

# Annual Report 2015

## Stichting Friends for Life & Friends for Life Foundation



‘Education is the best solution to poverty’

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## 1.0 Organisational Background

Friends for Life Foundation contributes to the sustainable development of Kenya by providing students that have a lack of financial means with scholarships. With a scholarship these youngsters should be able to graduate and eventually find a job within Kenya.

The foundation in The Netherlands focuses mainly on fundraising and cooperates in Kenya with its partner organization, 'Friends for Life Foundation'. This Non-Governmental Organisation spends the funds on the goals and objectives within the framework of their agreed procedures with regard to application, selection, guidance and financial support of students.

## 1.1 Goals

**'Education is the best solution to poverty'. The goal of Friends for Life is to contribute to sustainable development in Kenya (previously limited to Kwale County) by issuing scholarships to Kenyan youngsters, with particular focus on women, that have the will and intelligence but not the financial means to attain higher education. The following conditions apply:**

- The candidates display that they are suitable and highly motivated for the course – a strict selection process is applied before issuing the scholarships.
- Students who receive a scholarship will then sponsor another student after graduation.
- Students who receive a scholarship will look for a job immediately after graduation.
- The course applied for should be relevant to a job or research that can contribute to the welfare and prosperity of Kenya.



## 1.2 Strategy and policy

Over the last years, Friends for Life has developed into a professional organisation and went through several changes in policy and operational procedures. In 2014 these changes gained it the certificate for small charities in the Netherlands. In 2015, the general guidelines regarding strategy and policy remained valid:



### Standardisation and transparency

Friends for Life treats everybody equally and wants to help as many students as possible in the most efficient and effective way. For every student the same criteria, forms and procedures are used during application and after receiving the scholarship. Sponsors are informed periodically and on request, in more detail about the progress of the students and the developments within the organisation.

### Integrated approach

Friends for Life is not only concerned about the student during the scholarship. There is a thorough interaction with the secondary school child about their choice of course based on capacity, motivation and interest. During their studies activities are organised in order to connect the students with each other and to stimulate them to become active in society. After completing their courses, students can take part in a job coaching programme in which they will be offered training and personal coaching during their search for a job. Finally, they will automatically enrol into the 'student-for-a-student' programme in which they will become active as a sponsor for the next new student.

### Involvement and participation of target group

Friends for Life aligns her policy with the needs of the target group as much as possible. Involving the students in the formulation and implementation of our goals and objectives has developed more and more in the last years. In the coming year focus on this will be intensified. The student will have a say in the policy and way of working through student panels.

### Continuation and ambassadorship

The continuation of Friends For Life in future will ideally to be less and less dependent on sponsors and donors in the Netherlands. The aim is to shift this towards sponsorship from graduate students in Kenya and local organisations and institutions. Students remain 'Friends for Life' after graduating and can open doors to potential employers for future students of Friends for Life.



## 1.3 Main activities

### The main activities in The Netherlands:

- Development and formulation of policy of Friends for Life
- Fundraising
- Daily alignment with partner organisation Friends for Life Foundation
- Management and monitoring of financial flows
- Management website & social media
- Reporting and communicating with existing sponsors
- Quality management and -control

### The main activities in Kenya:

- Selection and intake of new students
- Monitoring and guidance of student in the programme
- Daily communication with students, graduates and educational institutions
- Carrying out the process from acceptance until graduation and job coaching
- Management job coaching programme
- Management local funds
- Initiation new partnerships local network
- Initiation student activities
- Reporting and communication to existing sponsors
- Fundraising
- Quality management and -control

## 1.4 Organisational structure

### The board of Friends for Life changed in 2015 compared to the former year and was as follows:

#### Aldo Verbruggen – Chairman

Main function: Partner at Jones Day advocates

Relevant side activities:

- President Amade The Netherlands
- Member editorial office Magazine for special criminal law
- Member anti corruption commission ICC

#### Kees (C.) Punt was followed up by Pieter Jan van Krevel – treasurer

Main function: Senior Executive in corporate financing, M&A en Treasury

Relevant side activities: none

#### Simone Spakman was followed up by Nelleke Hennemann in september 2015 – Secretary

Main function: Senior change manager

Relevant side activities:

- Alumni Kiva Fellow
- Member board 'Stichting Vrienden van het Erasmiaans Gymnasium'
- Member advisory board 'Holland Baroque'

### Partner organisation Friends for Life Foundation was operated by:

#### Lammert R.E. Braaksma – Chairman

Relevant side activities: none

#### Kees C. Punt – Treasurer

Relevant side activities: none

#### Lucy Waweru – Secretary

Relevant side activities: none

The Friends for Life Foundation board in the Netherlands functions as a controlling entity for the foundation in the Netherlands and the NGO in Kenya. The board members do not receive any remuneration for their activities for Friends for Life. Expenses are limited and are mainly covered by their own means.

In the Netherlands there was one manager employed for 0,5 fte in the period January until August 2015. This manager was also employed by Friends for Life foundation for 0,5 fte in the same period in 2015. From September until December 2015, the manager was temporarily employed for 1 fte for the foundation in the Netherlands.

In Kenya volunteers are active regularly for Friends for life. These are mostly students working within Friends for Life as part of an internship relevant to their studies or during their long holiday breaks. These students carry out tasks (administrative) on a voluntary basis.



### Pieter Jan van Krevel

Pieter Jan van Krevel is an independent financial advisor/ interim manager in the area of corporate finance, mergers & acquisitions and treasury. In the past, he has worked for among others, ABN AMRO Asia, PwC and Schiphol Group on multinational and extensive projects. After having decided to work independently, he has carried out many different assignments and has recently advised the Netherlands Authority to the Netherlands Authority for The Financial Markets on interest rate derivatives. Pieter Jan's involvement with Friends for Life emanates from a deeply rooted belief that higher education can make the difference in the process of development and improvement of a country and the circumstances of its people.

### Nelleke Hennemann

Nelleke Hennemann is an independent change manager. She has 25 years of experience in leading change programmes within corporations. After acquiring her Master degree in Law and her MBA, she started her career at Gemini Consultancy. Ten years later she started with a few colleagues her own consultancy firm, On-Lime, specialised in leadership and culture change programmes, often related to mergers and acquisitions. During the last 5 years she has also been involved in starting up or supporting activities in developing countries, with a focus on microfinance institutions. Friends for Life inspires her because the organisation enables young adults to take their destiny in their own hands by following education and provides the opportunity for them to do the same for others after graduating.



## 1.5 Change in constitution

In 2015 there were no changes in the constitution of both Friends for life Foundation and Stichting Friends for Life.



## 2.0 Communication policy

**In the communication policy the following headlines have been implemented:**

- Internal communication is open and direct but private when necessary.
- Formal internal communication of the board is organised at least three times per year.
- Other formal and informal communication is initiated by board members or the manager of Friends for Life when necessary.
- Communication towards stakeholders is complete, correct and transparent.
- Information and communication towards all stakeholders is presented in the same format using the same communication tools and materials.
- Crucial stakeholders like sponsors and donors receive periodical communication from Friends for Life as well as additional information on request.
- All information and communication related to PR and Marketing activities (e.g. interviews, columns etc.) are up to date (e.g. the correct use of numbers) and agreed with the board in The Netherlands of Kenya.
- All published information and documentation is communicated to board members, employees and volunteers (e.g. internal procedure guide).

## 3.0 Volunteer policy

**In 2014 a volunteer policy was implemented for the foundation in the Netherlands as well as the NGO in Kenya. In 2015 the general guidelines for the volunteer policy remained in place:**

Volunteers are welcome to join the team at Friends for Life provided that:

- There is a clear need for the candidate
- Background and educational level match with the function
- The volunteer is motivated to contribute to the foundation and does not volunteer only for his or her own self gratification
- There is sufficient guidance available during the entire period in which the volunteer is active for Friends for Life
- The volunteer agrees with the conditions concerning allowance, minimum and maximum duration, activities and other preconditions.

Additionally, there are other starting points for volunteers in the Netherlands and Kenya related to management, allowances and tasks. These are included in the document Volunteer Policy of Friends for Life The Netherlands & Kenya, May 2014'.

## Graduate Friends for Life **Mercyline Mutua**



Mercyline Mutua had the chance to follow a course in Business Management at Moi University in Kenya, with the assistance of Friends for Life. She finished successfully, took part in several Friends for Life activities and already managed to find employment. She works now as an accountant at Freightwell Express Ltd. in Mombasa, a member of Express Shipping and Logistics EA Ltd – Group, which deals with Shipping, Logistics, Clearing and Forwarding. Mercyline found her dream job and moreover, she contributes every month to the studies of another student by repaying her scholarship in monthly installments. We are very proud of Mercyline and we hope that she will open even more doors for our graduating students as an ambassador of Friends for Life.

## Student Friends for Life **Judith Kwamboka**

If there is an event in or around Mombasa, Judith Kwamboka is there to be found. Judith has a passion for everything concerning media and especially photography. Judith is now already in her fourth year of the Bachelor degree in Journalism and Mass Media Communication. She finishes her degree soon and will celebrate her graduation probably around December 2016. She will then be the one being in front of the camera's instead of being behind. Judith was half way her studies when she knocked on the Friends for Life door. The people who helped her to finance her studies so far were not able to support her anymore. She was about to stop her studies, all the efforts so far would be in vain and it would have left Judith with nothing but grief. Good luck Judith with your last semester and enjoy as much as you can while celebrating the successful finish of your Bachelor degree!







## 4.0 Results 2015

In 2015 fundraising was high on the agenda. Funds have been raised within the foundation in different ways. On one hand through outsourcing to professional fundraisers and on the other hand through own actions and efforts of the board members.

In Kenya the intended integral approach was further developed by offering job coaching training to graduates and the initiation of the student panel. Students were challenged on personal and professional level in addition to the course they were doing already.

## 4.1 Results in The Netherlands

### **New faces at board**

The board of the foundation in the Netherlands faced several changes as two board members have been replaced with two new members. The new secretary and treasurer started their new function with a lot of enthusiasm and on voluntary basis.

### **Professionalisation of fundraising**

In 2015 alternative ways have been examined for professional fundraising. First, an external bureau fundraised for Friends for life based on a 'no cure no pay' agreement. Most funds raised came from Dutch equity and family funds. Finally, in the fall of 2015, a contract was signed with an individual fundraiser based on 'no cure no pay', with a minimum risk for the foundation. Besides the outsourcing, the board and management of the foundation managed to cooperate with existing events in order to receive donations as the selected charity.

Unfortunately, the intended outsourcing of the 'Water for Kenya' project was not successful and the suitable party or candidate has not been found yet. In 2016 the search for a suitable formula for this project will be continued.

### **CBF certificate for small charities**

The CBF certificate obtained in 2014 was exposed with pride in 2015 as well. After re-inspection an extension was granted. CBF is however changing the current certification into a new qualification system. This certification system will be used in 2016 and Friends for Life will be re-inspected again in 2016 based on the new criteria.

## 4.2 Results in Kenya

### New students

In 2015 30 scholarships have been provided to new students. This is exactly the number Friends for Life wanted to achieve and which was included in the multi-year policy.

### Move of office in Mombasa

In 2014 Friends for Life moved its offices from a small town Ukunda on the south coast of Kenya to the second largest city in Kenya, Mombasa. In 2015 the office was moved again, from the relatively expensive multi-story building to the campus of the Technical University of Mombasa, with which an intense relationship had been built up. Actually a large group of Friends for Life students study at this university.

### Job coaching

After a successful pilot of the 'Personal and Professional Development' training in 2014, two trainings were offered to student graduates of Friends for Life in 2015. Local training organisation 'Pwani Association of Facilitators' facilitated the training in Mombasa as well as in Nairobi. In addition to the training a mentor project was initiated with the help of alumni of Friends for Life. Recent student graduates were connected to alumni (mentors) of Friends for Life with several years of experience. In a period of three months after the training, the fresh graduates were coached in their search for employment. The mentors (alumni), were prepared with a specific training designed for coaching starters on the labour market.

The aim of offering training to the graduates is that they find a suitable job within a short period after graduation. As a result, the student-for-a-student programme can be stimulated as only by a consequent repayment of graduates can become a success.

### Student panel

In order to align the needs of the students with the facilities that Friends for Life offers them, a student panel was initiated in 2015. Students gave feedback regarding policy and procedures of Friends for Life and gave suggestions for improvement. The suggestions were included in a report and offered to the board of Friends for Life. The board made decisions for the future policy based on the suggestions of the panel.

### Viwango certificate

A start has been made with the application for the Viwango certificate. This certificate is comparable with the CBF certificate in the Netherlands and includes the same sort of application procedure and criteria. Friends for Life performed well during the assessment and can expect to receive the official Viwango certificate in 2016. .



## 5.0 Preview 2016

For 2016, a few major changes are expected. Three new local candidates will form the new board of the Kenyan NGO. This provides the opportunity to strengthen the NGO with further professionalisation and specification of the policy within the Kenyan foundation. As in former years, the SMART objectives remain valid and are as follows:

### Fundraising

Ambition external funding	€150,000
Number of new scholarships	35

### Studies and job coaching

Percentage of annual contact moments with deans of the total studying students	80%
Percentage of students in contact with FFI and delivering progress reports and results on time	95%
Percentage drop outs during study	<4%
Percentage of graduates participating in the job coaching training within 4 months before finishing studies until 6 months after finishing studies	50%
Percentage of students finding employment after finishing studies in areas of work related to those same studies in < 6 months	60%
Placement of interns and graduates within the network of Friends for Life Foundation in Kenya	>15

### Student-for-a-student programme

Percentage repaying within < 1 year after graduation	60%
Number of new students starting a new course through the student-for-a-student programme	15

## 5.1 Activities in The Netherlands and Kenya

In addition to the SMART objectives, the following activities will be focused on in 2016:

### Fundraising

In 2016 an expansion of the number of fundraisers that are active for Friends for Life is expected. Fundraising within the business market will be given special attention.

### Outsourcing of project 'Water for Kenya'

Although the 'Water for Kenya' project still has a lot of potential, a match with a party or person to which this project could be outsourced was not found in 2015. In 2016 the search for a suitable solution for this project will continue, possibly in combination with expansion of the outsourcing of the general fundraising.

### Professionalising social media

In 2016 the foundation has the intention to outsource the professionalisation and maintenance of social media to an external communication bureau. This might mean a renewal (partial) of the website of Friends for Life.

In Kenya the following activities have been scheduled for 2016:

### Change of board NGO

In 2015 different conversations were held with several candidates that are interested in a role in the board at the NGO in Kenya. In 2016 the finalisation of the hand-over of the roles of the chairman, secretary and treasurer will take place.

### Expansion of local network organisations

With three new, enthusiastic board members in Kenya, an expansion of the local network within Kenyan organisations is expected. This gives opportunities for placing (recent) Friends for Life sponsored graduates at internships and jobs at prominent organisations, especially in Nairobi. In addition, local fundraising will get special attention with an active and enthusiastic new board in Kenya.

### Professionalising student selection

In 2016 the NGO will examine the current selection process again. The match between the needs of the business sector and the recently graduated students will be optimized further. Through a more specific selection of students that have a lot of potential and are highly motivated, a better match with the business is expected. This results in a better repayment rate and consequently more students can be accepted onto the Friends for Life programme through the student-for-a-student scheme.

### Upgrade job coachings training

The current job coaching programme consists of a three day training completed with an individual coaching period by alumni students. This training is facilitated by local training organisation 'Pwani Association of Facilitators'. As an extra dimension to the programme, bringing in organisations and businesses for presentations and masterclasses, is being examined.



## Graduate Friends for Life **Jacob Baqu**



Jacob always dreamed of being employed at one of the larger constructions companies in Kenya. He could however never afford continuation of his studies after finishing secondary school. Through Friends for Life he was able to finalise his diploma course in Civil Engineering successfully. In the meantime he also managed to get a job at a large construction company, Gulsan Holding, in the North of Kenya. He is part of a large project of building a highway in the city of Marsabit. Jacob also sponsors another students by repaying his scholarship in monthly small installments.

## Graduate Friends for Life **Sarah Wanjiku Kambere**

Sarah Wanjiku is a born teacher. From when she was very young, she wanted to become a teacher and gained experience in class by teaching voluntarily. In order to provide qualitative good education to primary and -secondary school children, Sarah had to obtain a diploma. She was however not able to pay herself for the tuition fees for this course and found Friends for Life to ask for assistance. Now, she is proud to have her diploma in Teacher Education and enjoys teaching every day in her new job.



## 6.0 Budget 2016

Revenues		Begroot (Eur)
<b>1. Charitable gift annuities</b>		<b>5,597</b>
<b>2. Water for Kenya</b>		
Revenues	18,750	
Direct expenses / Commission	(1,538)	
		<b>17,213</b>
<b>3. Companies</b>		<b>15,606</b>
Revenue – Small funds, foundations etc	74,296	
Revenue – Others	12,500	
Direct expenses / Commission	(9,253)	
		<b>77,543</b>
<b>4. Graduated students Kenya</b>		<b>4,889</b>
<b>TOTAL REVENUE</b>		<b>120,847</b>
Expenses		Budget (Eur)
<b>1. Staff expenses The Netherlands and Kenya</b>		
Overhead, staff	49,179	
Contribution for expenses by additional donation of the board	(18,942)	
<b>Total staff</b>		<b>30,237</b>
<b>2. Other expenses The Netherlands and Kenya</b>		
Office	1,900	
Audit and advisory expenses	2,250	
Other indirect expenses for activities	750	
Marketing, advertising, social media and website	1,400	
General expenses	1,275	
Student training	1,000	
Interest and bank expenses	1,850	
Other expenses/ miscellaneous	1,750	
<b>Total other expenses</b>		<b>12,175</b>
<b>TOTAL EXPENSES</b>		<b>(42,412)</b>
To be spend on students		Euro
<b>Total revenue</b>		<b>120,847</b>
<b>Total expenses</b>		<b>– (42,412)</b>
<b>RESULT / TO BE TRANSFERRED TO KENYA</b>		<b>78,435</b>

## 7.0 Financial results

Balance sheet as of 31 December 2015		2015		2014	
Assets		Euro	Euro	Euro	Euro
<b>Current assets</b>					
Receivables (other)	1	3,030		3,030	
Cash at Bank	2	1,395		-	
			<b>4,425</b>		<b>3,030</b>
<b>Liquid assets</b>					
Liquid assets	3		<b>8,964</b>		<b>37,439</b>
<b>Total assets</b>			<b>13,389</b>		<b>40,469</b>
<b>Liabilities</b>					
<b>Equity</b>	4				
Continuity equity	5	500		500	
Reserve	6	(11,873)		11,625	
			<b>(11,373)</b>		<b>12,125</b>
<b>Long term debts</b>	7				
Loan	8		<b>20,000</b>		<b>25,000</b>
<b>Short term debts</b>					
Debts to suppliers and trade creditors				1,209	
Taxes and social security	9	1,988		671	
Other debts and liabilities	10	2,774		1,464	
<b>Total liabilities</b>			<b>13,389</b>		<b>40,469</b>

## 7.0 Financial results (continued)

Profit and loss account of 2015		Actual 2015	Budget 2015	Actual 2014
		Euro	Euro	Euro
<b>Income</b>				
Income fundraising	11	89,611	165,800	133,057
<b>Expenses</b>				
Spent on objectives Kenya	12	63,711	114,560	103,485
Direct expenses fundraising	13	916	2,600	1,079
Administration and management expenses	14	48,482	48,640	37,429
<b>Total expenses</b>		<b>113,109</b>	<b>165,800</b>	<b>141,993</b>
<b>Operational result</b>		<b>(23,498)</b>	<b>-</b>	<b>(8,936)</b>
Mutation reserve	15	23,498	-	8,936
<b>Net result</b>		<b>-</b>	<b>-</b>	<b>-</b>

## 7.1 Justification of expenses

The revenues generated deviated significantly from budget. Where revenue from the 'Water for Kenya' activity was in line with budget, the lower income was predominantly caused by a shortfall in donations versus what the previous board had expected to receive. Expenses were in line with budget. This resulted in less funds to be spent on the objectives in Kenya.

For 2015, the board budgeted an amount of €114.000 to be spent on the objectives, of which almost €64.000 was realized. The difference, together with the other deviations compared to the budget, in total an amount of €23.498 was withdrawn from the foundation's reserves. For 2016, the board expects an income of €150.000. After deduction of direct and indirect costs, this would result in an amount of €115.000 to be spent on the objectives.



## 7.2 Ratio expenses and income

Percentage of revenues and expenses	Actual 2015	Budget 2015	Actual 2014
	%	%	%
Expenses related to objective as percentage of fundraising	71,1	69,1	77,8
Direct expenses as percentage of fundraising	1,0	1,6	1,0

## 7.3 Reserves and funds

The foundation has used external funding for financing scholarships since 2011. Before a new scholarship is issued, it is made certain that the total amount for the scholarships can be covered by external funds.

Most of the scholarships issued in 2015 were connected to a specific fund. A small part of the funds raised with the project 'Water for Kenya' has been directly connected to scholarships. The remaining part of these funds was used for general expenses and side activities like the job coaching programme.

In 2015, the student-for-a-student programme was developed further and a tangible relationship was established between repaying graduates and new students.

The monthly repayments of a group of 5 graduates are being used to finance 1 new scholarship. The repaying graduates guarantee the payment of a new scholarship and are considered as donors of Friends for Life foundation NGO as well. They receive a half year update report of the sponsored student. In 2016 the number of scholarships funded with repayments will be expanded in order to stimulate continuation in Kenya. With the expansion of this programme, the independence of the NGO in Kenya will increase further.

## 7.4 Salary and remuneration of the board

Members of the board do not receive any remuneration for the activities they carry out for Friends for Life.

The foundation in the Netherlands employed one employee (manager) for 0,5 fte from January until August 2015. This employee is also employed with Friends for Life NGO in Kenya for 0,5 fte in the same period. From September until December, the manager was employed (temporarily) for 1 fte in the foundation in the Netherlands. The Dutch part of the salary was mainly financed by a targeted donation.

In Kenya there was one fulltime Kenyan employee, employed as a student coordinator in 2015.



## 8.0 Monitoring

The board of the foundation in the Netherlands monitored in formal and informal ways in 2015. Because a Dutch manager is employed for the Dutch foundation as well as the Kenyan foundation, it is fairly easy for the board to monitor both organisations through this manager. Also if the manager works in the Netherlands there is daily communication with the student coordinator in Kenya through skype and digital communication.

### 8.1 Monitoring activities

The financial flows in Kenya and the Netherlands are administrated in a web-based software system that is accessible from every location worldwide.

### 8.2 Meetings and internal reporting

In 2015, four formal board meetings have been held. Additionally, several informal meetings were organised between the manager and the board members. Proposals for changes were submitted during board meetings after which the board decided upon the proposals. The manager was responsible for the implementation of the decisions and the feedback about this to the board. Internal reporting was carried out throughout the year by periodic updates and by writing ad hoc memos sent by email.

# Friends for Life & the Millenium goals

The millennium goals that were formulated in 2000 expired in 2015. Friends for Life directly contributed to two of these goals:



## Millenium goal 1: 'In 2015 extreme hunger and poverty eradicated'

The goal of Friends for Life is to eradicate poverty in a sustainable way by offering education to young boys and girls in Kenya. Despite a decrease in hunger and poverty in Kenya in the last years, there is still a lot to do. The percentage of malnourished people is still 25%.



## Millenium goal 3: 'Promote gender equality and empower women'

A part of this goal has been achieved. Almost an equal number of girls and boys go to primary school, but in only two of the 130 countries is this also achieved at higher level education. Friends for Life aims mainly at girls and young women. 70% of the students that receive a scholarship are women.

## Kenya Vision 2030

**A long term vision was determined in 2007 for the period until 2030. This vision is based on three main pillars:**

An economic, a social and a political one. Kenya wants to reach a growth with a minimum of 10% per year until 2030. Quality of education is a huge priority and is a continuing item on the agenda in this vision. Public and private universities are encouraged to increase their enrolment of students with a focus on studies in science and technology.





# Organisation

## The Netherlands

Name: Stichting Friends for Life

Location: The Hague

Legal entity: Stichting

## Kenya

Name: Friends for Life Foundation

Location: Mombasa

Legal entity: NGO

