

Happy Watoto Foundation



Policy plan - Happy Watoto Foundation 2022

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1. The foundation

Happy Watoto foundation was established on the 26th of December 2000. In 1998, the late Jan Willem ter Braak was sent to Tanzania for three years to privatise Kilimanjaro Airport. During that time he and his wife Ida supported hospitals, schools and street children projects. By chance, they came across an orphanage in need in the village of Kikatiti. The building was in a very bad shape. Jan Willem and Ida decided to buy land and build a new house, which they managed to finance by starting a fundraising campaign in the Netherlands. In order to provide structural help, the Happy Watoto foundation was established on 26th of December 2000.

Two years later, in October 2002, the new children's home, Kikatiti Happy Watoto Home, was opened. The foundation grew into a foundation with a clear mission and vision and a structured approach. In 2008 the board decided to open a kindergarten and in 2010 the primary school with accompanying living facilities was opened. Since 2013, we have been shaping the follow-up programme (secondary and vocational education). For this, we cooperate with external educational institutions. The aim of all this is to help the children on their way to an independent life. From 2020 onwards, this final phase started and we support the graduated children to lead an independent life.



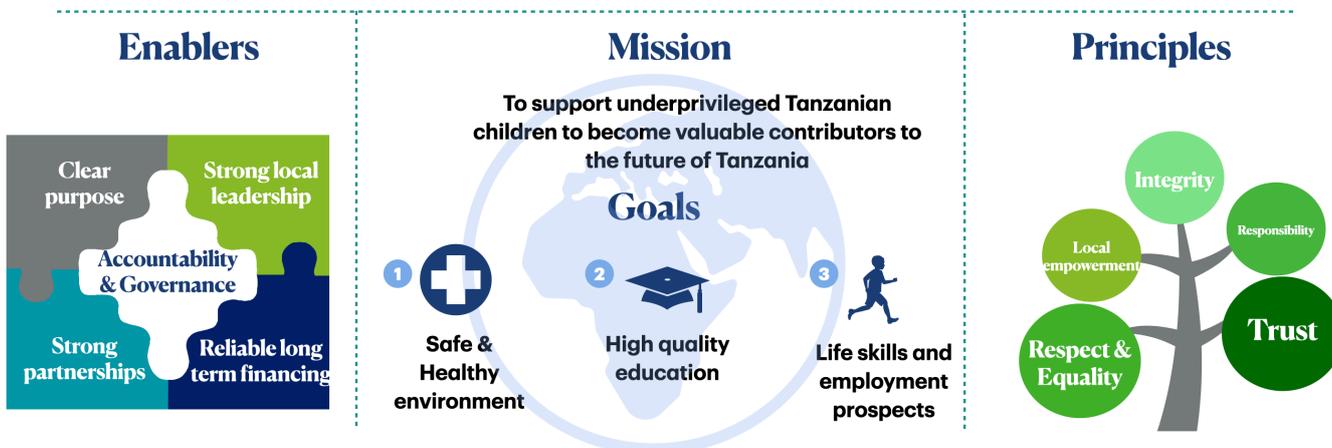
2. Vision, Mission and Social value

Tanzania is still one of the poorest countries in the world. A significant proportion of the population has no or poorly paid work and the labour market offers hardly any prospects for the youth. A large proportion of the population lives on less than \$1.35 per person per day¹. It is estimated that there are more than 1.3 million orphans in Tanzania. Accessibility, quality and equity in education are major challenges. Despite the fact that all children in Tanzania should have access to primary school as of 2007, it is estimated that more than 5.1 million children aged 7 to 17 do not attend school. In addition, only 30% of children between the ages of 14 and 17 are enrolled in secondary school, with only 3.2% enrolled for the last two years. Vulnerable children, such as girls and children from disadvantaged communities or with a disability, have the highest risk of never attending school. In addition, education at government schools is poorly organised due to overcrowded classes, little teaching material and unmotivated teachers.

Happy Watoto Foundation helps vulnerable children (aged 3-18) from underprivileged families in the Arusha area of Tanzania to build a successful, happy life by providing a caring environment, excellent education, and ultimately support to obtain their first employment.

Vision

We believe quality education and eradication of poverty will enable Tanzania to become an African success story by 2050



¹ Source: World Bank data, September 2021

We identified three goal areas to drive results for the children: 1. Safe & Healthy environment, 2. High quality education and 3. Life skills and employment prospects. Our goal areas are linked to the Sustainable Development Goals (“SDG’s”). The SDG’s provide a blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including poverty, inequality, climate change, environmental degradation, peace and justice. Our operational priority initiatives are linked to the three goals.



1. Safe & Healthy environment.

Our first goal is to provide a safe and caring environment, ensure healthy lives and promote well-being for the children, improve and safeguard quality of nutrition. The SDG goals we can contribute to are SDG 3: “Good Health and Well-being” and SDG 6 “Clean Water and Sanitation”.

2. High quality education

The second goal is to ensure inclusive and equitable quality education for the children. We contribute to SDG 4: “Quality Education”.

3. Life skills & employment

We aim to support the children in gaining life skills to prepare them for the future and finding decent work. Via this goal we contribute to SDG 8: “Decent work and economic growth”.



3. Our Activities

Every year, we offer about 450 children between the ages of 3 and 18 a complete educational programme. These are children from impoverished and disrupted families, who we take into our shelter at an early age due to a lack of basic care. We organise our projects in four phases as outlined below.

The four phases of our projects

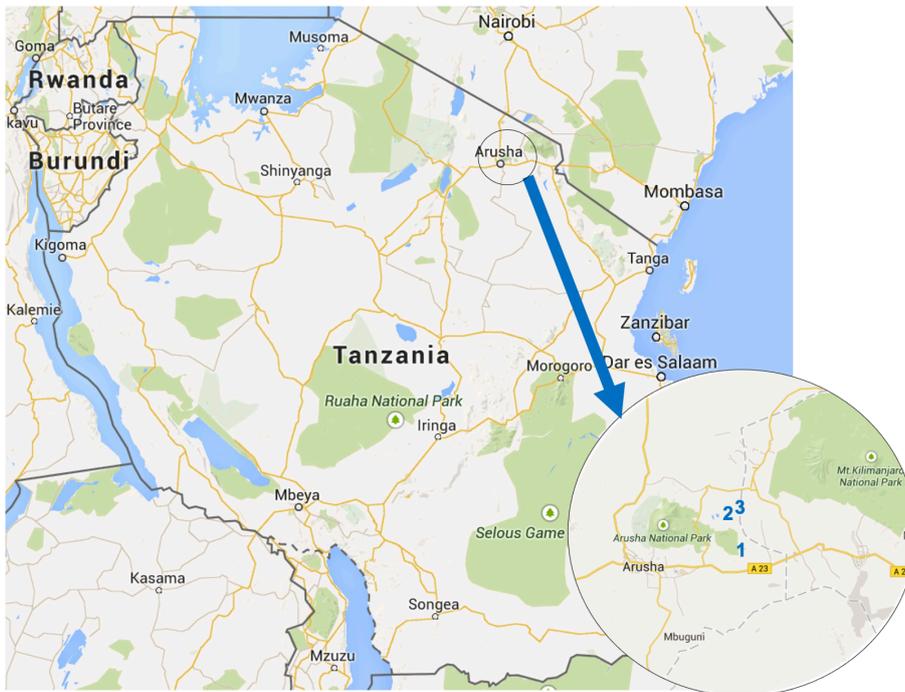
Phase	1. Nursery School	2. Primary School	3. Secondary School	4. Vocational guidance or University
Age	 <ul style="list-style-type: none"> • 3-6 years 	 <ul style="list-style-type: none"> • 7-13 years 	 <ul style="list-style-type: none"> • 13-17 years 	 <ul style="list-style-type: none"> • Aged up to 18
Description	<ul style="list-style-type: none"> • Home and pre-school in Kikatiti • Most children are orphans or children from troubled families and have traumatic experiences • Children require extra care and attention • Montessori pre-school education, children learn English over time, in playful fashion • 12 new pre-schoolers every year 	<ul style="list-style-type: none"> • Ngorika home and school • Children join from Kikatiti pre-school (max 104, which also stay in the home) • Also accommodates neighbourhood children from poorer families (contribute on an ability-to-pay basis) • English-language primary education to a total of 280 children • Maximum classes of 35 children 	<ul style="list-style-type: none"> • Children that finish Ngorika school and national exams are placed in selected external boarding schools with which HW has a good relationship • HW pays school fees • Children who are less academically inclined can follow vocational training at these schools • Expensive education, neighbourhood children can only be supported occasionally 	<ul style="list-style-type: none"> • 1 or 2-year vocational training programs after completing secondary school • Students qualified for university obtain a government loan or find an individual sponsor • External programs, HW pays tuition and housing • Foundation has limited experience of working with children in this age category (foundation only started in 2001) • Starting in 2017, annual intake of 8 -12 expected; HW is making concrete plans in next years to facilitate
Location	<ul style="list-style-type: none"> • Kikatiti Happy Watoto Home 	<ul style="list-style-type: none"> • Ngorika home and school 	<ul style="list-style-type: none"> • Various secondary schools 	<ul style="list-style-type: none"> • Various
Managed by HW or externally	<ul style="list-style-type: none"> • HW 	<ul style="list-style-type: none"> • HW 	<ul style="list-style-type: none"> • Externally 	<ul style="list-style-type: none"> • Externally

1. **Nursery School** - Children start at the age of three at our nursery school in Kikatiti where they are become familiar with the English language in a playful manner. This is a preparation for English-language primary education that we consider meaningful.
2. **Primary School** - We also run the primary school in Ngorika ourselves with a team of (academically) trained teachers. By working in relatively small classes with an extensive curriculum, including sports and creative subjects, the children are able to develop themselves in all development on all fronts. When necessary, we provide remedial education. By providing education in the English language, we create an advantage for the children compared to their contemporaries in the compared to their peers in secondary education. We also offer this basic education village children who would be deprived of education without our support. As long as we do not have sufficient financial resources, we will not take these children into the for the follow-up process of secondary and vocational education.

3. **Secondary School** - For English-language secondary education at O (ordinary)-level, we send the children from the age of 13 onwards externally to carefully selected boarding schools.

4. **Vocational guidance or University** - The choice of the follow-up route is driven by the capabilities and choice of the student. It is usually 2 years of vocational training (and in exceptional cases A (advanced)-level to prepare for university). A(advanced)-level in preparation of a university education), is determined together with the child on the basis of interests and capacities of the child. We withdraw financially after the vocational training. Our goal is achieved when the children have an economically independent basis. Therefore we help them to find paid work or set up their own business. Where possible, we support this with a micro-credit via the Pamoja Nguvu foundation (<https://microkrediettanztania.nl/en/home/>).

Location in Tanzania



Projects¹

1. Kikatiti Happy Watoto Home

- Children's home and pre-school for 3-6 year olds in Kikatiti
- Opened in 2001, hosts 56 children



2. Ngorika School

- Our primary school for 7-13 year olds in Ngorika
- Opened in 2011, hosts 280 children



3. Ngorika House

- Children's home for 7-13 year olds in Ngorika
- Opened in 2011, hosts 104 children



4. Governance and Organisation structure

The organisational structure consists of a local NGO Board, a Dutch Board and the Management Team. In the table on page 9 the roles and responsibilities are outlined in the governance framework.

In Tanzania, we have a team of 69 Tanzanian employees under the leadership of Management Team. All employees have an employment contract with the local NGO that we set up for the project and that acts on behalf of Happy Watoto. The Management team consists of the following members:

- Mathew Massawe - General and Financial Director
- Mary Kasale - Head of Social Work
- Peter Claver - Head of the Homes
- Martha Jonathan - Head of Kikatiti

The local NGO board is in charge of the management and supervision of the local organisation. The local NGO board meets on a regular basis, at least four times a year. The local NGO board consists of the following members:

- Lorna Shuma – Chair
- Grace Chwezi – General member
- Grace Geffi – General member
- Joyce Sagala – General member

The Dutch board represents the foundation and the directors are jointly responsible for the (financial) policy and responsible for the (financial) policy. They meet at least four times a year and on yearly basis a delegation of the board will visit the local operations. The Dutch Board consists of the following members:

- Elise Lufting - Chair
- Fred Arp - Treasurer
- Sjoukje de Vries - Secretary
- Paul Nielen - General member
- Richard Lines - General member

The Dutch and local board as well as the Management Team is supported by local advisors: Marion Hasselaar, Walther de Nijs and Anastacia Gilder.

The Dutch board works for free. In addition, most of the activities carried out in the Netherlands are sponsored, as a result of which the total overhead costs are marginal (< 1% of the total budget). Occasionally volunteers are active in our project in Tanzania. We are, however, careful that this is not at the expense of local employment. In general we try to stimulate the involvement of the local population as much as possible.

Governance framework

Dutch Board (in consultation with German foundation Good Hope)	NGO Board	Management
Defining the mission & strategy of HW	Advising the Dutch & German foundations in general and strategic matters.	Acting and advising where needed
		Translating strategy in action plans
Stipulating the HW principles and guidelines	Monitoring of compliance with rules & regulations (including legal, fiscal and other rules imposed by the government)	
Leadership development		
Monitoring of execution of action plans		Executing action plans
Approving and monitoring of the annual budget for all activities including any investment needs. Providing or arranging financing in accordance with the budget	Advising on the budget Advising management in performing their tasks	Preparation of the annual budget Monthly (quarterly) reporting on the actuals versus budget. Acting as per allocated budget. Advising on budget adjustment
		'Hiring and firing' of key management team members
Jointly setting performance criteria and evaluating HW Management		
Deciding on compensation of HW Management	Proposing and advising on compensation of HW Management	Requesting and advising
	Approving of any promotions and salary adjustments of HWGH team members outside of the budget	Introducing a system of formal job descriptions, setting criteria and evaluation of each employee on an annual basis.
Advising NGO board and the management team on evaluation made.	Evaluating as per rules and regulations	Monitoring compliance of each and any employee with regard to rules & regulations
Approving on payments	Advising and participating in selection process of new staff.	Recruitment of new staff
Ensuring compliance with rules & regulations		
Advising on such contacts		Contact with Tanzanian authorities (social welfare, tax etc)
Prior approval needed for hiring services	Advising on hiring services	Contacts with accountant and lawyer

5. Funding

The Happy Watoto Foundation is a non profit organisation. The foundation is completely dependent on donations. We receive donations from individuals, companies and other charities in the Netherlands and abroad. Since 2009 we have been working closely together with the German foundation Good Hope. Good Hope pays for a large part of the operating costs for the resident children. A summary of our fundraising activities can be found in the table below.

Type	Details
Individuals	Private donations from our own networks: here we strive as much as possible for multi-year
Ambassador programme	Committed donors who, in addition to making donations themselves, also contribute by organising sponsoring activities. It concerns activities such as a wine action and a golf tournament, of which the proceeds benefit Happy Watoto. Our ambassadors are very closely involved and most of them have visited the projects in Tanzania themselves.
Other charities	The Board maintains close contacts with numerous charities that support the projects of third parties. These are usually a contribution to the financing of a specific investment or the co-financing of a co-financing of a learning phase.
Third party initiatives	Third party initiatives: doelshop, 1%club, goededoelen.nl, whydonate, church collections, sponsorship programmes at schools. These activities are initiated and/or supported by Happy Watoto and usually return annually.
Local fundraising	Our aim is to increase local fundraising. The plan is to increase the efforts on local fundraising in order to make the organisation less dependent on international funding.

6. Reporting and general information

The annual report will be published on the website (www.happywatoto.nl) within 6 months of the end of the previous year. The treasury committee will review and approve the accounts.

The organisation makes use of Google Workspace for NGO's, this is a secured cloud based workspace which includes several collaboration tools and software products such as video conferencing. All employees have the opportunity to use this Workspace.

In the event that the foundation is dissolved, the remaining capital after payment of all debts will be paid out to another public benefit institution established in the Netherlands.

General information	
Date of establishment	26 December 2000
ANBI number:	18840
CBF since:	July 2017
IBAN	NL95ABNA0592137678
BIC	ABNANL2A
RSIN	810107247
Chamber of Commerce number:	34149507
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