



# Strategy

## Stichting Friends for Life & Friends for Life Foundation 2018 - 2020



## 1. Introduction

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Friends for Life Foundation in Kenya and Stichting Friends for Life in the Netherlands stand for a world in which every young person has the opportunity to develop his or her talents through education. This gives them the opportunity to build a better future for themselves and their families. Continuing your education also contributes to a world in which men and women have equal rights, respect each other and work together to create better livelihoods for their communities.

Both organisations will remain focusing in the coming years on facilitating tertiary education through offering scholarships. Stichting Friends for Life in the Netherlands will do so mainly by initiating fundraising activities in the Netherlands. Friends for Life Foundation in Kenya remains focused on the expansion of the number of scholarships and professionalizing of the procedures related to the selection of new students and the coaching of graduates towards a job. Additionally, the foundation will also focus more on local fundraising.

Increasingly important is the mineralization of dependency. Students are offered an opportunity to shape their future differently; this is automatically related to taking responsibility for the next generation. The selected students have a natural drive to contribute to the objectives of Friends for Life and due to that they form a close 'Friends for Life Family'.

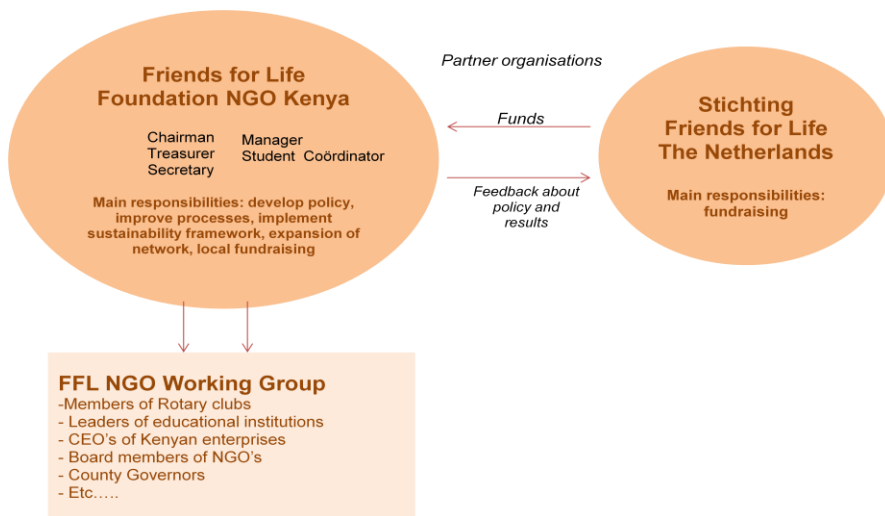
This active attitude of students expands in the coming years to participation in for instance student selection, assisting in local fundraising, building up relations with local organizations and educational institutions, setting up events and coaching of other students.

## 2. Organisation

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In the last years the boards in Kenya and in the Netherlands faced major changes with new, enthusiastic members. The collaboration within and between boards has been intensified due to this, especially in the last year. This forms the basis for the developments on the agenda for the period of 2018-2020. The main goal of the board in the Netherlands will shift more and more towards fundraising. The board in Kenya will increasingly take the lead in the broadening and expansion of the strategy and policy of the programme. This is in line with the increasing responsibility to be taken by the board in Kenya.

However, the level of collaboration and alignment between the two boards will remain the same in the coming years. The Dutch board will in addition keep a veto position in case she thinks that the strategy is not being implemented as mutually agreed.

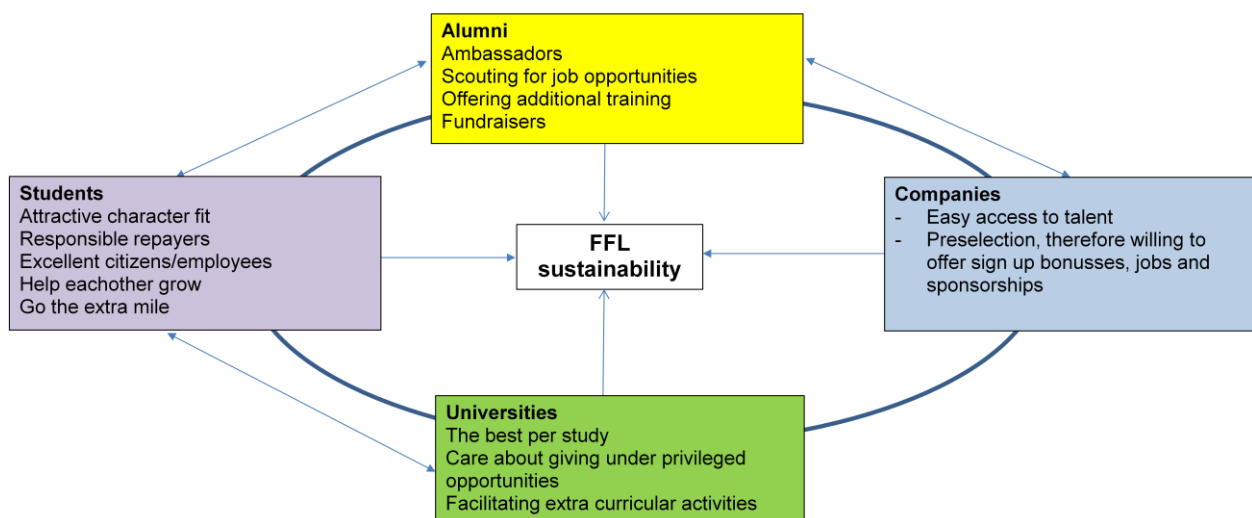


The board in Kenya has the intention to connect a working group of enthusiastic members to the NGO. Preferably, these members have a diverse background with which they can open a wide network for internships, jobs and local fundraising. This working group will get involved in the following activities:

- the organisation and operation of local (fundraising) events
- activating their network relations, for instance in order to invite guest speakers for trainings and seminars
- brainstorm about new possibilities to place graduates in the job market or start up their own companies
- supporting the set up of the alumni network

## 4. Sustainability framework

In 2016 a new direction has been determined for the coming years that will mainly be implemented in 2018 - 2020. This direction aims at the sustainability of Friends for Life, mainly in Kenya. A so called 'FFL Sustainability framework' has been developed. This framework looks as follows:





The focus areas in this model are developed out as follows:

- **Students**

The students in the programme are of course the most important stakeholders within Friends for Life. In order to connect the right group of students and alumni to the foundation, the selection process has been reviewed recently.

In the meantime, it has been determined which type of student is considered for a scholarship in order to match the student profile as much as possible with the objectives of Friends for Life on the long term. It concerns students that have a very high motivation to perform and in the meantime feel the natural urge to do something back for society, during and after their studies. The student profile matches the demand in the labour market, an independent, excelling and unique student. Finally, the student is willing to take part in activities of Friends for Life and/ or organises his or her own activity. When relatively young students are being considered, we will look at the opportunities they have to grow towards such a profile. Of course, in all cases, it concerns students that do not have the financial means to pay for their tuition fees.

- **Universities**

In 2015 the Friends for Life students studied at 28 different universities and 23 other institutions (mainly colleges). In the years before that, these numbers were even higher. In order to provide qualitatively good courses to the students and to be able to build a closer relationship with the institutions, a selection process was started in 2016 concerning the educational institutions. The selection is based on:

- course offering; also the number of different courses that are accepted when entering the Friends for life programme will be decreased and match the demand of the labour market better.
- position on the ranking list of best universities and institutions in Kenya
- high rating within stakeholders in the labour market
- willingness to collaborate from a strong Social Corporate Responsibility policy.
- offering relevant side activities for students within the curriculum

The final selection will be announced in 2017 and implemented in the successive years. This selection means that students from then onwards will only be accepted in the programme if they can and want to study at one of the institutions on the list. Meetings will be initiated with the selected institutions to discuss collaboration and support and where possible, Memorandums of Understanding will be agreed upon.

- **Organisations**

The ultimate goal of Friends for Life is that graduates find employment within a short time after finishing their course. In order to connect graduates with the labour market Friends for Life seeks close collaboration with organisations and companies in Kenya. The organisations will be asked to provide input about the required profile of a student for the selection procedure and the expected future demand a certain type of employees. Finally, Friends for Life offers them excelling graduates for their traineeships, internships and jobs that fit their demand based on their input for the selection process.

- **Alumni**

The group of Friends for Life graduates consists at the moment of around 250 alumni. This network of "young professionals" forms the basis of the three other focus areas within the framework. From the moment that an active and



professional alumni network has been initiated, they will be actively involved in approaching and maintaining contacts with companies, coaching and mentoring of new of students, promoting Friends for Life within the organisations they work (ambassadorship) and local fundraising. It is our goal that they form committees that stay in touch with the selected educational institutions, take part in the future selection committee for new students and advise the board members on improvements. In 2016 a start has been made of the set up a professional alumni network. In 2017 the plans will be finalised and implemented. It is expected that the first activities of the network will take place in the last quarter of 2017.

## 5 Fundraising

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Since several years fundraising is a topic high on the agenda of Friends for Life. Fundraising is immediately related to the number of scholarships issued and the quality of the programme. Job coaching training can for instance be provided among other activities.

In the period 2018 - 2020, fundraising, especially in the Netherlands, will remain a strong area of attention. Fundraising within the Netherlands consists mainly of:

- approaching the network of the board members in order to ask for donations
- writing proposals in order to request for grants and donations
- approaching businesses and institutions to ask for funds (financially and in materials) and other forms of cooperation.
- organising a yearly returning fundraising event
- stimulating schools, clubs and other associations to connect their existing fundraising activities to a donation for Friends for Life
- any other fundraising activities that would still need to be set up such as crowdfunding

We try to have at least one fundraiser active for Friends for Life for several hours or preferably several days per week.

Fundraising will also become a more prominent activity on the agenda in Kenya. So far, local fundraising resulted in a mutliple year contribution of an Australian organisation (Base Titanium Ltd.) for scholarships.

In the emerging economy of Kenya a group of middle income level Kenyans is growing that has more and more to spend. This results in more chances for local fundraising, mainly in and around Nairobi. Local fundraising will therefore be developed on a professional level in Kenya. This will be done in cooperation with students and alumni of the foundation. In this way, they can get experienced in this field and contribute towards the continuation of the success of Friends for Life. The project will start with a training for a selection of students and alumni that will take the lead in this in the coming years.

## 6 Marketing & PR

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In 2016, a more active social media has been explored to facilitate fundraising in the Netherlands. In 2017 collaboration with an external partner for this subject has been initiated in order to develop a policy for social media and for implementation of the same. It is expected that the implementation of this policy will be finalised at the end of 2017, developing in visible results



for Friends for Life in the coming three years. Of course, in these years a lot of attention will be required for maintenance and continuous improvement of the implemented campaigns.

Brand awareness and image are important subjects within the marketing and PR activities in Kenya. It is important that Friends for Life has an excellent image and is known in Kenya among organisations as part of the framework introduced in chapter 3. The image Friends for Life wants to have among organisations is as one of:

- a professional NGO
- an NGO that aims at cooperation, efficiency and results
- an NGO that only 'delivers' excellent alumni to the labor market

In order to achieve this, all conditions are of course important related to selection of students and educational institutions, continuous improvement of internal processes, having the right people on board in the Friends for Life team and building up a relevant network. In addition, marketing and PR tools will be used to express this image to the outside world and at the same time building up further brand awareness of FFL. The tools consist of:

- publishing positive news messages about Friends for Life and its students and alumni through social media on a frequent basis
- presenting Friends for Life as an organisation and its students and alumni in a uniform way (for instance by using the same uniform CV's when introducing students to organisations)
- monitoring the presentation of the Friends for Life alumni network to the outside world.
- Presenting Friends for Life during as many gatherings and events as possible, among others the Dutch Business Network.
- organising an annual returning sports event, in which sports people and their network are connected with Friends for Life.

## 7 Partners en relations

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Main goal of Friends for Life is working together efficiently with partners and relations. Friends for Life is a relatively small organisation and also wants to stay small. In order to professionalize 1 or 2 employees will be added to the team at the most in the coming years. Long lasting, intense relationships will be searched for to carry out the programme as agreed. In the sustainability framework already several stakeholders have been described that are important for Friends for Life' future, such as the Kenyan business world. In addition, the Kenyan government, local charities and secondary and tertiary educational institutions are important for Friends for Life to connect with.

### *Kenyan government*

In the coming years attention will be paid to building up a stronger relation with the Kenyan government. There are currently several governmental institutions that assist students in their tuition fees with scholarships. However, the total budget of these institutions is not enough to facilitate all the tuition fees of all students. Friends for Life would like to be kept updated more and better about changes in the policy of the government related to scholarships and the procedures around that. In this way, we can monitor how much students received already from the government or we are better able to refer applicants denied for the FFL programme to the governmental institutions. Finally, we would also prefer a closer relationship with governmental institutions in order to look for the opportunities of internships for students and employment for graduates.

### *Community Based Organisations*

In Kenya there are thousands of CBO's (Community Based Organisations) registered and active in different the fields, such as livelihood, human rights, environment, culture and nature). There





are therefore many ways for Friends for Life in Kenya to work together with equally minded organisations, for instance to organise events with a social character for students and alumni or to find a partner with expertise in job- or career coaching. In the coming three years Friends for Life will be searching for a minimum of three of those parties to build up a long term relationship with.

#### *Secondary school institutions*

All students accepted in the Friends for Life programme have finished their secondary school period successfully. Deans are often very capable of evaluating motivation and capacity of high school students. This is important for the selection process of Friends for Life. By building up a solid network among secondary school institutions, a thorough evaluation can be done regarding the criteria that apply for new applicants. In addition, this will create the possibility to organise presentations and motivational speeches to high school students by students and alumni, for instance to inform them about the possibilities of furthering their education.

## 8 SMART objectives 2018 - 2020

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In addition to the objectives mentioned in the former paragraphs, several SMART formulated objectives have been agreed upon for the period 2018 - 2020. Every year, an evaluation of the objectives will be carried out in order to adjust policy and strategy (if required) to meet the objectives.

#### **Fundraising**

Fundraising within Friends for Life is at this moment the most important source of income and directly related to the number of scholarships that can be issued to students. Also in Kenya, external fundraising will be one of the main focus areas in the coming years.

	2018	2019	2020
Ambition external funding	180.000	200.000	250.000
Number of scholarships to be issued	40	45	50

#### **Mentoring during studies and job coaching**

The student is being monitored during and after studies in order to prevent drop outs and to intensity commitment of students. Besides that, students will be assisted as much as possible during their search for employment immediately after finishing their studies.

	2018	2019	2020
Percentage of drop outs during studies.	<5%	<5%	<5%
Percentage of graduates that participates in the job coaching programme within 4 months before graduating until 6 months after graduation.	80%	85%	90%
Percentage of graduates that finds employment after graduation on the level of studies within 6 months.	50%	60%	70%
Placing of interns and graduates within the network of Friends for Life Foundation in Kenya.	>8	>15	>25



Percentage of alumni that actively participates in the alumni network.	10%	20%	30%
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### **Student-for-a-student programme**

Graduates automatically enroll into the 'student-for-a-student programme' in which they sponsor another student by repaying their scholarships in instalments. The repayment is most successful if the graduate finds employment with a minimum salary. The student-for-a-student programme is an important part of the sustainability approach of Friends for Life. The following results have been identified as evaluation criteria related to this:

	2018	2019	2020
Percentage of graduates that started monthly repayments within 1 year after graduation.	60%	70%	80%
Number of new students starting studies through the 'student-for-a-student-programme'.	5	10	15