

# Annual Report 2016

## 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 scholarships to students with a lack of financial means. With a scholarship these youngsters are able to graduate and eventually find a job within Kenya. The long term aim is to generate more income through employment, which results in a more stable economy and welfare.

The foundation in The Netherlands focuses mainly on fundraising. It cooperates in Kenya with 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 by issuing scholarships to Kenyan youngsters, with a 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 receiving a scholarship will sponsor another student after graduation.
- Students receiving a scholarship will look for a job immediately after graduation, preferably in Kenya.
- The course applied for should be relevant to a job or research that can contribute to the welfare and prosperity of Kenya.

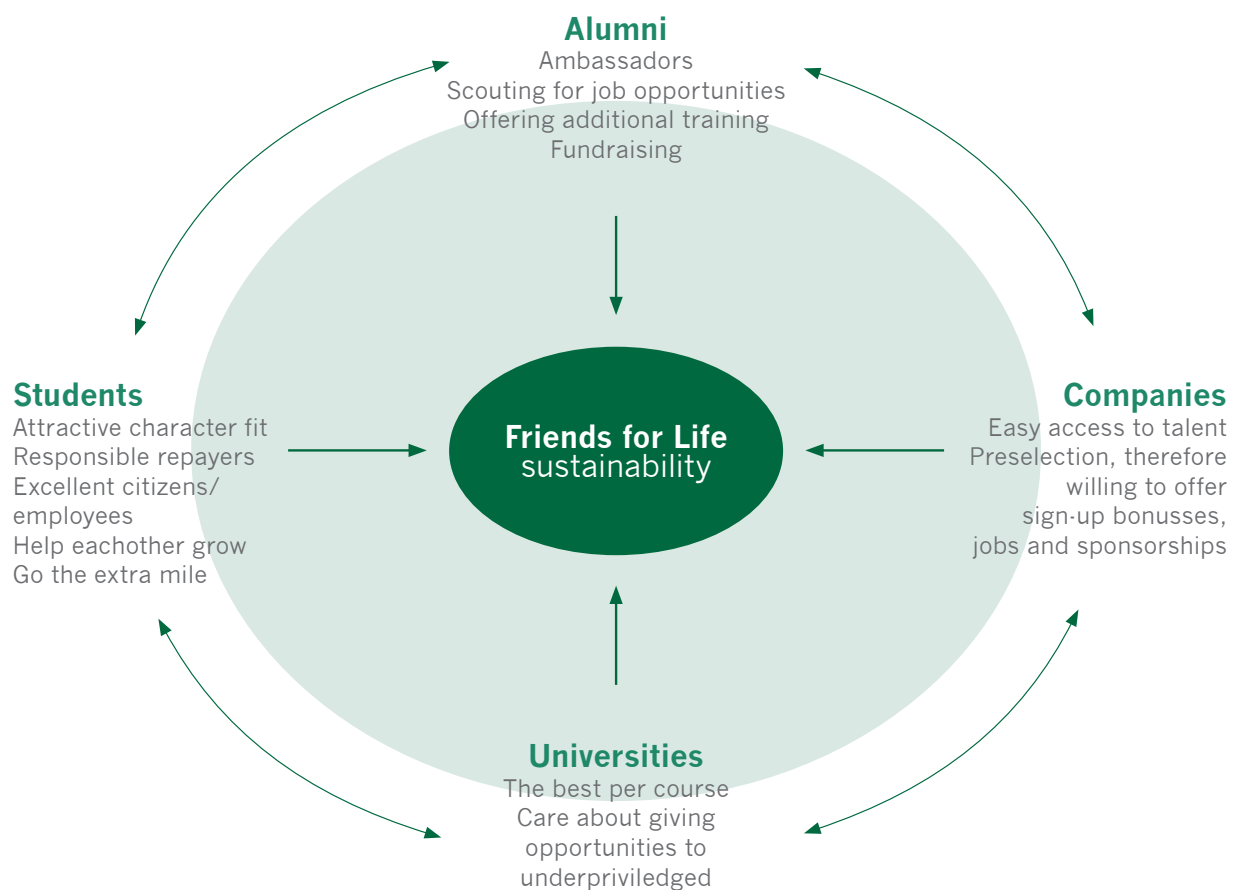
Certified Public Accountancy  
**Sarah Sikuta Nimulanda**

‘I like the course I do more and more and I am confident that it is a key for me to a successful career. Thank you very much for your support, I would not have been able to develop myself in this way without your efforts.’



## 1.2 Strategy and policy

Friends for Life has evolved into a stable, professional organisation during recent years. In 2016 the focus has been on the implementation of a new strategy. This strategy is aimed at continuation of the Kenyan NGO in a sustainable way. In order to achieve this goal, a 'FFL sustainability'-model was developed. This model can be outlined as follows:



## The focal points of this model can be described as:

### Students

The students within the programme are of course the most important stakeholder group within Friends for Life. To connect the right group of students and alumni to the foundation in the future, the selection process has been analysed again. In the meantime, the specific kind of student that qualifies for a scholarship has been identified. This is a kind of student that matches with the objectives of Friends for Life on the long term as much as possible.

It is the kind of student with a very high level of motivation to perform and the one who feels a natural need to give back to society during and after studies. These kind of students match with the criteria applied in the labor market: an independent, excelling and unique student. Finally, this kind of student is willing to take part in activities of Friends for Life and/ or initiates activities. Relatively young students are considered based on their potential to grow towards such a profile.

### Alumni

The group of graduates of Friends for Life consists of approximately 250 alumni at this moment. This network of young professionals forms an important basis for the three other focus areas of the model. As soon as there is a solid alumni network in place, the alumni will be involved in the relationship management of companies, coaching and mentoring of students, promoting Friends for Life within the organisations they work for as ambassadors and even local fundraising for Friends for Life. They will form committees that will entertain relationships with the shortlisted educational institutions, they will take part in the future selection committee for new students and they will advise the board where possible. In 2016 a start was made on setting up a professional alumni network. In 2017 this network will be initiated properly. The first activities of the alumni network will probably take place in the final quarter of 2017.

### Universities

In 2015, the students of Friends for Life studied at 28 different universities and 23 other institutions, predominantly colleges. In the years prior to that, these numbers were even higher still. To offer high quality education to the students and to build a stronger relationship with the institutions, a selection process of institutions was initiated in 2016. This selection is based on:

- courses offered (also the number of courses will be decreased and will be more aligned with labour market demands).
- position on the list of the best institutions in Kenya
- valued within the labour market
- willingness to cooperate due to a strong 'Social Corporate Responsibility'- policy
- offering of additional curricular activities for students

The final selection of institutions will be announced and implemented in 2017. This means that in the future only students that want to study at one of the selected institutions will be considered for a scholarship. Meetings will be held with the selected institutions and memorandums of understanding will be signed where possible and applicable.

### Companies

The ultimate goal of Friends for Life is that the graduates find employment quickly after finalising their courses. In order to connect graduates and the labour market successfully, Friends for Life will seek intensive cooperation with organisations in Kenya. These organisations will be asked to provide input regarding the required profile of a student leading to a increasing match with their future needs of employees. Finally, Friends for Life offers their excelling graduates to organisations for traineeships, internships and jobs that fit their needs based on the input given during the pre-selection.

## 1.3 Main activities

**In Kenya three new board members have been registered in 2016. In addition to the board, one manager was employed fulltime per October 2016. This has lead to a shift of several activities from The Netherlands to Kenya.**

### **The main activities carried out in the Netherlands are:**

- 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 students in the programme
- Daily communication with students, graduates and educational institutions
- Process management from acceptance to graduation and job coaching
- Management job coaching programme
- Management local funds
- Initiating new partnerships local network
- Initiating student activities
- Reporting and communication to existing sponsors
- Fundraising
- Quality management and control



## 1.4 Organisational structure

The board of the stichting was comprised of:

**Aldo Verbruggen**

Main activity: Partner Jones Day Law Firm

Relevant ancillary activities:

- President Amade The Netherlands
- Member editorial office 'Tijdschrift voor bijzonder strafrecht'
- Member anti corruption commission ICC

**Pieter Jan van Krevel – Treasurer**

Main activity: Interim manager in corporate financing, M&A en Treasury

Relevant ancillary activities: none

**Nelleke Hennemann – Secretary**

Main activity: Senior change manager

Relevant ancillary activities:

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

**Partner organisation Friends for Life Foundation was under supervision of:**

**Lammert R.E. Braaksma – Chairman**

Main activity: CEO at Bachhold BV

Relevant ancillary activities: none

**Kees (C.) Punt – Treasurer**

Main activity: Partner at Punt en van de Weerdt belastingadviseurs

Relevant ancillary activities: none

**Lucy Waweru – Secretary**

Main activity: Head of legal affairs at County assembly of Kwale

Relevant ancillary activities: none

From the fourth quarter onwards, the existing members on the board of the Friends for Life Foundation were succeeded by the following persons:

**Evans Monari – Chairman**

Main activity: Partner Bowmanslaw advocacy

Relevant ancillary activities: active for a choir and theater group for underprivileged youth in Nairobi

**Jaap van Luijk – Treasurer**

Main activity: Regional head East Africa Nedbank.

Relevant ancillary activities: none

**Esther de Vreede – Secretary**

Main activity: M&E advisor Aidsfonds

Relevant ancillary activities: none

The board of 'Stichting Friends for Life' acted in 2016 as controlling entity for the Stichting in The Netherlands as well as the foundation in Kenya. The board members of both organisations did not and do not receive any remuneration for their activities. Expenses are limited and are generally being paid by the board members themselves. In The Netherlands one manager was employed fulltime during the period January until September 2016. The salary of this manager was paid in Kenya from October onwards by the Kenyan NGO. From this date onwards there were no salary costs in The Netherlands any longer. In Kenya one student coordinator was employed fulltime for the duration of the year. In addition, several volunteers worked for the Friends for Life Foundation in Kenya. These volunteers are students that are taking part in the programme of the foundation that want to contribute by doing administrative tasks as part of their internship or during holidays.

Please note that the official registration of the new members of the board of Friends for Life Foundation (NGO) was not yet concluded as of 31 December 2016 due to administrative delays. It is expected that this will be finalized during the first quarter of 2017. While the new members are already active in a supporting role and preparing for their official approval, official duties (e.g. signing of agreements) are still performed by the current board members of the Foundation.





## 2.0 Communication policy

### In the communication policy the following headlines are formulated:

- 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 policy for volunteering was formulated for the Dutch ‘Stichting’ as well as the Kenyan NGO. In 2016 the contents of this policy remained the same:**

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
- Sufficient guidance can be made 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’.

### Diploma in Environmental Health Sciences **Juliet Mumbua Musyoka**

‘I am very happy to have gotten the chance of receiving support by Friends for Life Foundation. If it was not for this scholarship, my education would be very difficult. After finishing my studies I will pay back the funds so that other students can benefit like me. The heart of helping is the best call in life. My experience and orientation has been changed by the heart of Friends for Life Foundation. I will commit myself in studies to achieve the best so that my financial worries will be solved.’







## 4.0 Results 2016

**Professional fundraising became a high priority for the Dutch ‘stichting’. This approach brought the required results and will be continued in the coming years. In Kenya a new board was formalised and the registration of the new members has been started.**

**This brings new opportunities for development of the Kenyan NGO, local fundraising and building a network in Kenya.**

## 4.1 Results in The Netherlands

### **Professionalising fundraising**

In 2016 the professionalization of fundraising that was initiated in earlier years, started to bear fruits. There were at least 15 new donations by mainly new donors and funds. In addition to the fundraiser that focuses on writing proposals for funds, a second fundraiser has been asked to work for Friends for Life. This fundraiser mainly targets the private sector and building up long term relations for Friends for Life.

In 2016 a fantastic amount was raised for Friends for Life by the board of RAGweek, which is a team of students of the Radboud University Nijmegen. This team worked for several months to raise a large amount of money for two charities, one of which was Friends for Life.

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

In 2016 Friends for Life was reassessed according to the new regulations of CBF. Again Friends for Life met their criteria and received the recognition.

## 4.2 Results in Kenya

### New students

In 2016 40 new students received a scholarship. This is more than the number that had been aimed for which was 35.

### New board members in Kenya

In 2015 a start was made with the recruitment and selection of three new board members for the Kenyan NGO. The reason for this was that the existing board members were already members of the board for a long period and there was need for new members that mainly work and live in Kenya in order to strengthen the network of the Kenyan NGO. Building up a local network is one of the most important criteria for the recruitment of the new members.

In 2016 a new board was installed with three new members that all have an extensive network within Kenya and bring a fresh, inspiring approach for the future of Friends for Life.

### Job coaching

The job coaching programme consists of an intensive training of three days for graduates. In September, this training had even more interesting elements than the trainings held in previous years. The graduates stayed overnight together during the training in order to continue 'teambuilding' and exchange experiences during the hours after the training. Both trainers and graduates provided very positive feedback on this after the training. The participants felt at ease within the group much quicker and build up valuable relationships with the other participants.

In addition, during this training the business was involved in the programme. On two out of the three training days, inspiring guest speakers filled up part of the day by sharing their experiences. An HR manager of Philips Kenya provided a presentation and discussion based on her expertise within a multinational. The CEO of recruitment agency added to this by sharing her experiences as a recruiter in the current competitive labour market. The input of the two guest speakers was a huge success. Both ladies enthusiastically offered to remain working together with us in the future.

### Development of a model for continuation of Friends for Life

In 2016 a model was developed based on the needs of Friends for Life for the future. The continuation of Friends for Life highly depends on the number of graduates finding employment after graduation, generating an income and contributing to the next student by repaying his or her loan afterwards.

In order to increase the number of repaying graduates with employment a model has been developed (see chapter 1.2. 'FFL Sustainability') in which a new approach was formulated for four main stakeholders. In 2016 this model was developed into concrete actions and the first steps of implementation have been made.



A photograph of three people in an indoor setting. On the left, a woman with curly hair is seen in profile, looking towards the center. In the middle, a woman with short hair is looking down. On the right, a man in a yellow shirt is looking towards the center. A green semi-transparent box is overlaid on the bottom left of the image.

## 5.0 Preview 2017

Fundraising will remain the most important subject for the Dutch 'stichting' in 2017. Building up long term relationships with current sponsors and finding new sponsors and funds, for instance abroad, are an important part of this. It is the aim to work on a continuous basis with an external fundraiser for Friends for Life in The Netherlands. This fundraiser will be supported by a more active social media policy for which the first explorations took place in 2016.

In 2017 the 'FFL sustainability' model will be implemented further. This means that in different areas important decisions will be made regarding the future of the programme. This results first of all in a multiple year policy for the years 2018 - 2020.

For 2017 the aim is to achieve the following results based on the activities mentioned above:



Graduate Bachelor of Science  
Mechanical Engineering

**David Gichinga Warui**

'After graduating for my bachelor degree, I started working as a Projects Delivery Engineer at Unilever Kenya Limited in Industrial Area Nairobi, Kenya. I wouldn't be where I am today if Friends for Life hadn't shouldered the responsibility of paying for my education. I am forever thankful for this opportunity.'

Fundraising	
Ambition external funding	€150,000.00
Number of new scholarships	35

Studies and job coaching	
Percentage students that have annual contact moments with deans	90%
Percentage of students in contact with FFI and delivering progress reports and results on time	95%
Percentage drop outs during study	<3%
Percentage of graduates participating in the job coaching training within 4 months before finishing studies until 6 months after finishing studies.	80%
Percentage of students finding employment after graduation in areas of work related to those same studies in < 6 months	70%
Placement of interns and graduates within the network of Friends for Life Foundation in Kenya	>25

Student-for-a-student programme	
Percentage repaying within < 1 year after graduation	70%
Number of new students starting a new course through the student-for-a-student programme	20

## 5.1 Activities in The Netherlands

The main focus area of policy making shifts towards the board members in Kenya more and more. The Dutch board will remain in an advisory role however and will continue to have an important role in the decision making process. In The Netherlands the focus will remain on fundraising. The fundraiser that was active in 2015 and 2016 and Friends for Life have parted ways as of 2017; another professional fundraiser will further build the role.

## 5.2 Activities in Kenya

The model 'FFL Sustainability', introduced in chapter 1.2 will be developed further and implemented. On different levels the organisation in Kenya will be improved and streamlined in order to further guarantee continuity in the future.

Students will be selected based on stricter criteria and the number of educational institutions the students can apply for will be decreased significantly. This will result in more intensive relationships with the institutions based on MOU's (Memoranda of Understanding).

The constitution of a professional alumni network is scheduled for 2017, to be build by the alumni themselves. A platform will be created for and by alumni, which Friends for Life can utilise when it comes to organizing events, providing business contacts in Kenya and mentoring and coaching of students.

Finally, stronger business relations will be build in Kenya, mainly in Nairobi. Especially Human Resource departments are interesting for Friends for Life as they can provide input about labour market criteria, the required profile of the excelling young professional and the introduction of graduates for traineeships and jobs. Finally, the dialogue will be sought with those parties regarding potential sponsorships for scholarships.

In addition to the model implementation as mentioned, two job coaching programmes will be organised, a student panel will be initiated and several events will be organised with and for the students.



Bachelor in Mining  
and Mineral Engineering

**Fatuma Rajab**

'I am very grateful to the Friends for Life Foundation as a team, for giving me their full support financially, mentally and as a mentor. Due to this, I could achieve my dream in tertiary education.'

## 6.0 Budget 2017

Revenues		Budget (Eur)
1. Charitable gift annuities		5,648
2. Water for Kenya		
Revenues	19,219	
Direct expenses / Commission	(1,561)	
		17,658
3. Companies		1,500
Revenue – Small funds, foundations etc	107,500	
Revenue – Others	20,000	
Direct expenses / Commission	(10,697)	
		116,803
4. Repayments graduated students in Kenya		6,078
<b>TOTAL REVENUES</b>		<b>147,687</b>
Expenses		Budget (Eur)
1. Staff expenses The Netherlands and Kenya		
Overhead, staff	72,642	
Contribution for expenses by additional donation of the board	(23,251)	
<b>Total staff expenses</b>		<b>49,391</b>
2. Other expenses The Netherlands and Kenya		
Office	6,045	
Audit and advisory expenses	2,958	
Other indirect expenses for activities	0	
Marketing, advertising, social media and website	1,400	
General expenses	1,025	
Student training	724	
Interest and bank expenses	700	
Other expenses/ miscellaneous	2,405	
<b>Total other expenses</b>		<b>15,257</b>
<b>TOTAL EXPENSES</b>		<b>(64,648)</b>
To be spend on students		Euro
<b>Total revenue</b>		<b>147,687</b>
<b>Total expenses</b>		<b>– (64,648)</b>
<b>RESULT / TO BE TRANSFERRED TO KENYA</b>		<b>83,039</b>



## 7.0 Financial results

Balance sheet as per 31 December 2016 (after profit distribution)		2015		2016	
Assets	Euro	Euro	Euro	Euro	
Current assets					
Receivables (other)	3,030		3,030		
Other assets	1,395		3,794		
		4,425		6,824	
Liquid assets					
Liquid assets		8,964		27,171	
Total assets		13,389		33,995	
Liabilities					
Equity					
Continuity equity	500		500		
Reserve	(11,873)		23,315		
		(11,373)		23,815	
Long term debts					
Loan		20,000		10,000	
Short term debts					
Debts to suppliers and trade creditors	-		179		
Taxes and social security	1,988		0		
Other debts and liabilities	2,774		1		
Total liabilities		13,389		33,995	

## 7.0 Financial results (continued)

Profit and loss account 2016	Actual 2015	Budget 2016	Actual 2016
Income	Euro	Euro	Euro
Income fundraising	89,611	150,580	150,311
Expenses			
Spent on objectives Kenya	63,711	78,435	65,298
Direct expenses fundraising	916	11,791	11,250
Administration and management expenses	48,482	60,354	38,575
<b>Total expenses</b>	<b>113,109</b>	<b>150,580</b>	<b>115,123</b>
<b>Operational result</b>	<b>(23,498)</b>	<b>-</b>	<b>35,188</b>
Mutation reserve	23,498	-	(35,188)
<b>Net result</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 7.1 Justification of expenses

Actual income was in line with the budget. Expenses however were less than budgeted, leading to higher net results. Due to the shortfall in income in 2015, funds had to be withdrawn from Friends for Life's general reserves to meet all obligations. These reserves could however be replenished in 2016 due to the positive net results in that year.

In 2016 €66.000 was spent on the objectives compared to the budgeted € 78.000. This difference, together with other positive deviations from budget, totaling €35.188, were added to the general reserves. For 2017 the board projects income of € 150.000. After deduction of the direct and indirect costs this will result in € 83.000 available for the objectives.

## 7.2 Ratio expenses and income

Percentage of revenues and expenses	Actual 2015	Budget 2016	Actual 2016
	%	%	%
Expenses related to objective as percentage of fundraising	71,1	52,1	43,4
Direct expenses as percentage of fundraising	1,0	7,8	7,5

Due to the significant shortfall in revenues, coupled with level expenses, in 2015, the ratio 'expense to funds raised' is skewed and relatively high.

This ratio in 2016 is on the other hand relatively lower due to lower expenses and replenishment of the general reserves of Friends for Life. These two opposed observations are the main cause for the difference in ratios in 2015 and 2016.

The increase in the direct cost of fundraising is attributable to the fact that Friends for Life retained a professional fundraiser in 2016. Until that time Friends for Life made almost no use of fundraisers with associated costs.

## 7.3 Reserves and funds

The 'stichting' raises external funds since 2011 to accommodate new scholarships. Before a new scholarship is offered in Kenya, coverage of the total amount of the tuition fees for the course have to be guaranteed with the incoming funds. Most of the scholarships that were given out in 2016 were connected to a specific donation. A small part of the scholarships was connected directly to the funds raised through the 'Water for Kenya' project. The remainder was spent on contingencies and ancillary activities such as the job coaching programme.

In 2016 the 'student-for-a-student' programme has been perpetuated by connecting repaying alumni to new students. The monthly repayments of a group of 5 students are being used for the payment of one new scholarship. The repaying students guarantee the payment of the new scholarship and are considered as donors of the Friends for Life NGO. They receive annual reports concerning the progress of the student that is sponsored by them.

In 2017 the number of repaying alumni connected to new students will be increased in order to stimulate the continuity in Kenya. With the expansion of this programme, the independency of the NGO increases further in the future.

## 7.4 Salary and remuneration board

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

The 'stichting' in The Netherlands paid the salary of one employee (manager) from January until September 2016. In the period October until December 2016 this manager worked and lived in Nairobi and was paid through the Kenyan NGO based on a fulltime contract. The Dutch part of the salary was financed for a large part with a donation connected to this specific goal. In Kenya there was one fulltime Kenyan employee, employed as a student coordinator. In addition, several volunteers, which were students within the Friends for Life programme, supported the team by carrying out administrative tasks.





## 8.0 Monitoring

The board of the foundation in The Netherlands monitored in formal and informal ways in 2014. 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. She was mainly based in The Netherlands but together with the board it has been decided that she would work and live fulltime in Kenya from October 2016 onwards. This gives the opportunity to work closely together with the board members in Kenya in order to hand over activities related to policy and strategy gradually.

### 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

This feedback was normally given during the board meetings that took place four times in 2014 and the manager was present in all these meetings.

In 2016 four formal board meetings took place. In addition, several informal meetings were organised between the manager and the board members. Suggestions for changes in processes and procedures were proposed during board meetings after which the board decided formally to either accept or deny the changes. The manager was responsible for the implementation of the changes after the board decision and gave feedback to the board afterwards.

Internal reporting by the manager to the board members took place during the year by providing periodic updates during board meetings and ad hoc memo's through email. In Kenya, the organisation of official board meetings has been started in the final quarter of the year to provide the members the required information and to prepare them for the activities in 2017. In 2017 they will also organise three board meetings as a minimum, combined with regular ad hoc formal and informal meetings.

# Organisation

## The Netherlands

Name: Stichting Friends for Life  
Location: The Hague, The Netherlands  
Legal entity: Stichting

## Kenya

Name: Friends for Life Foundation  
Location: Mombasa, Kenya  
Legal entity: NGO