide whether planned objectives have been reached or not.

e. Continual improvement should be a constant concern of every organization. It's not important to have small or large improvements; it is important for them to exist. Areas for improvements can be established simply by following the rule: if you don't measure it, you can't control it, therefore you can't improve it. Having the measurement result, it's very easy to observe if there is something good or not. Either way, the managers may decide if some improvements are needed. Setting new objectives, providing necessary resources, measuring again the result of the process and comparing observed results with initial objectives is a usual practice to apply what is called continual improvement. How will you know that an improvement was made? Quite simple. Are there happier customers, do processes flow easier, are resources used more efficiently, are employees happier, is the local or regional community happier?

f. The principle approach based on facts should be a leading guide for managers. This means that a good decision is possible when it is based on objective evidences, in an adequate amount. Less or inaccurate information is most of the time a chance to detect wrong decisions with all the consequences that arise from their implementation.

g. Suppliers are a key factor for every company. Because the quality of products and services provided by suppliers directly affects the quality of products or services supplied by organization, it is important to have a mutual good relation with suppliers. By developing this concept, we can reach the concept of positioning the Foundation in the supply chains where every link of the chain has value in terms of quality, reputation, relations, etc.

The proposition: guidelines for a Quality

The counselling about services' quality of the Dhreima Foundation will concern the following main areas of interest:

A - The mission, the strategy, the management and the operational processes of the Foundation:

It is considered as "organization" (agency) with its own profile of quality standards and requirements.
Most part of Quality Systems requirements is common to both public and private organisations, but the "priorities" in setting the Quality System should be differentiated, according to the differences in missions and strategies therein.

B – The interactions between all the players of the Dhreima Foundation Services:

We have to consider the "system" as a whole, where the parts are necessarily interactive and related to each other: the quality of this "*meta-organization*" is also required, with its own philosophy, principles and processes.
In order to improve trust both in public and private administrations a much wider concept of quality is needed, which encompasses the quality of interaction of networks of public, voluntary, and private organisations providing services and solving collective problems "together with or complementary to" the public services provided by the state (government).
The two traditional "players" of society, the state and the market, are no longer able to give a satisfactory offer and response to citizens' increasing and changing expectations. The network society and the co-operation integrated systems are there to provide for solution: the "third sector"will be one of the most active and fitting actors of that new world.

Sources and guidelines

The sources and references for our proposal of quality are three:

⇩   *The ISO family and its theoretical and practical headlines*
⇩   *The Total Quality Management with its excellence awards, like European Quality Prize, and the Kaizen methodology*
⇩   *The ethic certification systems, like CSR (Corporate Social Responsibility) and the "services charters"*

Moreover, we have to introduce a new, not yet existing section, that's the **Quality Co-operation Accountability System,** for the quality assurance of the "interactions and integration policies" of the Public and Private Services Providers.

Approach to quality and the features of the services offer

Taking into consideration the central role of services quality to generate the open society and its social capital, according to the guidelines mentioned, the correct approach to quality of services should ensure that a service or a service profile:

-   **Be honest** : the "promises", especially those connected to "sensitive" human needs or expectations like "Orphan assistance and attendance", must be offered and communicated with honesty ;

- **Be realistic** and achievable: quality of services requires also its "feasibility" as a matter of fact. The unfeasible programmes or projects, without appropriate resources (technological, human, cultural and financial), risk to enhance the level of expectations and create much more disappointment than the former situation, that people wanted to improve. It is preferable to delay the start-up of services delivery than to deliver services which generate disappointment: this can produce a worse equation between the quality received, the quality perceived and the quality expected.
- **Have citizens and communities involved**: since the Nineties, also public institutions and services are clearly aware that the world and the society were becoming too complicate, with new phenomena such as internationalisation, globalization, innovation etc. This is the reason why new forms of "governance" have emerged, based on the participatory role of all stakeholders, especially of customers;
- **Be communicated and known by the people**: this requirement is linked with the success of the former statement concerning the degree of the citizens' involvement. To involve people can be achieved through communication strategies and information equity;
- **Be specific and customized**: the satisfaction of the services for "persons" is at any rate connected to the perception that we are considered "subjects", not a "mass". The most part of this effect is generated by the quality of the "personalities" who provide services, especially those who are in direct contact with the clients. Nevertheless, the "orphanage services" need to be much more customized than many other services, because of the deep relevance and meaning of the mission therewith;
- **Be improving quality of life**: social capital quality is very strictly linked with the "well-being economy" and its vision. The right to happiness is an utopia, but nobody has the right to avoid the steps (gradual, little, but clear) to pave the way towards that goal or that benchmark. A real balance of the wealth of the nations cannot be identified only with the traditional Gross Domestic Product, but also with the degree of well-being of citizens, families and communities, that is of the real human being in its "existence";
- **Be measured in their effects** through customers/citizens' satisfaction analysis and other performance measurement tools: quality must be measured, even if it is not easy. Without measurement, without a customer satisfaction analysis, we don't have any quality at all. We are not dealing with a simple philosophical principle to be announced, but rather with a benchmark of this principle to be joined. The quality is composed by many "true moments": all these moments correspond to the steps achieved, to the improvements performed, and to the failures and errors prevented.

The quality profile of service providers' organization:

The result of the adoption of a quality system, ethic quality included, is a profile of service providers with the following traits:

A- *Management indicators:*

- Make a detailed plan of objectives and strategy
- Make sure they are implemented
- Value their workforce and invest in training
- Employees are appraised on quality
- Everyone is responsible for quality in his or her job function
- Use technology to support staff performances

B – *Personnel indicators:*

- Improved productivity
- Reduced staff turnover
- Reduced absenteeism
- Improved management/staff relations
- More effective teamwork
- Better employee motivation
- Less direct supervision
- Increased personal development and training
- Increased job satisfaction (employee as "internal client")
- A role in the decision making process

C – Benefits of being a quality organization:

- Aims to prevent errors and defects before they arise
- Enhanced performance
- Better services design, production and delivery
- Better corporate image
- More positive attitude to change
- Increased levels of profitability (for private)
- More repeat business and customer "loyalty" (retention)
- Less waste (for both private and public) : waste has a nil value or is kept to a minimum
- Lower operating costs: it reduces costs by quality improvement (kaizen)
- Business growth: increased profits (for private providers) or citizens' trust and esteem towards the "state" (for public providers) as a result of customer satisfaction
- Security and safety

D – Benefits for customers:

- Higher levels of customer satisfaction
- Fewer complaints
- Better corporate image
- Perception of better value

Benchmarking as strategy for continual improvement:

The most important tool to implement a strategy for improvement is the benchmarking.
Benchmarking has become a management instrument as it supplies information which helps managers of a public or private organisation to know 'where they are' with respect to leader organisations or organisations which belong to their competitors' systems and which are more successful with their clients, customers, citizens, guests, beneficiaries etc.
Benchmarking aims to compare our own performance with other exemplary organizations operating in the same field or area.
Best practice is: "A process to measure rigorously your performance versus the best-in-class companies and to use analysis to meet and surpass the best-in-class".
An organisation that presents a Best Practice is not necessarily the best in each area; in reality, such an organisation does not exist. There follows the necessity and the usefulness of an exchange, someone that can show Best Practices in some given processes or performances and someone else in other processes or performances.

To have an idea about the "different" approaches to the "Orphan-Care" approaches in Europe and western countries, we can summarize them in the Table 1:

Table 1. - Categories of Orphan-Care Interventions

Category	Description	Common Structure	Common Practices
Community-based Orphan Care (donor approach)	Approach that seeks to support orphans and their caregivers through community-based programs and outreach efforts	Neighborhood-based volunteer committees based in churches, hospitals, clinics, local NGOs and other community based institutions	Relief Services (e.g. food) School sponsorship for orphans Income Generation Projects (IGAs) Skills Training for Orphans and Care Givers
Orphan Care Institutions	Institutions that provide temporary or permanent residential care for children	Orphanages, Group Homes, Hospices, Transit Homes	Housing for abandoned children, orphans, and street children Counselling, rehabilitation and self-development programs
Community-centered Orphan Care Institutions	Emerging model that seeks to blend elements of the above categories	Orphanages, Group Homes	All of the above

Our proposition is to do a benchmarking programme (also through visit-tours) with some exemplary Foundations or Institutions, at least in 3 countries: Italy (Venice), Austria (Vienna) and France (Paris).

Prof. Romano Toppan
Educational Psychologist
Senior Adviser of Evolusys
Professor of the Faculty of Educational Processes
University of Verona (Italy)

ANNEX N. 3 – PROJECT COMPONENTS

Project Component 1

Understanding DHREIMA's organizational context

Objectives

- Appreciate the history of the organization leading to the current situation
- Appreciate the external context of the organization
- Examine the intervention in terms of roles
- Analysing the social & political characteristics of the organization
- Appreciate the mission, visions and goals of the organization
- Analyze the Value Chain, Critical Succes Factors, Strengths & Weaknesses of the Organization

Methodology

To achieve these objectives, we propose to upgrade skills of the key roles, in order to strengthen their capacity to develop comprehensive and integrated system for the management of its own staff, both at technical and administration affairs.

In this scenario, our educational and coaching intervention aims :
- To present to the staff the basic elements of the scenario above mentioned ;
- To involve them through specific techniques (like Delphi) to be able to " read " and interpretate that scenario ;
- To know the basic psychological, sociological and anthropological elements for the educational and organizational abilities or skills (like communication, leadership, team building etc.):
- To be able to design, set up, carry out and evaluate all the educational or support services performed;
- To use the quality system and accreditation requirements in their services delivery;
- To closely collaborate with all the stakeholders concerned to shape and implement the continuous feed-back with the social and economic environment, the on-line information about the "client system" actual or urgent needs, claims, reports, failures, weaknesses and strengths or success (best practice) to have the opportunity to correct or improve or confirm the adoption of the methodologies adopted:
- To follow the staff members also in their careers development or steps, with punctual recall of their competencies balance and portfolio, according to the changes in the cultural, social or educational trends or perspectives.

Tools

The tools of the action will be practical and customized through :

- workshops,
- role playing,
- GOPP and EASW application
- Delphi an NGT (Nominal Group Technique) application
- simulation games (like : not verbal communication training),
- practical exercises and demonstrations,
- self-evaluation,
- creative thinking and problem solving sessions,
- active and interactive didactical aids,

The staff members should " live " an experience more than a classroom : their experience would be similar in the atmosphere, in the communications styles, in the social interactions and transactions between participants (one to one, one to many, many to many), to the methodology adopted in their daily activities.

Our training and coaching programme promise is that its coherence, pertinence, effectiveness and feed-back should be a faithful "representation " of the role and skills required in the activities performed.

Activities

Programme entails the following activities :

- Training and coaching for staff Programme
- Common Assessment stages or steps.

Expected Results

- To become a learning organization : everyone participates actively to the mission strategy;
- An effective, continuous team working between the technical staff and the different organisation units of Dhreima just to unify the efforts of everyone to a unique goal : Training and coaching should be considered one of the most important lever to design, set up, implement and evaluate the effectiveness of the Dhreima strategy and mission and its coherence within the social policy of Qatar;
- A creation of an interactive on line assistance for the children care, both for the daily needs and support or improvements of the capacity and competence.

Breakdown structure of the intervention

COMPONENT 1 : UNDERSTANDING DHREIMA's ORGANIZATIONAL CONTEXT		
Tasks	**Planned scope**	**Duration**
Preliminary action and preparation		
1 First contact and interviews beteween Expert and staff members	To clarify the present situation and to design the situation expected	1 day
2 Check the contents and methodologies of the present	To improve the services performed and to make them more suitable to the children needs and expectations	1 day
Psychological and Social Aspects		
3 The basic concepts and theories of the pedagogical and didactical aspects about the social work with children	To prepare the Trainers to their role with a suitable knowledge and awareness of the psychological and social implications and competencies.	Seminar of 1 day
4 Core skill 1 : the communication, through an introduction of the theory of communication (input by Expert), group exercise on way and two ways communication forms, verbal and not verbal communications, on up and one down communication style, one to one , one to many and many to many communication experiences in the information society, discussion and handouts	To be able to define an effective process of communication, to demonstrate active listening, paraphrasing techniques, to list advantages and disadvantages of the different communication styles	Workshop or seminar of 1 day
5 Core skill 2 : the team building , through a practical team work about a specific subject relevant to their role and position in the organisation, team working different styles, role playing, evaluation of the group dynamic and games, transactional analysis, negotiation abilities in the job context of Dhreima	To improve the team working and motivation, to demonstrate the suitable performance for a social work like that concerning the children care services, to be able to create networks of useful and appropriate negotiations and transactional links with the internal/external stakeholders of the employment services system	Seminar of 1 day
6 Core skill 3 : the 2 basic factors of control and empathy, the balance between these two dimensions on the field, the use of the emotional intelligence therein, directive and not directive styles, through exercises, discussion, the use of Delphi , EASW (European Awareness Scenario Workshop) and GOPP (Goal Oriented Project Planning),	To be able to lead the groups, to be effective in the relationship with the collegues and customers	Workshop of 1 day
7 Core skill 4 : creativity and problem solving, brainstorming and in-basket or tray techniques	How to transfer the creativity skills to activities, competitiveness on the job and quality in the service processes	Seminar of 1 day
Professional Aspects		
8 Counselling for a selected group of employees to be involved within the crucial activities of the social work with families, alternatives mothers, institutions concerned for helping, support, tutorship and sponsorship of the orphans care	This activity will include the implementation of a pilot action of role playing destined to a selected group of the staff.	Follow up of customized and individual coaching on the job (2 hours assistance session during the practical performance) 3 days
9 Monitoring and evaluation of the activities and services performances and project works of the internal auditing	To give criteria for evaluation of the activities on objective evidences basis	Project works with tutorship of the Expert: 2 days

Note : N.1 and 2 have been already fast implemented in the preliminary mission. NN. 3,4,5,7 could be implemented in e-learning methodology, through a direct counselling to the deputies and then to the staff. Direct intervention of the expert on the field can be scheduled for 6,8 and 9. Conclusion : 4 days already spent for the action 1 and 2, 4 days as back office job and 5 days as front office job.

Project Component 2

Best Practices and leading International Standards in servicing orphans

Objectives

- To dispose an active staff, client centered, to detecte in advance the best solutions for meeting and exceeding customer system expectations.
- To introduce the Quality Systems and TQM in the organisation ;
- To elaborate a Manual for Quality and a Services Charter for the orhpans'care
- To forge the Dhreima as centre of excellence in the orphans'care and reference as benchmark for the orhpans'care accreditation and validation system, both at regional and ingternational level.

Methodology

To achieve these objectives, we propose to upgrade skills of the key roles, in order to strengthen their capacity to develop comprehensive and integrated quality system for the management of its own staff, both at technical and administration affairs.

Tools

- *Benchmarking Strategy*

The most important tool to implement a strategy for improvement is the benchmarking. Benchmarking aims to compare our own performance with other exemplary organizations operating in the same field or area, both at regional and international level. Best practice is : "A process to measure rigorously your performance versus the best-in-class companies and to use analysis to meet and surpass the best-in-class". An organization that presents a Best Practice is not necessarily the best in each area; in reality, such an organization does not exist.
There follows the necessity and the usefulness of an exchange, someone that can show Best Practices in some given processes or performances and someone else in other processes or performances.

- *Quality Manual of Standards:*

A set of policies, rules, directives and procedures established with management and staff together for all major operations which serve as guidelines enabling all employees to perform their work in the best, easiest, healthiest and safest way currently known, at international level.

- *The ethic certification systems, like CSR (Corporate Social Responsibility) and the "services charters"*

A set of commitments concerning the ethic quality and accreditation in the orphans'care, through an exemplary model at regional and international level.
- *Quality Co-operation Accountability System :*

Not yet existing, the certification and accreditation system for the quality of the interactions between all the players of the Dhreima Foundation Services for the Orphans'care, could be an original « mark » to be shared and communicated to the similar organizations.

Activities

Programme entails the following activities :

- Visit tour : Our proposition is to do a benchmarking program with some exemplary Foundations or Institutions, at least in Italy (Venice);
- Guidelines and Quality Manual : it encompassies all the crucial processes of the services preformed, at all levels of the Dhreima organization, involving every one in the organization
- CSR and Service Charter documents
- Networking quality assurance plan

Expected Results

To pave the way for Dhreima towards a Quality Excellence Model and towards Best Practices and International Standards, thus becoming an exemplary reference at the regional as well as the international levels, Evolusys recommends the "*path to excellence*"

The path will be embodied in mapping processes as well as practical and clear tools of work, both at individual and team level, with steady client oriented vision and permanent positive interactions with all the stakeholders concerned.

Breakdown structure of the intervention

Tasks		Planned scope	Duration
COMPONENT 2 : BEST PRACTICES AND LEADING INTERNATIONAL STANDARDS IN SERFVICING ORPHANS			
	Tasks	**Planned scope**	**Duration**
Preliminary action and preparation			
1	Contact with Italian Foundation for the visit tour and benchmarking action between Dhreima scope, mission and services performed and the benchmark organization proposed	To clarify the objectives of the benchmarking programme and prepare it in all the organizational details	3 days
2	Research on the desk for the documentation concerning the guidelines of the Total Quality Management, Corporate Social Responsibility and Networking Quality Assurance to be adopted by Dhreima	To improve the project and to make it more suitable to the Managers/customers needs and expectations	5 days
3	Work out of the materials : a draft project for the Quality Manual, CSR and Networking Quality Assurance guidelines	To prepare and duplicate tools (either on paper , floppy, CD ROM or on-line)	10 days
Benchmarking and Quality, Ethical and Networking Guidelines implementation and application			
4	Visit Tour to the Italian Foundation to realize the benchmarking action between Dhreima scope, mission and services performed and the benchmark organization proposed	To exchange the respective experiences both for the organizational and administrative aspects and the specific services performed	4 days
5	Quality system and accreditation applied to the Dhreima services : the chain of the value (from the forecasting information about orphans to the actual dealing of all the processes required for the excellence services delivery) to the application of the manual of Quality, Social Responsibility and Networking Quality Assurance	To be able to conform the organisational tasks and the personal performances to the quality requirements into the Dhreima services and to be aware of the quality requirements (coherence, transparency, social and ethical responsibility) and the quality of the network with all the stakeholders of the system, especially with the "sister organizations" in Qatar Welfare System by an agreement or pact for quality and reciprocal support	Seminar and exercises of 4 days
6	Monitoring and evaluation of the programme through the practical application and project works of the manual and guidelines	To demonstrate the effectiveness of the training programme, producing a good and user friendly manual for quality , a feasibility study for the quality certification of their offices, a new logo and mark to be more suitable to the new principles and vision achieved.	Tutorship of the Expert: 5 days
7	Assessment session n..1 : The internal changes and improvements experienced	To discuss and be aware of the changes introduced by the Guidelines and the actual impact of the new inputs for the internal organisation and relations	Tutorship of the Expert: 2 days

Note : Activities N. 1,2,3 and 7 can be supplied in back office and/or in e-learning methodology performance. Direct intervention of the expert on the field can be scheduled for the activities N. 4,5 and 6. Conclusion : 13 days of presence on the field in Qatar and 20 days as back office job.