



Annual Report 2019

Friends for Life Foundation & Stichting Friends for Life

'Education is the best solution to poverty'

CONTENTS

1.0 We are Friends for Life	3
1.1 Our Mission	4
1.2 Our Vision	4
1.3 Our Strategy: Bridging the Education gap	5
1.4 Our Students and Alumni	8
2.0 Friends for Life and the SDG's	9
3.0 Our programme	10
3.1 Intake and Selection	11
3.2 Education and guidance	12
3.3 Training and development	16
3.4 Community involvement	18
4.0 Sustainable impact	19
4.1 Student for a student programme	20
5.0 Fundraising	21
5.1 International fundraising	21
5.2 Local fundraising	21
6.0 Activities and impact in 2019	22
7.0 Preview 2020	23
7.1 New strategy development	24
7.2 Focus on local fundraising	25
7.3 Responsibilities and leadership	26



1.0 WE ARE FRIENDS FOR LIFE

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 adolescents are able to graduate and eventually find a job in 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.

WITH A
SCHOLARSHIP
THESE
ADOLESCENTS
ARE ABLE TO
GRADUATE
AND FIND A.

1.1 OUR MISSION

The Friends for Life Foundation provides scholarships to girls and boys from poor families in Kenya in order to further their education after secondary school.

With a scholarship these adolescents will be able to graduate and eventually find a job within Kenya. The aim on the long term is to generate more income through employment, which results in a more stable economy and welfare within the country.

**THE GOAL IS
TO CONTRIBUTE
TO SUSTAINABLE
DEVELOPMENT IN
KENYA BY
ISSUING
SCHOLARSHIPS**

1

1.2 OUR VISION

Contribute to sustainable development within Kenya by sponsoring scholarships for as many students as possible who have a lack of financial means, assuming the following criteria:

- Commitment of each student to sponsor another student after graduation;
- Commitment of the student to find employment in Kenya and perform activities in favour of the area in which they grew up.

Friends for Life stands for a world in which young people from the poorest areas in Kenya achieved a stronger economical position. This will give them pride, dignity, independence and self-confidence which will result in a better and more equal position.

1.3 BRIDGING THE EDUCATION GAP

Kenya's higher education enrolment is currently slightly below 12%. Vision 2030 outlines that Kenya aims at achieving standards like Southeast Asian 'newly industrializing countries' such as Hong Kong SAR, China; Singapore; Republic of Korea; and Taiwan, which all have an enrolment rate higher than 70 percent.

Furthermore, participation for the richest households is three times higher than the second-richest income group. Many students in Kenya find a way to graduate at a secondary school but do not have any perspective after collecting their leaving certificate.

1.4 OUR APPROACH

The programme we offer to those students who have passed our intake procedure successfully, is unique in several ways:

We keep in close contact with the students during the entire period of studies; this means that we:

- Follow up on receiving detailed progress reports of the students twice a year. Based on the progress report in depth discussions take place in order to know the academic progress of the student as well as their personal wellbeing. All possible changes in the course programme as well as on personal level that could have an impact on the progress of studies should be known by the foundation in order to anticipate in time.
- Keep in touch with a student representative who is appointed by the student and knows about the whereabouts of the student. This is preferably a close relative such as a parent or sibling. In case we are unable to reach the student we always contact the representative to make sure we know the status of the student and his or her course progress.
- Build up a relationship with the educational institutions our students go to and in particular with the deans who know the student personally. In case there is something unclear concerning progress, results or a change in programme we contact the dean for clarification.
- Stimulate the usage of social media and WhatsApp groups by students and alumni. The students are facilitated as much as possible in order to find each other online and share their thoughts, common interests, training- and job opportunities.

1.5 OUR STUDENTS AND ALUMNI

The students within our programme come from various backgrounds, geographical areas and engage in many different religions and cultures.

Additionally, the students and alumni pursue their course in various sectors, at all levels (certificate, diploma and degree level) at various educational institutions in Kenya.

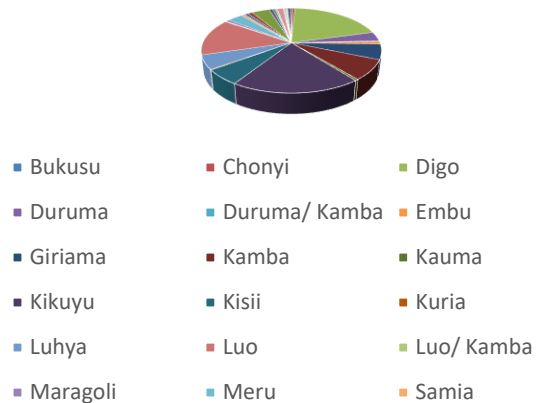
The students have one important factor in common though, which is their strong motivation to continue their education after secondary school and their lack of financial means to accomplish this. The students come from urban areas such as the slums of Nairobi but in many cases, they come from very rural areas. Communities in both areas face enormous challenges for adolescents when there is a lack of financial means. In the cities, where unemployment within the slums is often very high and places are overcrowded, the living standards are very poor. The people have to deal with poor infrastructure, overcrowding, few resources and poor sanitation facilities which is exacerbated further by a high disease and morbidity burden, characterized by high levels of malnutrition among children and the aged and high rate of communicable diseases like typhoid, malaria, dysentery and tuberculosis, with most families being unable to afford medical care. Crime and domestic violence are also features of the community, where the majority of households are single-headed, often by women. Health facilities are poor and HIV and AIDS are a challenge to families, leading, in turn, to a rising number of orphans.

In summary, youth in slum dwellings in Nairobi and Kibera face numerous challenges as they transit from adolescence into adulthood. They find themselves in a rather hostile slum environment characterized by unemployment, poor housing, large family sizes, violence, crime, drug and alcohol abuse, poor education facilities and lack of recreational activities.¹⁶ This situation subjects adolescents in the slums in Nairobi to early sexual activities three years earlier and twice more likely to have multiple partners than adolescents who live in non-slum parts of Nairobi.¹

In the rural areas young boys and girls face a lot of these challenges too and also have to deal with other challenges such as the consequences of child marriage and Female Genital Mutilation.

Girls suffer from additional circumstances when they grow up in poor environments compared to boys in Kenya. ¹ There is still uneven development between genders. In Kenya women still struggle to access institutions of higher education. And they also struggle to succeed in science, technology, engineering, and mathematics (STEM) related courses, and to progress into postgraduate studies. The difficulties particularly black women face in higher education are a continuation of the social conditions they live under. This includes poverty, racism, geographical positioning and institutional cultures that still have a gender bias, and sexism. Friends for Life aims of a percentage of 70% girls and 30% boys within our programme in order to stimulate the decrease of gender inequality.

32 different tribes represented by our students and alumni



Our students have all gone through a thorough intake process in which they have been interviewed about their life story, their motivation, their previous results and achievements. Only those are selected who fully fit the programme criteria and are able to contribute to the goals of Friends for Life in the near future. We can therefore say that the students within our programme are a highly diverse group of young adolescents who are extremely motivated to escape the hardship they have faced so far. One of their strengths is that due to the fact that they have learned how to survive in life, they share a common strength which is an endless perseverance. They will not give up until they reach their end goal and will do anything to get to the next level in life. Finally, the students know exactly how hard life can be without any assistance and are

1.6 OUR TEAM

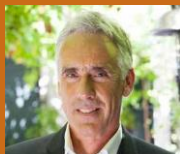
Operational team

Our operational team is small and our communication lines therefore direct and short. Two highly committed employees in Kenya work on a daily basis for the Friends for Life NGO. They coach, guide and talk with our students and alumni on a daily basis. They keep in touch with the educational institutions, partner NGO's and government institutions when necessary. They organise fundraising events, student panel meetings, community services activities and the entire intake process. Finally, they make sure all our activities and financial transactions are being administrated and reported in an adequate manner. In the Netherlands one employee supports and monitors all activities from the Kenyan NGO as well as the 'stichting' in the Netherlands. She maintains the relations with the current donors and is responsible for fundraising activities in the Netherlands.



Board members

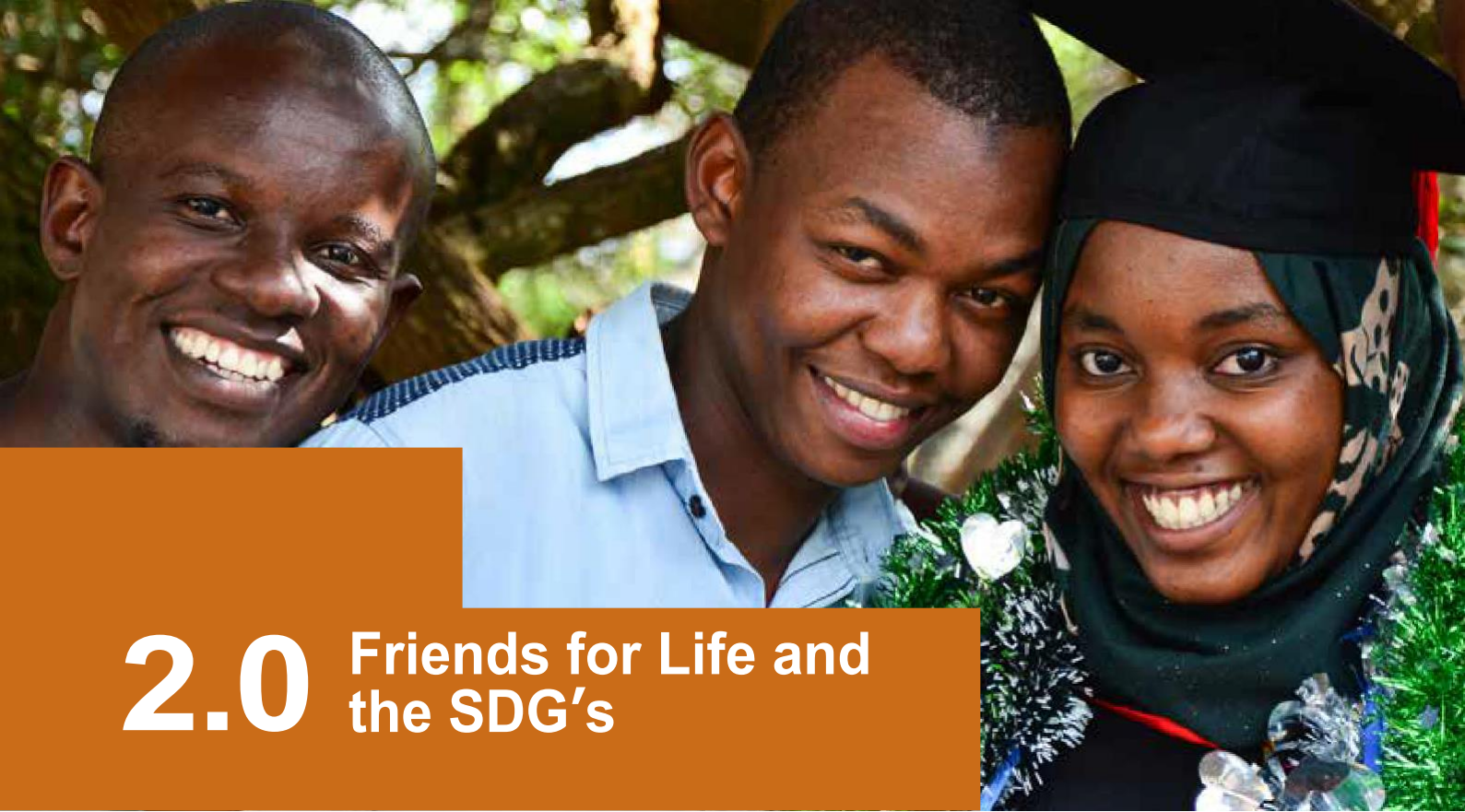
Our board members in both Kenya and the Netherlands work completely voluntarily. They are involved in the strategy development, they open doors for new fundraising initiatives, they approve the budget and keep track of the overall performance of the Dutch 'stichting' and Kenyan foundation.



Founding father

The founding father, Lammert Braaksma, started both entities together with his wife Kitty Braaksma in 2002. Many years they have put a lot of effort into Friends for Life to lay the foundations and to let it grow continuously. Even after they stepped down in their roles some years ago, they still contribute to Friends for Life whenever they can.





2.0 Friends for Life and the SDG's

Providing education opportunities for youth in Kenya by Friends for Life contributes to the following Sustainable Development Goals:



SDG 1. No poverty

The end goal of Friends for Life goes a lot further than providing education to as many Kenyans as possible. Goals within our foundation are being achieved when each and every individual within our programme has been able to find (paid) employment or becomes a successful entrepreneur. Out of all the graduates from our programme (ca. 300) at least 70% have managed to find employment or started up their own income generating business. A steady income means for the alumni an immediate reduce of poverty for themselves and their direct relatives. The alumni will be in the position to educate their own children so that the effect will carry on from generation to generation.



SDG 4. Quality Education

At 11.7 percent, Kenya's higher education enrolment rate is slightly higher than the regional average of 9.3 percent but much lower than the upper-middle-income economies that Kenya aspires to emulate. Education enables upward socioeconomic mobility and is a key to escaping poverty. 1. Lack of financial means is one of the major problems that excludes a lot of children and adolescents from proper schooling. Inclusion of exactly those adolescents is the main aim of Friends for Life.

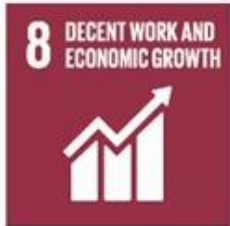
¹ Improving Higher Education Performance in Kenya: A policy report, The World Bank, August 2019



SDG 5. Gender equality

Within Friends for Life we strive to accept 70% girls and 30% boys for our programme in order to stimulate a further empowerment of girls within the Kenyan society. Educating women does not only lead to employment for these women, it also reduces early marriages and on the long run, a sustainable population size. The number of years a woman has spent in education is usually inversely correlated with the number of children she will bear in her lifetime. This has an immediate positive effect on climate change problems.²

SDG 8. Decent work and economic growth



Within our programme we do not only focus on the scholarship and the graduation of the student. During the last stage of the scholarship we invite the students for a personal and professional development training. Additionally, we look for opportunities to link our students to organisations and institutions within our network. We organise special small group sessions in which professionals come together with students and have a meeting in an informal setting. In short, we try to do anything we can to bridge the gap between the institution and the work environment to make sure that the graduates find employment within a short time after finishing their course. Graduates finding paid employment or starting their own income generating business contributes to the economic growth of Kenya as a whole.



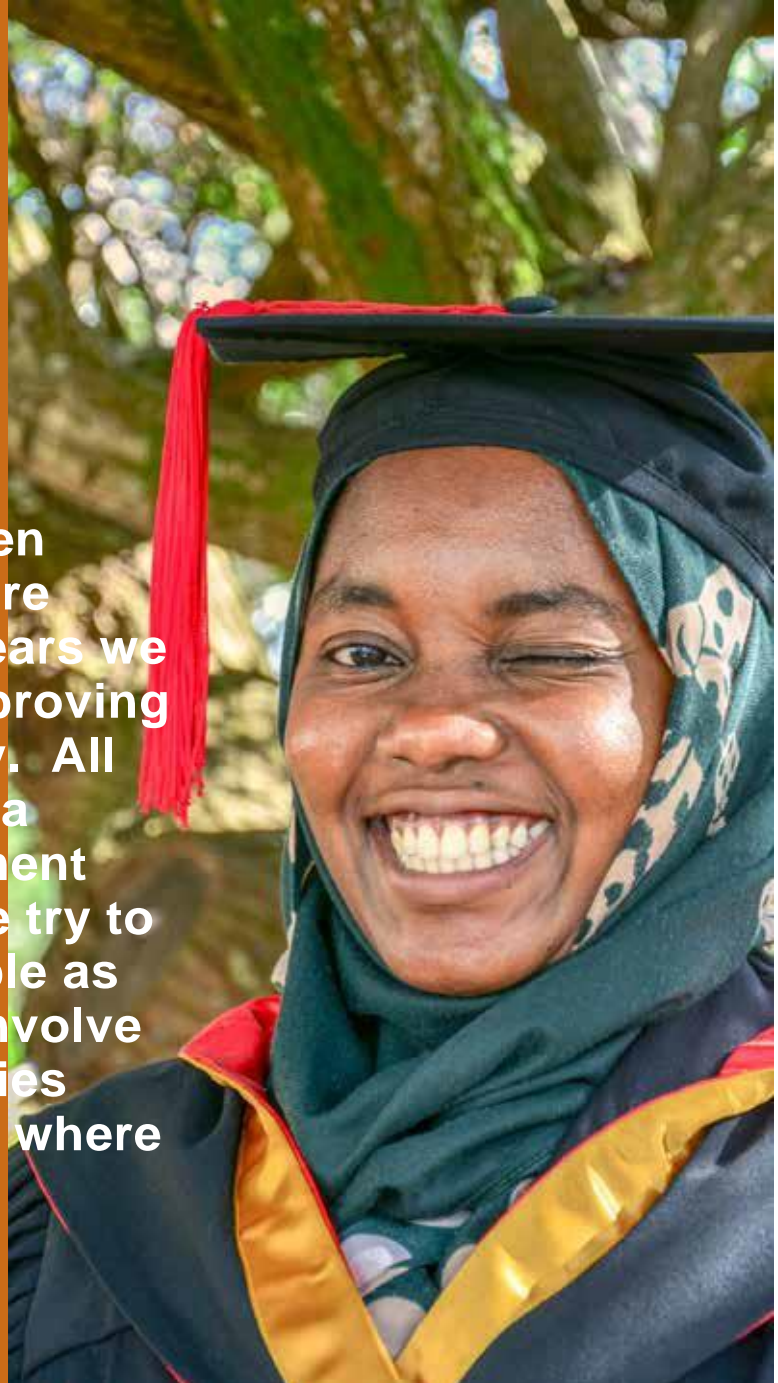
SDG 10. Reduced inequalities

Friends for Life reduces inequalities between poor and rich in Kenya by offering a sustainable solution. Those who are educated and finding employment will be able to continue developing themselves and grow in their careers. By offering scholarships to those who can absolutely not afford education on tertiary level, we leave nobody behind.

² www.populationmatters.org

3.0 OUR PROGRAMME

Our foundation has now been operational in Kenya for more than 18 years. During the years we have been focussing on improving our processes continuously. All improvements aim towards a better result in the employment rate of our beneficiaries. We try to keep the processes as simple as possible. Additionally, we involve our students and beneficiaries during activities and events where



3.1 Intake and selection

Our intake and selection process has developed over the years into a more professional and intense process. We have experienced that a thorough selection process at the start results in a smoother remaining part of the process and a higher employment and repayment rate after graduation.

The interviews during the selection process are key in this process. All applicants who have been pre-selected based on a set number of criteria are invited for two subsequent face-to-face interviews. The first interview is carried out by one of the operational employees. In this interview students' documents and records are checked and the applicant's life story is documented as well as references are being checked. If the applicant

succeeds to pass for the first interview, he or she is invited for the second interview which is carried out by one of the board members of the Kenyan NGO. This interview focuses on motivation of the applicant, the match between the course and the student, future job opportunities etc.

As we are well aware that not all applicants had the same opportunities in the past, we look at previous results but do not exclude those that have not scored top level only. Those who were not able to attend classes or exams in secondary school and as a consequence have average or even low results but do meet all other criteria are also welcome in our programme.

This intensive intake process gives us the opportunity to get familiar with the student and his or her family as much as possible so that we can continue with a frequent and easy communication throughout the scholarship and afterwards.

3.2 Education and guidance

During the scholarship students focus mainly on studying in order to achieve good grades and to finalise their course within the agreed time limits. At the start of each semester there is typically a moment for the student and the student coordinator of Friends for Life to interact. When the coordinator confirms that the progress of the student was satisfying during the last semester, she will prepare the next payment of fees.

The coordinator keeps monitoring the academic progress of the students but also their overall wellbeing. The students are also all included in an online group in which they communicate to their fellow students and the coordinator on a daily basis. Twice a year they deliver a progress report and as soon as they have received results from the institution, they send copies to the coordinator for monitoring, reporting and filing purposes.

3.3 Training and development

Our end goal is not education itself. Only when a student graduates and finds paid employment or sets up an income generating business, we are satisfied with the impact of the scholarship. We are aware that finding paid employment in Kenya is not easy, even when you have a diploma or degree.

In order to increase the chances of employment, we introduced a group training combined with an individual coaching programme for all students in their last year of studies. A professional trainer developed a programme in consultation with us named 'personal and professional development training'. A three-day group training provides the students with tools they can use during the process of application, interviews and introduction to a company.

Other opportunities to develop communication- and leadership skills are offered to the students during the year such as joining a student panel and volunteering at the Friends for Life foundation for a period of three months. We have experienced that the more students engage in such activities, the more they feel committed to Friends for Life and the more they develop self-esteem, practise presentation and interaction skills and the more they build up their personal networks.

Engaging the youth in Kenya: empowerment, education, and employment



The youth are, and will remain, a significant share of Kenya's population for the foreseeable future. Developing And implementing appropriate strategies, policies and programmes to mitigate the risks and challenges they (the youth) face must be much more of a priority for the government than it currently is. Any failure to provide appropriate opportunities for this large segment of the population could have enormous economic, political, cultural and social consequences. Engaging the youth population fully is therefore no longer a choice but an imperative in the development process that is also recognized by the government. (Republic of Kenya, 2007a)

3.3 Community involvement

In the last years we have offered specific activities to the students and alumni which involve a contribution to the local community. In consultation with the student panel a local CBO is approached and a day programme discussed. A group of students are invited to join the activities organised by the student panel. Last year, we have included this activity as a mandatory part of the student agreement. All students agree to participate in community activities with a minimum number of 80 hours per year. They can participate in activities organised by Friends for Life but also organised by other organisations such as local youth groups, their church or their university or association. Every year we receive a very positive feedback from this community participation both from the students as well as the CBO's we are working with. Students have an opportunity to get in touch with fellow students, develop their social, organisational and communication skills.

4.0 Sustainable impact

The foundation was founded in 2002 and will hopefully be able to support more and more needy students in the coming years. The only way the foundation can keep growing and expand its services, is by building up a sustainable organisation which is not dependent on external funding in the future. Since inception, the aim is to build up a revolving fund by turning beneficiaries into donors after graduation. For this, the 'student-for-a-student programme' was designed.



Since the start of the Kenyan foundation the student-for-a-student programme has always been an important part of the Friends for Life strategy for a sustainable approach. When entering the programme, the students sign a student agreement in which they agree to repay their full loan after they have finished their course. A grace period of six months is granted to find employment immediately after finishing the course. After the grace period, students are all mandatory to repay their loan in small monthly instalment. A repayment plan is attached to each student agreement and separately signed for.

Friends for Life has always given a lot of priority to the implementation and follow up of the repayment process. It is our strong belief that students have to take responsibility for the next generation. The ideal situation would be that in five years at least half of the new students enrol into the programme based on funds coming from repayments by alumni.

Although the repayment obligation has been included in the student agreement since the inception of the foundation and students are well aware of their obligations, we experience challenges with receiving the monthly repayments. After finishing their courses, the graduates often feel a lot of pressure from different directions. They might have started a job within a few months after finishing, the salary payment is still low but the obligations they have are high. They are often expected to contribute towards the education of their siblings and the upkeep of family members in general. As we do not have

many pressure tools other than contacting the alumni and their family members regularly, the repayments are less than we had hoped.

Over the years we have aimed for building up stronger relationships with the students in order to increase repayments as a consequence of their strong commitment to the foundation. We have seen a slight increase of repayments over the years due to this.

Currently, we are exploring the possibility to work together with the 'Higher Education Loans Board' in Kenya who's objective is to give financial support to needy Kenyan students in institutions of higher learning both locally and abroad. The HELB has a strong loans recovery system which they offer to partners.



5.0 Fundraising

5.1 International fundraising

In 2019 the Friends for Life funds mainly came from the Netherlands. Donations were made by capital- and family funds, charities, churches and individual sponsors. Additionally, several activities were set up by Friends for Life and by others to generate more funds to transfer to Kenya.

The board of the Dutch charity and the founder approached their network as much as they could.

Depending on the amount donated, donors of Friends for Life can choose to label their donation. This means that their donation will be used specifically for a certain (group of) students or activities. They receive a colourful annual report about the specific student(s) or activities which informs them about the progress of the student and their overall wellbeing.

The international funds were provided to us in 2019 by:

Private donors:	€ 22.215,-
Charities:	€ 46.000,-
Companies:	€ 2.000,-
Water for Kenya project:	€14.674,-
Others:	€538,-

5.2 Local fundraising

We value all sponsors, small and large and continue to search for new opportunities and partnerships in the Netherlands and where possible, in other countries. However, we feel that it is important that more and more funds are being raised locally. The Kenyan NGO will gain more independence when funds are being raised within the country.

In Kenya the following funds were raised in 2019:

- Companies: 3.000.000 kes (approximately € 27.000)
- Golf event: 777,500 kes (approximately € 7.000)



6.0 Activities and impact in 2019

New scholarships

In 2019 25 new scholarships were provided to needy students who could continue or start a course in order to change their lives for the better. These students come from various backgrounds and pursued courses in different areas, such as health care, business management, Information and Communication Technology and Building and construction.

Graduates

In the same year 32 graduates proudly celebrated with us their finalisation of the course. The official graduation ceremony is often quite some time after the finalisation of a course in Kenya and is organised once or twice a year by the institutions. The graduates dress up in full graduation gown and hundreds of family members and friends attend the special occasion.

Student empowerment

During the scholarships, students are offered several opportunities to empower themselves. In most of our activities, students are involved in the organisational process. This way, they can practise their leadership, organisational and communication skills. In 2019 the following activities were organised for the students:

- Training Personal & Professional development

This training is offered twice a year to the students who are in the final stages of their course. It provides an opportunity to learn more about developing the students' personal skills and preparing for the job market. A group of around 20 students gather for three intensive days lead by a professional trainer. There is plenty of time to interact and build up a network of fellow students. Additionally, guest speakers are invited from profound Kenyan corporates to motivate and challenge the students. The training is followed by an online individual coaching session that takes around three months. In this period the students actively look for job opportunities and are coached by the trainer during this period. A proper CV and cover letter are developed and preparations are made for job interviews. In 2019 there was one training held in Mombasa and one in Nairobi. At least 40 students attended the training and online coaching.

- Student panel sessions

Since several years Friends for Life organises student panel sessions in order to give the students a voice within our foundation. The students within our programme are invited to apply for a position within the panel. The selected group of around 5 students organises three meetings during the year during which they discuss relevant subjects related to the scholarship programme of Friends for Life. In 2019, the panel set up was extended and the panel members now also became representatives for a number of students within the programme. They were appointed as the coaches for this group and made sure that all relevant information was received and understood by the students within their group. They assisted us in following up on submitting of progress reports and result slips and they alarmed us when a student was not progressing well. It gave the panel members the opportunity to practise their coaching and communication skills and we will continue to work with this system.

- 'Coffee with....' sessions

Over the years we have experienced how important it is for young students to get familiar with the working world by interacting with those who already managed to find employment. In 2019 we therefore organised 'coffee with...' sessions during the year. These sessions give small groups of students the opportunity to connect with an experienced professional within their field of studies. They come together in a rather informal setting and have the opportunity to ask questions, start small discussions and get a feel of what the employment and labour market entails.

- Community service events

Friends for Life values its relationship with the local communities within Kenya highly. As we have a strong force of young adults close to us, all willing to walk the extra mile, we think we should utilise this for the benefit of the community. Therefore, every year, one or more events are being organised that benefit the community as well as our students and alumni. In 2019, these community service activities became a mandatory part of the student agreement. In previous years we have been organising or involved in (international) beach clean ups. In 2019 we

chose to organise two separate community service activities. In Mombasa, a group of Friends for Life students organised a 'jiggers campaign' at the Vingujini primary school and the Kenyatta primary school, both located in Msambweni at the South coast of Kenya in a very rural area. Most students involved are studying a health care related subject and therefore this was an excellent way to learn and contribute through the knowledge they had from their field of studies. The students did not only help to get rid of the jiggers of the pupils of the primary schools, they also talked to the parents of the infected children in order to educate them about prevention of jiggers. It was a very effective day for the children, teachers, parents and the students of Friends for Life.

In Nairobi a community service day was organised in cooperation with local CBO (Community Based Organisation), Watoto Wema. Watoto Wema and Friends for Life have cooperated in the past. Watoto Wema takes care of orphans and vulnerable children who have nowhere else to turn to and tries to find opportunities for the oldest children once they have passed their secondary education. Several of the youngsters who grew up at the Watoto Wema centre are now in the scholarship programme of Friends for Life. The community service activity entailed a day of student involvement in the daily activities of the centre such as doing the laundry, cleaning up the rooms and entertaining the children. It was a great opportunity for the students to interact with young children who come from the same background as they do so that they could inspire and encourage them to continue learning and never give up their dreams.

Friends for Life and the community: 'Jigger campagne'



Despite several campaigns of the government to fight the challenges that jiggers bring to poor communities all over the country, there are still several millions of people suffering from the flea like parasite that burrows under the skin. Left untreated, jiggers can lead to all kinds of secondary infections, loss of mobility and even death. Some 1.5 million children cannot go to school because of the scourge.

Local fundraising activities

In 2018 a very successful golf event was held in Kenya which brought in several new sponsors. The event brought a group of potential Dutch donors to Kenya where they played golf with a group of Kenyan golfers and travelled around the country. Based on this event, we decided to organise a much larger golf event to attract potential Kenyan donors in 2019. More than 120 Kenyans attended the event which was again organised on the golf course of the prestigious Karen Country Club in Nairobi. It was a very successful day with sponsorships coming from local companies and individuals. Besides the fundraising element, it was a perfect day for networking.

7.0

Preview 2020



7.1 NEW STRATEGY DEVELOPMENT

In the previous years, the focus within the strategy plan was still on improvement of our programme and professionalisation of our organisation in order to become more sustainable and solid for the future. The plan was mainly written and developed by the Dutch board and embraced by the board members and the team in Kenya. Over the years, the Kenyan NGO has become stronger and expanded in numbers and in involvement in the (implementation of the) strategy.

THE KENYAN NGO BOARD MEMBERS WILL NOW BE IN THE LEADING POSITION OF THE STRATEGY PLAN DEVELOPMENT

From 2020 onwards, the Kenyan NGO will play an even more important role and will take the lead in the development of a new strategy plan for the years following. The focus in this plan will be on a strategy in which the NGO in Kenya will gain more and more independence. The Kenyan NGO Board members will now be in the leading position of the strategy plan development. The Dutch board members will be available for consultation and guidance of course but will no longer be in the lead of these processes.

7.1 FOCUS ON LOCAL FUNDRAISING

A sustainable Friends for Life means that the Kenyan NGO will need to build up its own financial resources and would therefore continue to build up a local network of donors. Currently, around 30% of the total funding

originates from local sources. Out of the 30% there is at least 25% coming in from one local main donor, Base Titanium. Of course, we hope that this donor will continue to contribute to the objective of Friends for Life for many more years. We would however like to spread our risks and prefer that funding comes from different sources. This means that there has to be an active local fundraising policy in which all board members play an important role.

7.2 RUNNING THE PROGRAMME

As in previous years, of course we continue to strive to offer as many scholarships as possible to those who have been successful during our intake process. There are still a large number of students who sent in their applications. Twice per year an intake process is being organised which on average results in a total of around 30-40 students passing the criteria. Of course, we continue to seek funding in order to assist all those who have been successful in the intake. In 2020 we continue to guide and assist the students during their courses and we will organise the student activities mentioned in chapter 6 as these are all annual returning events.

8.0

Remuneration



Members of the board do not receive any remuneration for the activities they carry out for Friends for Life. The 'stichting' in the Netherlands employed one part-time employee (manager) from January until December 2019. The salary of this manager was financed for a large part with a donation specifically for that objective. In Kenya there were two fulltime Kenyan employees, a student coordinator and a general manager. In addition, several volunteers, which were students within the Friends for Life programme, supported the team by carrying out administrative tasks.

9.0

Governance



9.1 ACTIVITIES OF GOVERNANCE

The board of the foundation in the Netherlands monitored in formal and informal ways in 2019. They worked closely together with the board members of the Kenyan NGO which gave the opportunity to continue the hand-over of activities related to policy and strategy gradually. The Dutch board will remain involved and informed in the decision making processes where necessary.

The financial transactions are being monitored through a web based software system that is accessible from any given location in the world.

9.2 MEETINGS AND INTERNAL REPORTING

In 2019, three official board meetings took place in Kenya and in the Netherlands three as well.

In addition, several informal meetings took place between the manager, the general coordinator 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 employees to the board members took place during the year by providing periodic updates during board meetings and ad hoc memo's through email.

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