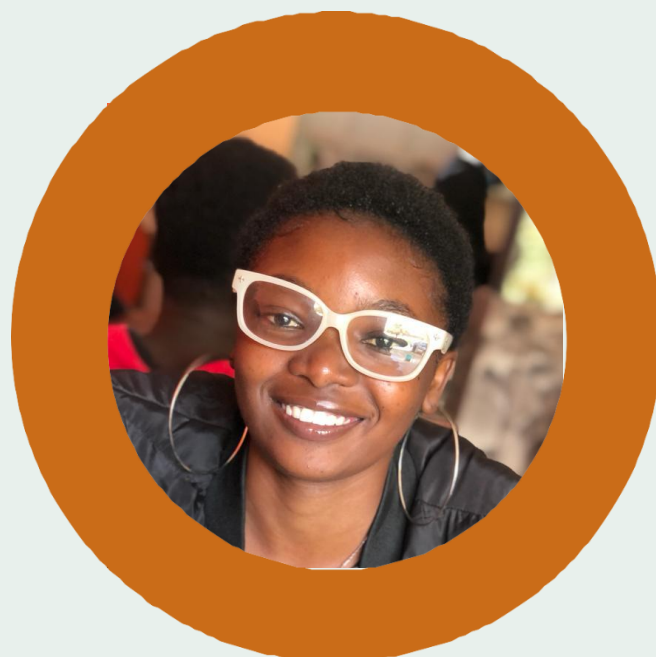




Annual Report 2020
Friends for Life Foundation
& Stichting Friends for Life

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1.0 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
EMPLOYMENT IN
KENYA**

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
PROVIDING
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 OUR PROGRAMME

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.

1.4 OUR STUDENTS AND ALUMNI

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

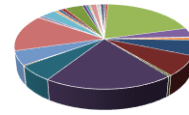
Additionally, the students and alumni pursue their course in various sectors, at all levels (certificate, diploma and degree level) at various educational institutions in Kenya.

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.

32 different tribes represented by our students and alumni



- | | | |
|------------|-----------------|--------------|
| ■ Bukusu | ■ Chonyi | ■ Digo |
| ■ Duruma | ■ Duruma/ Kamba | ■ Embu |
| ■ Giriama | ■ Kamba | ■ Kauma |
| ■ Kikuyu | ■ Kisii | ■ Kuria |
| ■ Luhya | ■ Luo | ■ Luo/ Kamba |
| ■ Maragoli | ■ Meru | ■ Samia |

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

1.5 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 ACTIVITIES IN 2020

The year 2020 was a year full of unexpected happenings. None of us had ever imagined that it would be a worldwide pandemic that would affect all our lives, our programme, daily activities and strategy for the future. The activities in 2020 were completely dominated by the impact of the pandemic and changed drastically by the consequences of the pandemic. At the moment of reporting the pandemic is still continuing and it is uncertain when the 'normal way of living', what that new normal will look like - and operating will be possible again.

2.1 Impact of the pandemic

In February 2020 the corona virus spread around many countries in the world and the Netherlands was affected as well. Kenya was closing its doors out of precaution as there were no registered coronavirus cases at that moment. The impact for Friends for Life was limited at the start, students were studying as usual. Our trainings had to be postponed though as group gatherings were already not allowed anymore in Kenya.

From the 13th of March the first closure of educational institutions was announced as a result of the first wave of cases in the country. Students were not able to continue their classes anymore and only a few students were able to continue their courses through online lessons. A time of uncertainty and fear started for all of us.

All our other activities such as the student panel gathering, the community service activities and local fundraising events had to be put on a hold as well. Our team members started working from home from then onwards. The team members worked from home because of safety but also, the campus on which our office is located was turned into an isolation centre for patients infected by the coronavirus.

In July 2020, the Kenyan government announced plans for phased re-opening of educational institutions. A group of our students was allowed back in class in September, several were (still) studying online. In the remaining part of the year more and more students were allowed back in class as well. The last students went back to physical lessons in January 2021.

The phased re-opening of institutions together with the changes in the programmes (online versus physical classes) and consequently the changes in tuition fee payments brought a lot of confusion and challenges at the time. The changes in the tuition programmes of the students will most probably last until 2023.

Idle students and alumni

Our students were not able to continue their courses for several months, which was challenging for many of them. Studying and having a place in a campus is for a lot of our students an important fall back in their lives. All students had to leave the campus and travel back to the small villages or over-crowded urban areas they grew up in. One of the effects of this was that more female students announced their pregnancy after a few months of being back in the village. This phenomenon has been reported all over the country.

Our alumni also reported more challenges with finding employment after graduating. Some of the students graduated just before the pandemic started and were not able to find employment due to the immediate economic effects in the country. Those virtually graduating during the course of the pandemic faced the same challenges. Some of the graduates who were already employed for some time reported the loss of their job due to economic challenges by their employer or the closure of the organisation, for instance hotels and restaurants. Remarkably enough, we saw a slight increase in repayments during 2020. This was most probably the result of a more systematic approach that was implemented in 2020 to follow up on non-repaying alumni.

During the time that students and alumni were idle, our team members in Kenya supported them as much as possible through phone conversations and by keeping in touch through social media. Students and alumni kept updating each other through existing whatsapp groups about the lockdown situation, important changes in the curriculum and their own health situation. None of the students reported to have been infected by the corona virus. Some of our alumni, especially those working in the health care sector, did report a positive test and challenges with their health. Luckily all of them recovered completely.

2.2 Fundraising during the pandemic

In the meantime, fundraising was not easy during the lockdown in the Netherlands and in Kenya. It was not possible to organise fundraising events, relations were less capable to donate and our Water for Kenya project was completely put on hold due to the closure of all restaurants in the Netherlands.

For Friends for Life the worldwide pandemic influenced not only our daily activities yet will also affect our future strategy. A strong decrease in the funds raised means that we are not able to continue with the planned activities and strategy as planned.

Some fundraising continued as usual luckily such as the funds raised from local sponsor Base Titanium. Also our current sponsors in the Netherlands, who are committed to cover the scholarships of the current studying students, remained supporting us.

The government in the Netherlands offered a compensation to all organisations in the Netherlands who faced more than 20% profit loss in 2020 due to the impact of the pandemic. Friends for Life also received a compensation as the income decreased more than 20% in most months of 2020.

2.3 Success stories in 2020

Luckily, 2020 also brought some successes for Friends for Life. In total 15 students graduated in 2020. Several students who were in the last phase of their course, were able to finalise the last part just before the year ended. In most cases these graduates attended an online ceremony to celebrate their achievements. Those graduating in a year that was dominated by the impact of the pandemic, were challenged in finding employment immediately after their courses. Only health care students were able to roll into a job fairly quickly after graduation and were immediately able to contribute in the battle against Covid19.

Even though funds raised were far less than expected it was still possible for the NGO to accept 21 new students based into the programme. Most of these students were however not able to start their courses then due to the lockdown in the country but had to wait for the re-opening of the institutions.

2.4 Student-for-a-student programme

The student-for-a-student programme of Friends for Life aims at a full repayment of scholarships by alumni in order to build a sustainable revolving fund with which new students can continue to be accepted into the programme. Within six months after graduation, alumni are obliged to start their repayments by transferring monthly instalments to the foundation.

Repayment is one of the most challenging parts within the programme of Friends for Life and is also one of the most important ones in terms of continuation of the NGO. In the last years the repayments have been fairly stable with a small increase every year. One would expect a fairly strong decrease in repayments due to the economic impact of Covid-19. This has however not been the case. In 2019 a repayment total of 519,005 Ksh was received by the NGO whereas in 2020 the total came to 553,530 Ksh.

2.5 Staff training and development

In 2020 our staff members started two new courses provided by 'Kenya Community Development Fund' in cooperation with Dutch NGO Wilde Ganzen. The first course they started aims at developing local fundraising skills and techniques. Both our employees in Kenya attended this course which started at the end of 2020 and continues in 2021. The course is fully provided online and includes group discussions and sessions as well as individual coaching sessions per participating organisation. By providing this training to our two employees in Kenya a boost in local fundraising should be seen in the years after the training. Of course, we will take into account that fundraising will also remain a challenge for some time in Kenya due to the impact of the pandemic.

The second training teaches the staff members to identify and prioritize development challenges for policy pursuit at county and national level. This training is particularly relevant for the changes related to the grants process of our main local donor at the south coast in Kenya. This course also started at the end of the year 2020 and continues in 2021.



3.0 PREVIEW 2021

3.1 Minimized- and online programme

At the time of reporting, the pandemic still has a big impact on the Friends for Life programme. Minimizing the risk of spreading the virus as well as financial constraints have led to the decision to downsize the programme in the coming year. This means that the focus will be on the necessary activities rather than an expansion of the programme and activities.

New students will, as usual, only be accepted to the programme at the moment that funds of external sponsors are guaranteed for the entire course of a student. In case new students can be welcomed to the programme we will first have a look at those who are still on a waiting list and passed the intake process. If new intakes are required this will also be organised in a fully virtual setting.

For the studying students only the job coaching training will be organised in 2021. This training will be offered in a fully online version in order to make sure that the risk of spreading corona is minimal during such trainings. A complete online version of this training also means a strong cost reduction for this programme.

During the year we will analyse which other activities can be offered to the students in an online version. A student panel discussion for instance is fairly easy to organise in an online setting. Students are very familiar now with using social media and online platforms to discuss and share their experiences.

3.2 Focus on studies

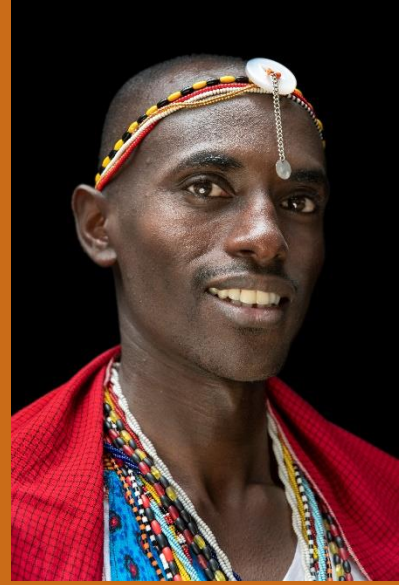
Almost all students faced a long delay in their courses during the pandemic in 2020. Our priority in 2021 is therefore to support the students as much as possible in order to minimize the delay where possible. The focus in 2021 will be on continuation of the courses and making sure that all students are fully dedicated to their studies. We encourage them to keep any extracurricular activities on hold in order to be able to focus on studies at all times now. ¹³

The educational institutions have communicated the expectation that programmes will be back to normal in 2023 again which means that we are required to remain flexible in 2021 and thereafter. Starting dates of semesters are different from the normal schedules, examination times remain different for a while as well as internships and attachment periods.

In our reports to our sponsors we explain the delay and differences in the programmes as accurate as possible and we keep following up with the institutions of any changes.

4.0

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 2020. 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. The employees worked from home for almost all the year. Because of the pandemic, no new volunteers were asked to support the team in 2020.

5.0

GOVERNANCE



5.1 ACTIVITIES OF GOVERNANCE

The board of the foundation in the Netherlands monitored in formal and informal ways in 2020. 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.

5.2 MEETINGS AND INTERNAL REPORTING

In 2020, 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.

6.0

FINANCIAL OVERVIEW



RESULTS

Discussion of the results

	<u>Actual</u> <u>2020</u> €	<u>Budget</u> <u>2020</u> €	<u>Actual</u> <u>2019</u> €
Income	<u>128.392</u>	<u>209.641</u>	<u>86.608</u>
Spent on the objective in Kenya	50.391	97.426	92.056
Costs of fundraising	3.592	13.678	2.496
Management en administrative costs	35.032	86.779	34.270
Common costs	<u>2.673</u>	<u>11.758</u>	<u>2.846</u>
Total costs	<u>91.688</u>	<u>209.641</u>	<u>131.668</u>
Balance of income and costs	36.704	-	(45.060)
Transfer of funds from special purpose reserve	<u>(36.704)</u>	-	<u>45.060</u>
Total nett results	<u>-</u>	<u>-</u>	<u>-</u>

The income was lower than budgeted. The donations were mainly less than expected. The costs were also lower than budgeted and decreased compared to 2019. The management and administration costs remained on the level of 2019. The costs for fundraising were less than budgeted for. The board budgeted for an amount of € 97.426 to be spend on the objective. The actual spent amount was € 50.391. The difference between the budgetted income and expenses, together with the other deviations related to the budget with a total of € 36.704 was added to the special purpose reserve.

In 2020 Friends for Life made use of the NOW fund of the government. In total an amount of € 14.548 of government support was received in favour of operational result.

The board expected to be able to generate an income of approximately € 130.000 as part of the budget for 2021. After deducting all direct and indirect costs, an amount of € 44.956 would be available to be spend on the objective. In the budget it is taken into account that the reserves that have been build up might also be utilized for the objective. Due to utilising government support in 2021 and by adjusting the expenses as a result of a decrease of income the continuity will not become in jeopardy.

MULTIPLE YEAR OVERVIEW

	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>
	€	€	€	€	€
<i>Assets</i>					
Current assets					
Receivables	4.496	1.400	1.400	4.030	6.824
Liquid assets	9.957	7.461	31.523	38.251	27.171
Total assets	<u>14.453</u>	<u>8.861</u>	<u>32.923</u>	<u>42.281</u>	<u>33.995</u>

Liabilities

Foundation equity	11.328	(25.376)	19.684	29.344	23.815
Long-term debts	-	31.000	10.000	10.000	10.000
Short-Term debts	3.125	3.237	3.239	2.937	180
Total liabilities	<u>14.453</u>	<u>8.861</u>	<u>32.923</u>	<u>42.281</u>	<u>33.995</u>

	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>
	€	€	€	€	€
Revenues	128.392	86.608	132.089	123.511	150.311
Balance of income and expenses	36.704	(45.060)	(141.749)	(117.981)	(115.121)
Foundation equity	11.328	(25.376)	19.684	29.344	23.815

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