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In 2010 Green Waters foundation had a first project with Worldschool organization in Netherlands. The aim of this project was to analyze how a secondary school scholarship fund for orphans and children from low income families in Tanzania could be established. This project is called CHANCE. The research for CHANCE was conducted by high school students from the different schools in Netherlands : Iris ten Teije, Liza Coyer, Jeska Onderwater, Jaymie Wink, Eva Toes and Emma Vredeveld.

Green Waters is pleased to present the below compiled research as conducted by the students under the guidance of Worldschool Netherlands and GreenWaters foundation Netherlands.

Based on the results of the research plans and proper partnerships will have to be made for the sustainable implementation of project CHANCE.

We thank the parents as well as the following schools for supporting the students who participated on project CHANCE:

1. Scholengemeenschap in Apeldoorn:

- Iris ten Teije
- Liza Coyer

2. Baarnsch Lyceum in Soest :

- Eva Toes
- Emma Vredeveld

3. Carolus Clusius College, Zwolle:

- Jeska Onderwater
- Jaymie Wink

It is the values, inspiration and long term vision of the parents and teachers that has empowered the young people with knowledge and tools, to participate in this sustainable development project.

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Source: <http://barrickbeyondborders.com/>

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Preface

“Education is a human right with immense power to transform. On its foundation rest the cornerstones of freedom, democracy and sustainable human development.”

-Kofi Annan

When we heard about Worldscool it immediately grabbed our attention and we knew that it was what we were going to do for our extended essay. We have chosen to work with Worldscool because we are both interested in development aid and are considering working for an NGO. We hope that with this research project we can truly make a difference. We specifically picked project CHANCE because we both recognize the importance of education and we feel that everyone has the right to achieve their full potential. Green Waters, the organization behind project CHANCE appealed to us as well, because it executes small-scale projects. We believe that such an organization is as important as better-known counterparts and therefore deserves full attention. Furthermore we think it is important for the youth to broaden their horizon so they realize there is more in life than just what resides in their own comfort zone.

We would like to thank the following people and organizations for their help and support during our research:

Ruth Mlangwa (Kutoa Trust), Tina & Wantay Irmakesen (Aid Tanzania), Aid for Africa
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Our special thanks goes out to Anneke Laboso for giving direction to our overload of ideas and for her unconditional trust in us and a special thanks to Stella Evelyne Tesha, the manager of Green Waters who always rapidly answered all our questions and motivated us to get to a good result.

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Introduction

The East-African nation of Tanzania is among the poorest countries in the world. One of the root cause of their poverty is the lack of availability of educational establishments. In Tanzania primary education is compulsory, but after finishing this basic education less than 5% of children enrol in secondary education. To provide opportunities for less advantaged children the Dutch non-profit organization Green Waters is planning to start a project to give children a scholarship so that they are able to attend secondary education.

Our task was to find out how such a project could be implemented and this resulted in the main question: *how can one successfully implement a secondary education scholarship program in Tanzania?* That means that it concerns constructive research, as it regards research that serves to create a policy. Also we conclude our research with several tips and recommendations for Green Waters.

To answer the main question we held on to certain sub-questions and we answered them in a logical order. At first we took a look at what kind of country Tanzania is. What are the local circumstances and problem areas? We primarily used the internet to get the answers to this question. To find appropriate solutions for the implementation strategy we had to discover what kind of organization Green Waters exactly is and what it stands for. We also wrote down what the exact goals and target groups of project CHANCE are.

After that we started with trying to actually find an answer to our main question. To begin with we have tried to find organizations or projects similar to what Green Waters wants to do. That meant searching for organizations working on the same kind of projects or in the same area as Green Waters. This is important because they might serve as an example. Also we looked at what kind of strategies this organization pursued and whether they would work for Green Waters. Furthermore partnerships are very important as it is impossible to do everything yourself. We especially looked for partnerships with orphanages that could help Green Waters select children in need.

When a project has found a good strategy and partners it still needs money. Therefore we looked at Green Water's possibilities regarding funds. Is Green Waters eligible to obtain grants and if yes, which? Also we investigated how Green Waters can create a trustworthy image. In our last chapter we address how Green Waters can promote itself to create more attention and get donors.

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Chapter 1: General information

In this very first chapter of our extended essay, we have explored our assignment in terms of creating an image of our field of research. We have focused on Tanzania as a country, Green Waters as an organization and the role of project CHANCE as a contribution to Tanzania's struggle for (secondary) education.

1.1 Tanzania

In order to implement a strategy, one has to draw up a detailed picture of the problem area. We have therefore first created a profile of Tanzania, including facts about its economy, educational system, political backgrounds and major problems that Africa has to deal with in general. Due to the fact we haven't been assigned a specific province or region in Tanzania, we have decided to image the national challenge on acquiring education.



Source: <http://www.devoorzienigheid.nl/geschiedenis/indexmissie.html>

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Country's profile

| | |
|-------------------|---|
| Motto | “Uhuru na Umoja” (Freedom and Unity) |
| Anthem | Mungu ibrariki Afrika (God Bless Africa) |
| Population | 43,7 million (UN, 2009) |
| Capital | Dodoma (official) , Dar es Salaam (commercial) |
| Largest city | Dar es Salaam |
| Area | 945,087 km ² |
| Major languages | Swahili, English |
| Major religions | Christianity, Islam |
| Life expectancy | 55 years (men), 56 years (woman) (UN) |
| Monetary unit | Tanzanian shilling |
| Main exports | Sisal, cloves, coffee, cotton, cashew nuts, minerals, tobacco |
| GNI per capita | US \$440 (World Bank, 2008) ¹ |
| Natural resources | Tanzanite, Uranium, Hydropower, tin, phosphates, iron ore, coal, diamonds, gemstones, gold, natural gas, nickel |
| Natural hazards | Flooding on the central plateau during the rainy season; drought |

Economy

The economy of Tanzania is weak in terms of per capita income: the country is in the bottom 10% of the world. In 2009, the GDP (Purchasing Power Parity) was \$57.69 billion, which accounts for an estimated \$1,400 per capita. 36% (in excess of 43.7 million) of the population lives below the international poverty line.

Agriculture

The economy is overwhelmingly agricultural, which is 26.4% of the overall economic output. It is no surprise then, that 80% of the overall labor force is occupied by agriculture and only 20% by industry.²

¹ BBC News (11 August 2010). *Tanzania Country Profile*. Consulted on 17 October 2010, http://news.bbc.co.uk/2/hi/africa/country_profiles/1072330.stm#facts

² The World Factbook (2009). Consulted 19 Oktober 2010, <https://www.cia.gov/library/publications/the-world-factbook/geos/tz.html>



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Although Tanzania has an enormous area (it ranks 31st in the world), the cultivated crops only take about 4% of the total land area, because of the topography and climate conditions. Tanzania has a warm climate with monomial rain in the central plateau and the southern highlands, while the rest of the country receives bimodal rainfall. Yields on farm land are often only 25-30% of the potential yield, largely due to unfavorable weather conditions, pests and diseases, inadequate credit facilities, poor agricultural technology, lack of inputs and poor infrastructure.³ The agricultural products are coffee, sisal, tea, cotton, pyrethrum, cashew nuts and tobacco. The main population is however involved in growing cloves, corn, wheat, cassava, bananas, fruits, vegetables and keeping cattle, sheep and goats.⁴ After 2000, Tanzania has also invested in the mining sector. It has large deposits of gold and natural gas. The World Bank therefore indicates mining and tourism as the key sectors for growth in the coming decades.⁵

Import and export

The two biggest trade partners of Tanzania are India and China. With \$2.976 billion a year in 2009 is Tanzania is number 122 of the world when talking about export. The most important commodities are gold, coffee, cashew nuts, manufactures and cotton. Consumer goods, machinery and transportation equipment, industrial raw materials and crude oil are the most important import goods. The total import was good for \$5.776 billion in 2009.⁶

Education

Education in Tanzania is compulsory for seven years, until the children reach the age of 15. As stated by the national website of Tanzania: "Specifically, the education system has three levels, namely: Basic, Secondary and Tertiary Levels. Basic or first level education includes pre-primary, primary and non-formal adult education. Secondary or second level education has Ordinary and Advanced level of secondary schooling while Tertiary or third level includes programmes and courses offered by non-higher and higher education institution.

³ Kalinga, G.M and Shayo, Edith for Regional Office for Africa (n.d.). *Tanzania country paper Agriculture in the Tanzania wetlands*. Consulted on 19 October 2010, <http://www.fao.org/docrep/003/x6611e/x6611e02d.htm>

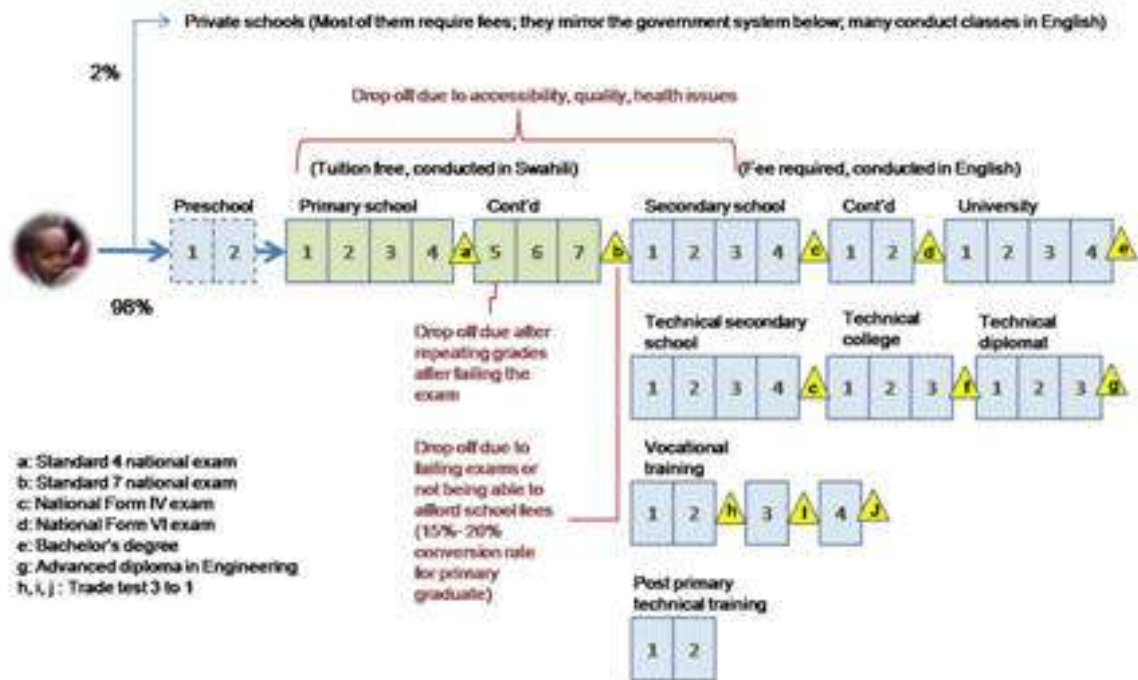
⁴ The Columbia Electronic Encyclopedia, 6th edition (2007), *Economy*. Consulted 19 October 2010, <http://www.infoplease.com/ce6/world/A0861435.html>

⁵ Economy Watch (2009), *Tanzania Economy*. Consulted 19 October 2010, http://www.economywatch.com/world_economy/tanzania/

⁶ The World Factbook (2009). Consulted 19 Oktober 2010, <https://www.cia.gov/library/publications/the-world-factbook/geos/tz.html>



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Source: Interviews, literature research, nation master

Source: http://www.imbaseni.org/education_tanzania.html

The main feature of Tanzania's education system is the bilingual policy, which requires children to learn both Kiswahili and English. English is essential, as it is the language which links Tanzania and the rest of the world through technology, commerce and also administration. The learning of the Kiswahili enables Tanzania's students to keep in touch with their cultural values and heritage. English is taught as compulsory subject in the primary education whereas at post primary education is the medium of instruction. With regard the Kiswahili, it is the medium of instruction at primary education while at tertiary education is taught as compulsory subject at secondary education and as option at tertiary education."⁷

However the government believes education is of crucial importance, it has changed its position in terms of providing education. Their new (less involved) role means an increase of

⁷ Tanzania National Website (n.d.), *Education*. Consulted 19 October 2010, <http://www.tanzania.go.tz/educationf.html>

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the private sector. Both the public and private sector have been affected because of the lack of money and so especially secondary and tertiary education is dependable upon funds. This is clearly visible in the enrolment rates: only 4.8% of the children is enrolled in secondary education and 0.7% in tertiary. Still 21.9% of the population above 15 years is illiterate.⁸

Challenges on acquiring education

The main problems for acquiring education in East Africa are according to Phil Thompson⁹ are poverty, culture, gender, demographics, language, geography and infrastructure, health, capacity and resources, teaching style, teaching salaries and teaching qualities.

Poverty- a lack of tax base for governments. The GDP is too low, while the population is enormous. This means that education is depending on donor organizations or local parents. *The lack of money for education is the main point we are addressing in our research.*

Culture- the value of reading is not considered being very high among African adults. Reading as a form of recreation is not encouraged and so limits the development of children.

Gender- in some African countries the status of women in certain professions is suffering.

Demographics- there are a lot of youngsters in Tanzania. Because of the millennium goals, more and more persons are sent to school and this results in a wide age range in schools. This can lead to a difference in issues faced by teachers and educators.

Language- because of tribal structures, there are a lot of languages. Swahili is the dominant everyday tongue, while reading and writing is behind. English is the first language taught in school, but may for some students and teachers be their third language.

Geography and infrastructure- most of the country consists of remote areas with a poor transportation system. Travel and distant learning is therefore difficult. Also the use of computers, yet alone internet, is challenged.

Health- there is a high percentage of diseases and poor public health.

Capacity and resources- there is a considerable shortage of teachers and so classes from 60 to 100 students are the norm. Many Head Teachers can therefore not focus on school development alone. Furthermore there is a lack of teaching equipment: blackboards are run-down or even not present, there is no chalk and there are no play areas.

Teaching style- in Western countries education revolves around the child, in African countries the old-fashioned exam based education is still widely used.

Teacher salaries- salaries are low and getting paid on time is rare, many people chooses other professions and this increases the lack of teachers.

⁸ UNESCO UIS Data, UNESCO Institute for Statistics, *Tanzanian Education Statistics*. Consulted 19 October 2010, http://www.nationmaster.com/red/country/tz-tanzania/edu-education&b_cite=1

⁹ Thompson, Phil (October 2005), *Education Challenges in East Africa: Observations from a tour of Aga Khan Development Network Education Facilities in Tanzania and Kenya*. Consulted October 2010, www.thompsonlaw.ca/pdf_folder/2005ChallengesEduEA.pdf



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Teacher qualities- many teachers only have followed a primary school or secondary school education.

Strategies on improving the situation

According to the Tanzanian ministry of education¹⁰, the education system is in need of an increase in access and equity, an improvement in quality, reform of management and funding.

Increase access and equity:

- Better use of teachers and facilities, also for disabled students.
- Improve enrolment. For project CHANCE it may be very important to increase awareness and provide enough information in order to attract both students and teachers.
- Providing capitation grants for teaching and learning materials

Quality improvement

- Review and streamline curriculum structure and strengthen the coordination.
- Provide requisite and adequate teaching and learning materials.

Management reforms

- Improving core functions of policy formulations, strategy development, standards etc.
- General management of secondary schools done by regions.

The ministry's future plans are as following:

- Expand enrolment of 'O' level and 'A' level students.
- Provide development grant to schools and districts for construction of new schools, teacher's houses and completion of unfinished school infrastructures.
- Reduce school fees by half in day schools.
- Pay education cost for students from poor families.
- Improve/strengthen guidance and counseling in schools.
- Provide capitation grant to schools for teaching and learning materials.
- Provide In-service training for teachers.
- Streamline and review curriculum structure
- Continue training and recruiting qualified teachers with diploma/ degree
- Strengthen capacity of school boards/school heads in financial management and procurement.

¹⁰ Ministry of Education & Vocational Training (2005), *Plans, Programmes and Projects*. Consulted October 2010.
http://moe.go.tz/P&P/Plans_Programs_projects.html



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Political background

In 1964 the former German colony Tanganyika and British protectorate islands of Zanzibar merged into a new country: Tanzania. At that time the country was a one-party democracy dominated by the Chama Cha Mapinduzi (CCM, or the "Revolutionary Party"), this party originated from the mainland TANU party and Zanzibar's ASP party. From 1961 until 1985 the country was led by Julius Nyerere, originally member of the TANU party. He envisioned an African variant to socialism, called 'Ujamaa' in which the role of the extended family was emphasized.¹¹ Furthermore, he wanted all to be in the hand of the states. In spite of his ruinous economic policy, Nyerere did manage to unite Tanzanian people and create a political stable country and as Nyerere ruled for more than twenty years he has played a key role in the formation of contemporary Tanzania.¹²

Currently Tanzania is a unitary presidential democratic republic, that means that is being centrally governed by a president. This president, at present being Jakaya Kikwete is both head of state and head of government. He can be elected for no more than two five-year terms. Even though Tanzania knows a multi-party system since 1992, politics is still dominated by [Chama Cha Mapinduzi](#). However lately the parliament has become more open to opposition voices and the 2005 Union elections were generally regarded as free and fair. Opposition members of Parliament chair the three committees that oversee the government's public accounts.¹³

Although the CCM is a socialist party there have been several economic and social reforms since Nyerere left office. For example encouraging the free market, especially in the past few years. Already in the 1980s when Nyerere picked his successor Ali Hassan Mwinyi the socialism in Tanzania became more moderate. The current goals are to increase productivity and boost the country's revenue, increase employment and improve management, acquire new and modern technology, increase and expand local and international markets for Tanzanian products and improve the private sector. Improved and strengthened private sector serving as the engine of the national economy while the government sharpens its focus on provision of social services, infrastructure, security and governance of the state. Even though the government's goals are valid, implementation has not been successful yet.

¹¹Encyclopedia of the Nations (n.d.), *Tanzania- Politics, government, and taxation*. Consulted October 2010, <http://www.nationsencyclopedia.com/economies/Africa/Tanzania-POLITICS-GOVERNMENT-AND-TAXATION.html>

¹² Bureau of African Affairs, U.S. Department of State (13 December 2010), *Background Note: Tanzania*. Consulted October 2010, <http://www.state.gov/r/pa/ei/bgn/2843.htm>

¹³Bureau of African Affairs, U.S. Department of State (13 December 2010), *Background Note: Tanzania*. Consulted October 2010, <http://www.state.gov/r/pa/ei/bgn/2843.htm#gov>

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The structure of the Tanzanian government is as follows: the National Assembly consists out of 274 legislators. 232 of them are chosen directly by the population and the remaining 42 are chosen by the president. In all of this the semi-autonomous island of Zanzibar plays a special role. Even though Zanzibar is being governed by the central government, it also has its own House of Representatives and president who rule over internal affairs. Since in Zanzibar the regional party is very popular, its election in Zanzibar are usually marked by violence and widespread irregularities.¹⁴

Problems

According to the human development index compiled by the United Nations Tanzania ranks 151 out of 182.¹⁵ This means that much problems need to be tackled before being able to become a fully developed country. The problems the country is confronted with are diverse, however they are all either directly or indirectly related to poverty. Like CCM puts it: 'The people of Tanzania have insufficient money. The people pay taxes out of the very little wealth they have; it is from these taxes that the Government meets its recurrent and development expenditure. When we call on the Government to spend more money on development projects, we are asking the Government to use more money. And if the Government does not have any more, the only way it can do this is to increase its revenue through extra taxation.'¹⁶

HIV/AIDS:

Perhaps the largest problem in Tanzania is HIV/AIDS, especially since it is a health, social and economical problem. The auto-immune virus affects more than 10% of the population in some areas in Tanzania.¹⁷ The youth and the women have been the most affected groups because of economic, social-cultural, biological and anatomical reasons. It is a major social issue as HIV primarily affects people in their most productive stage of life and that means that patients usually are the ones providing an income for their family and when someone infected with HIV/AIDS deceases, nutrition, education, health and living standards for the survivors may be severely affected.

¹⁴ Bureau of African Affairs, U.S. Department of State (13 December 2010), *Background Note: Tanzania*. Consulted October 2010, <http://www.state.gov/r/pa/ei/bgn/2843.htm#gov>

¹⁵ Human Development Reports (2010), *Human Development Index- 2010 Rankings*. Consulted October 2010, <http://hdr.undp.org/en/statistics/>

¹⁶ The Department of Information (1967), *The Arusha Declaration*. Consulted October 2010, <http://www.ccmtz.org/azimioeng.pdf>

¹⁷ Official Online Gateway of the United Republic of Tanzania (n.d.), *HIV/ AIDS in Tanzania*. Consulted October 2010, http://www.tanzania.go.tz/hiv_aids.html



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Land degradation:

Furthermore land degradation is a global problem with which Tanzania is confronted as well. The degradation of land heavily reduces productivity of Tanzania's agricultural business. The loss of fertile loss is mainly caused by inappropriate cultivation techniques, a growing population, growing energy requirements, overstocking and insecure land tenure. ¹⁸ In the past farmers in Tanzania travelled from place to place and used slash and burn, a tactic in which one can grow crops for a couple of years, but after that the soil has become infertile for many years. As population is on the rise the soil does not have sufficient time to recover. Also deforestation is taking place on large scale in Tanzania and overgrazing is widespread. Of course improvement of education would make drastic change, as agricultural techniques can be modernized and a lower percentage of the population is forced to work in agriculture.

Child labor:

Related to the lack of accessibility to education is the issue of child labor. In Tanzania many children are forced to be involved in economic activities. In 2001 an estimated total of 1.6 million (34% of the total working) children worked for more than 4 hours per day or 30 hours per week. About one child in four (22.4%) worked for more than 40 hours per week or 6 hours per day. ¹⁹ More than three quarters of the children were involved in agricultures, this primarily means helping out their family on the farm. Simply helping out one's family might not be a huge problem, if it was not for the fact that they make workweeks of 40 hours! Furthermore some children are employed in industrial activities, services or the sex-industry, but this is a considerably smaller amount of children.

¹⁸ Government of the United Republic of Tanzania (1997), *Natural Resource Aspects of Sustainable Development in the United Republic of Tanzania*. Consulted October 2010, <http://www.un.org/esa/agenda21/natlinfo/countr/tanzania/natur.htm#agro>. (UN Commission on Sustainable Land Development)

¹⁹ International Programme on the Elimination of Child Labour (January 2002), *Child Labour in the Informal Sector: A Rapid Assessment*. Consulted October 2010.

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1.2 Information on Green Waters²⁰

In order to fully be able to implement a strategy for project CHANCE, we needed to understand what Green Waters stood for.

Green Waters strives for "transparency, responsible use of resources, fairness in relations, accountability, integrity and excellence." To achieve this, Green Waters publishes all its documents on its website.

Aim and vision

Green Waters focuses especially on women empowerment and promotes gender equality. As is stated on their website, Green Water's aim is "to support women to realize their full potentials and contribute to sustainable improvement of their lives." To achieve this, Green Waters facilitates "lasting change through capacity building, education, advocacy, networking, partnerships and forming linkages with other organization that have common visions." They want to enable women to contribute to household incomes. As a result, their children will be able to focus on education instead of income earning activities. Therefore, education is seen as an important tool in both adult and child life. It contributes to "overall reduction of extreme poverty effects related to hunger, illiteracy, increased crime rates, abuse, young pregnancies, prostitution and new infections of STDs such as HIV/ Aids."

Their vision is "to grow into a well-organized and reputable organization playing leading roles nationally and internationally in the advocacy for empowerment and better future for women."

Objectives

Green Waters aims to

- support entrepreneurial development among low-income and disadvantaged women as way to achieve social and economic empowerment
- enable low-income and disadvantaged women entrepreneurs improve management of their businesses and augment sales and profits of their products and services
- provide women entrepreneurs with personal coaching in order to build and maintain their business position
- identify appropriate, reliable and beneficial markets and business partners for low-income and disadvantaged women entrepreneurs
- support and strengthen traditional forms of savings, financing and how to achieve these

²⁰ Official Website Green Waters Foundation (2009), *Aim, Vision, Objective, Strategy, Funding, Our Responsibility*. Consulted October 2010- January 2011, <http://www.green-waters.org/index.php/about.html>



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Strategy

Green Waters has several ways of supporting low-income and disadvantaged women entrepreneurs:

- Build networking opportunities for navigating the ever changing business world.
- Organizing annual conferences, exhibitions, seminars and workshops for promotion.
- Solicit finance capital for the development of businesses.
- Collaborate with Governments, UN agencies, NGOs, rural and urban microfinance institutions, public and private enterprises and relevant women economic empowerment organizations to create jobs and make vital contribution to socio-economic development of the local and national economies.

Green Waters' strategy for development²¹ mainly focuses on sustainability and the creation of employment for minority groups by capacity building, workshops, promotional events and partnerships.

Capacity building- practical custom made courses for minority groups (single mothers, prostitutes, dropouts) as an encouragement and reaching out to earn an income.

Sustainable partnerships- involving all minority groups, "more people involved will make development more inclusive, not an exclusive field as it is perceived by many". Green Waters believes everyone in their own field of expertise has the ability to make a difference.

Sustainability workshops- customized workshops in order to highlight internal environmental sustainability projects.

Promotional events- including workshops.

Creating employment opportunities- especially for gender equality and empowerment in Africa. This means that women in rural regions will be supported using rural resources and existing skills. As a result, traditional skills will be sharpened and commercialized, rural regions will be put on the map and their markets will be expanded both nationally and internationally. All of this will make sure the disabled will be supported either by social inclusion and equal opportunities. Furthermore income generating activities will be taught together with the learning of valuable new skills. The youth will be supported and guided towards the right path by education and the stimulation of creativity.

²¹ Green Waters Foundation (2009), *Green Waters' strategy for development* (PDF)



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Finished projects

Green Waters has finished the project MIKITA-MOSHI and W.I.F.E.S.

MIKITA- MOSHI²², coordinated by Asha K. Mshana, is a project that consists out of a one-month course of batik and fine art. The project execution was done by VETA, the vocational training college.

At the end of the course, 8 of the 10 participants graduated. During the course, the women gained confidence and they were taught how to make good quality goods, display and marketing. Furthermore the women learned English, exchanged ideas and solutions for problems and started a small saving and credit scheme (Kibati) in which they give each other small loans for their individual project. These women were also very eager to start project for the improvement of their communities, but they still lack knowledge to do so.

Besides all the positive points, the project was also faced with some down-sides.²³ Because of family issues, two women were not able to finish the course. Furthermore the courses took longer than expected, the travel distance was too big, the running costs proved to be high and the post office in Tanzania was not reliable.

In 2010, the courses will be given to a new larger group of motivated women, if funding will be given.

The project in 2009 was made possible by the financial support of Oxfam Novib and Stichting Voeten in de Aarde.

Project W.I.F.E.S. (Winning Initiatives For Environmental Sustainability)²⁴ is a Rotterdam IJsselmonde project. The project focuses on the ecological footprint as a measure of human demand on the Earth's ecosystems, a link between human lifestyle and ecosystems and the impact of activities and operations on the environment. The project believes a reduction of the ecological footprint is a means to fight poverty.²⁵ One of the initiatives created under W.I.F.E.S – is Creative recycling, which focuses on creative recycling of household waste and raises awareness about the importance of EF reduction and the impact it can have not only on the environment, but also on the household economics.



The project was funded by de Stichting Nieuwe Rotterdamse Cultuur.

²² Mshana, Asha K. for Green Waters Foundation (2010), *Project report on MIKITA-MOSHI* (PDF)

²³ Green Waters Foundation (2009), *Reporting Project (MIKITA)*. Consulted December 2010.

²⁴ Green Waters Foundation (2010), *Presentation W.I.F.E.S. Campaign*. Consulted December 2010.

²⁵ Green Waters Foundation (n.d.), *About W.I.F.E.S.* Consulted December 2010, <http://www.green-waters.org/WIFES/index.php/about>



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1.3 Information on Project CHANCE



Aim

The aim of Project CHANCE is to financially assist young people, especially girls who finish primary school with good grades and positive teacher's recommendation, but have no financial means of support, to enable them to continue with secondary school education.²⁶ The organization wants to get children out of the vicious circle of poverty and wants to offer them opportunities in life. They want to guarantee a better future for the next generation.

Mission

Green Waters has set up this project because Tanzania is a country stricken by poverty and many times children don't have the necessary funds to continue their education. Also they have an increased chance of getting involved with people who take advantage with them (in exchange for financial support).

Another problem is that there are many opportunities to finish primary school and there are many scholarships for masters or bachelors degree. However, children first need to finish their secondary education in order to reach university.

Note: The CHANCE Plan is good and well worked out, however be a little more subtle and not only talk about girls. Of course it's good to emphasize that it are especially girls that are in disadvantages positions, however to receive grants it is very important that projects are open to everyone.

Target Group

The target group of project CHANCE exists out of children that are at high risk and vulnerable to influences that might lead to a life of prostitution or crime. Financial assistance and education will limit the chances of being tempted into such worlds and educated people can be of great value towards their entire community. In practice this means that the target group exists out of:

- **Orphans** (will receive first priority).
- **Low income households**
- **Teenage single parents**

²⁶ Tessa, Stella (2010), *CHANCE- Secondary School Scholarship for Young People*. Consulted October 2010- January 2011, <http://green-waters.org/images/CHANCEPlan.pdf>



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Furthermore the children should be between 12 and 17 years old. (In Tanzania some children go to primary school until they are 25 or more, this is because some of them have to miss several years in between to work on their family farms etc. Some are married while in primary school)

Partners

Green Waters envisions partnerships with primary schools, secondary schools and individual volunteers.

Registration: Kamer van Koophandel Rotterdam, Reg. no. 24417959
Bank: ING Rotterdam, Groenix van zoelaan 125, 3078AW Rotterdam, The Netherlands
Account No.: Giro 3458111, IBAN: NL57 INGB 0003458111



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2 Inspirational organizations

In this chapter, our research on role model organizations will be given. These organizations are all dedicated to stimulating the Tanzanian education. Most of them provide education in forms of building school facilities and financially supporting students.

We have focused on their strategies, their challenges and their outcomes. Then we have translated their findings and explanations into tips for project CHANCE.

Some questions are left unanswered due to not having received a response so far.

We have worked out each organization as follows:

- Description of the organization
- Vision, aim, strategy
- Information on (other) projects
- Challenges they have been faced with (if present)
- Email contact (if present)
- What is advisable for Green Waters

1. AfricAid²⁷

Description

AfricAid is a non-profit organization that supports girl's education in Africa in order to provide young women with the opportunity to transform their own lives and the futures of their communities. The organization provides scholarships for day schools and boarding schools, both primary and secondary. So far, AfricAid has provided hundreds of scholarships, ranging from \$250 for one year of day school to \$800 for one year at a boarding school.

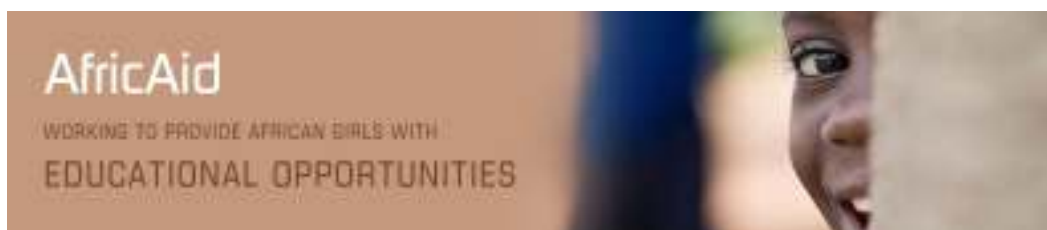


Image 7 Logo Afric Aid

²⁷ Official Website AfricAid (2007-2010), *Scholarships*. Consulted January 2011, http://africaid.com/?page_id=1359



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Vision, aim, strategy

In the annual report of 2009 on secondary school scholarships, their vision "*AfricAid envisions a future in which all African girls have access to high-quality educational opportunities that empower them to identify needs in their own communities and take action to address those needs.*"²⁸ is described to be achieved by:

1. Providing educational opportunities for girls who might not otherwise be able to attend school.
2. Enhancing both the quality of education offered to girls in the classroom and its applicability to post-educational career and life opportunities.
3. Creating opportunities for personal growth outside the classroom for young women, particularly through community-based service and leadership initiatives.
4. Encouraging young women to continue to engage with their own communities and mentor the next generation of young girls.

The Ebenezer Girls' Secondary School: full year scholarship \$250 a year.

Muungano Vocational Secondary School: training practical skills that will qualify them for employment or enable them to start their own small business.

The Maasai Girls' School: \$800 a year.

The Zambian Help Fund, designed to provide scholarship funding for needy secondary school students in Zambia: \$200 a year.

In the image below (the financials), it can be found that individual contributions were the organization's main source of income.

²⁸ AfricAid (2009), *Afric Aid Annual Report 2009- Introducing: The Kisa Project*. Consulted December 2010/ January 2011. <http://www.globalgiving.org/projects/secondary-school-scholarships-for-tanzanian-girls/>



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Financials

Statement of Activities 1/1/09 - 12/31/09

| | |
|--|------------------|
| Revenue | |
| Individual Contributions | \$102,130 |
| Foundation Grants | \$10,000 |
| Fundraising Events | \$25,429 |
| Donated School Supplies and Other Assets | \$9,247 |
| Other | \$1,866 |
| Sub-Total | \$148,672 |
| Cost of Goods sold | \$1,883 |
| Total Revenue | \$146,789 |
| Expenditures | |
| Program Funding | \$90,291 |
| Program Expenses | \$28,849 |
| Sub-Total | \$119,140 |
| Fundraising | \$15,491 |
| Administrative | \$14,289 |
| Total Expenditures | \$148,920 |
| Change in Net Assets | (\$2,131) |

Note: Excludes In-Kind Contributions

Statement of Financial Condition As of 12/31/2009

| | |
|-----------------------------------|------------------|
| Assets | |
| Cash | \$100,409 |
| Other Assets | \$6,422 |
| Total Assets | \$106,831 |
| Liabilities and Net Assets | |
| Liabilities | \$2,790 |
| Net Assets | \$104,041 |
| Total | \$106,831 |

Image 9 Budget and financing AfricAid

Projects

In January 2010, a new project, The Kisa Project was launched. The website is still undergoing maintenance, but could be of enormous importance as a role model for Green Waters since it is exactly what Green Waters is intending to do (on smaller scale).²⁹ On the following page, the detailed description as stated in the annual report of 2009 can be found.

²⁹ Official site The Kisa Project (2009). Consulted December 2010/ January 2011, <http://kisaproject.org/>



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AfricAid Annual Report 2009

Introducing: The Kisa Project



Share.
Grow.
Lead.

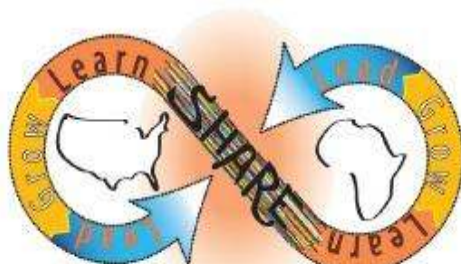
AfricAid is excited to announce a new chapter in AfricAid's story – a chapter several years in the making that was written with the help of so many across Africa and America.

In January 2010, AfricAid will launch an exciting new girls' scholarship and leadership program in Tanzania, the Kisa Project. Kisa means "story" in Swahili and represents our belief that everyone has leadership potential waiting to be nurtured and shared with others. Through the Kisa Project, AfricAid will provide the means for young Tanzanian women to realize their own potential and become part of a new generation of women leaders across Africa.

The Kisa Project is the result of countless focus groups and discussions with young women, parents and teachers in Tanzania. The program is built upon their dreams for the future and has its roots in the stories of incredible young women who are working to go to school against all odds. Theresia, who was the first girl in her village to go to secondary school, escaped an abusive marriage with the help of her brother and father to attend teacher's college, and will one day return to become the first female teacher in her village. Einoti will soon become the first female Maasai doctor in rural Tanzania and an advocate for her people.

Through the Kisa Project, American families, student groups, other organizations and individuals will have the opportunity to provide scholarships to girls just like Theresia and Einoti – enabling them to both complete secondary school and also participate in a two-year leadership training program. Upon their graduation from secondary school and completion of the leadership program, these "Kisa Scholars" will return to their home communities to implement vital community projects and provide life skills mentoring to groups of other young girls.

Each scholarship thus has an exponential impact that will help create a new generation of female leaders across Africa.



Graphic designed by: Roger Burleigh

interactive website and curriculum which will help them develop genuine cross-cultural relationships and to become leaders in their own communities.

The Kisa Project will also be the first program of its kind to give both American sponsors and their Tanzanian partners the ability to learn about – and from – one another in a direct and meaningful way. Throughout the program, American sponsors will be able to connect with their Kisa Scholars in Africa through an

Our belief behind Kisa:
everyone has
leadership potential
waiting to be nurtured
and shared with others

For more information: www.africaid.com/kisaproject



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Email contact

We have emailed AfricAid the following questions:

- How have they received their private contributors?
- What is AfricAid's campaign strategy?

So far, we haven't received an answer.

Advice

It is very advisable for Green Waters to contact the supervisors of The Kisa Project, since they already have a lot of knowledge on this field of expertise.

Furthermore AfricAid has a page called 'the Need', where a detailed but short description can be found on how serious the education problem in Tanzania is. This includes a lot of facts, percentages etc. This could serve as an example for Green Waters: make the website and project very personal, so (future) donators can relate to the children they sponsor. This includes the making of brochures and digital stories for meaningful and immediate communication between student and sponsor.³⁰

When talking about corporate and foundation sponsors, AfricAid has a very good page with all their links and logo's. If this is clearly shown on the website, sponsors see that their company receives attention as well.

The use of social media is very advisable as well, as will be further explored in the chapter on pr and campaigning.

2. Aid Tanzania³¹

Description

AID TANZANIA is a 501 c3 registered non-profit organization based in Colorado, the U.S. assisting Tanzanian children to obtain an education and Tanzanian women develop a vocational skill. They concentrate on helping the Maasai people of the Ngorongoro District.

Projects

At the moment³² they are working in the field in Tanzania for 6 months, to set up a new project, building a Resource Center for primary school age and secondary school age children. It will have a dormitory, classrooms for tutoring, a library and a computer lab. It will be a place where the Maasai students who are sponsored can stay when they come to town to attend school.

³⁰ Official Website AfricAid (2007-2010), *Digital Storytelling*. Consulted December 2010/ January 2011, http://africaid.com/blog/?page_id=2328

³¹ Official Website Aid Tanzania (2011), *Who We Are*. Consulted December 2010/ January 2011, <http://www.aidtanzania.org/index.cfm?method=pages.showPage&pageid=49897d90-aa0c-359f-f10f-f74eb40bf02a>

³² Mail Tina & Wantay Iramkesen



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In the three years since its inception, Aid Tanzania has sponsored the secondary or vocational school education of as many as 13 Maasai children each year.³³

Challenges

Besides celebrating their successes and bright futures, they also have faced some major struggles.

- Poor quality of primary education: children lack knowledge and skills for secondary education.
- Primary school students receive little support at home (due to lack of education parents)
- Communication with sponsored students during school term is very difficult due to limited phone and internet access (remote areas).

Email contact

We have emailed Aid Tanzania the following questions:

- For which grants has Aid Tanzania applied?
- To what extent is Aid Tanzania depending on regular donations?
- How are these donators attracted?

So far, we haven't received an answer.

Advice

Aid Tanzania has underlined the importance of clearly defining which target group will be eligible for sponsorship. (Criteria might be: one parent deceased, family possesses little or no cattle, parents and other siblings didn't attend secondary school etc.) It would then be easier to contact other organizations for partnerships and the strategy and grand applications will be more specific.

On the website, create a detailed picture of the problem area and situation.

There need to be found a way to measure the success of the project. In the grant application of Aid Tanzania, they have named several benchmarks for measuring the success of the project (English proficiency, Grades, Graduation rates, Pass rates national examination etc.)

Moreover a plan for becoming self-sustaining is essential, since a lot of grants will be initial. For Project CHANCE this will be quite difficult, since it does not build a place, it just 'creates' money for sponsoring secondary education. However there must be found a way to keep the project going (eg. regular sponsors) without grants.

Not just sponsor the children, also contact and monitor them. Aid Tanzania had to deal with 2 young girls who ended their educational pursuits due to pregnancy.³⁴ This must be avoided.

Furthermore, Aid Tanzania has sent us their grant application file that Green Waters could definitely use as an example.

³³ Aid Tanzania, *Grant Application* (2010)

³⁴ Aid Tanzania, *Grant Application* (2010)



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3. The Kutoa Trust³⁵

Description

The Kutoa Trusts enables Tanzanian children to attend secondary school. It is a charity solely existing to pay school fees for as many secondary students that they can afford at one time.³⁶

Email contact

We have contacted The Kutoa Trust with several questions on their funds. According to Ruth Mlangwa, the administrator of Kutoa Trust, their funds come primarily from a small group of family and friends giving monthly. They occasionally receive one-off donations, but most of their costs are met by regular sponsors. Being sponsor of a secondary student means a commitment of at least 4 years, if not 6. They have not applied for grants, because they need regular giving. Furthermore they have not used fundraising websites.

Supporters of the trust are advised to donate through Gift Aid³⁷, which increases the value of monetary gifts from UK taxpayers by enabling the Trust to claim back the basic tax rate paid by supporters.³⁸

Advice

What we have learned from The Kutoa Trust is that the contact between the organization and its donators must be solid. To achieve this, regular contact must be maintained. If there are no regular donators yet, there must be more focus on finding these, since grants are indeed not the only source of income.

³⁵ Official Website The Kutoa Trust (n.d.). Consulted January 2011, <http://kutoatruster.wordpress.com/>

³⁶ Email Ruth Edwards- Mlangwa, Chris.Columbus

³⁷ Gift Aid (http://en.wikipedia.org/wiki/Gift_Aid) adds an amount to the donation and furthermore they refund a percentage.

³⁸ Official Website The Kutoa Trust (n.d.), *How to donate*. Consulted December 2010/ January 2011, <http://kutoatruster.wordpress.com/how-to-donate/>



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4. Stichting Vrienden van Tanzania

Description and goal

Stichting Vrienden van Tanzania- in the region of Arusha. Their goals is to support underprivileged children in means of education and accommodation.



Image 10 Logo SVVT

*Relevant projects and their strategies*³⁹

Mararoni Secondary School. This school in Maasai land was built in 2005 and funded with 25 million Tsh by the government. There remained a financial need for four additional classrooms, books and inventory. Meanwhile the parents of the children raised another 25 million Tsh. Because of all efforts of both the government and locals SVVT has participated in this project. After the school has expanded and built food silos, SVVT has successfully ended its support. Other supplies needed will be financed by locals and the city council.

Meru Peak Primary & Secondary School Run by a very enthusiastic former dean of the University of Arusha, Joseph Maganga. Since 2005 this school is supported by SVVT. Both English and Swahili education is offered in these schools. SVVT pay the school fees of 40 orphans from the Good Hope Orphanage. This orphanage does not meet the SVVT standards, but by paying the school fees for these orphans, SVVT can ensure that these children get proper education.

Joseph has made a five-year plan for his school, which SVVT supports partly through donations and mostly with loans that need to be paid back in three years time.

The organization has concluded that the quality of (especially primary) education in Tanzania is poor due to a lack of motivation of the teachers and management. As a result, it is less likely children will attend secondary schools and universities.

Phases of SVVT Phase 1 (2001-2005)- Construction of Kikatiti Happy Watoto Home for children aged 7-15 and care for older children at boarding schools. These children will be placed in local primary schools and will attend English secondary boarding schools. Phase 2 (2006-2008)-

³⁹ Official Website Vrienden Van Tanzania (n.d.), *Afgeronde projecten*. Consulted December 2010, <http://www.svvt.nl/index.php?p=2&catid=2>



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Added more projects: construction of 15 schools and a water project. 1/3 of the cost for SVVT, 1/3 for local population, 1/3 city council. Not very effective on longer term and so SVVT changed its plans by only allocating resources to projects that can be fully managed by themselves in order to limit the financial dependency. SVVT has also suffered from the credit crisis and has therefore approached a similar German organization (listed below). Phase 3 (2009-2011)- Joining forces with Good Hope for a continuous English educational program for orphans and other disadvantaged children from the region. Step 1) Kikatiti Happy Watoto Home for children aged 3-6. They receive English education from teachers of SVVT. Step 2) These children will move to children's home Ngorika when being able to attend an (English) primary school from SVVT.

At this school, 1/3 are orphans, 1/3 locals, 1/3 funded. This combination is very important for the continuity of the children. The costs are carried equally by SVVT and Good Hope Foundation. Phase 4 (2012-) Buy (together with Good Hope) more ground to set up an English secondary school and craft school together with sleeping facilities. After completing this program, the children will be assisted in finding a job or will be supported in means of granting micro credits.

More on the cooperation between Good Hope & SVVT

All costs are equally split by both NGOs. Furthermore they both get two board seats in each other's Tanzanian NGO.

Contact information + persons

- Marion Hasselaar- Managing Director (Dutch, lives permanently in Tanzania)
 - Walther – managing the social workers and deputy manager in the absence of Marion (Dutch, lives in Tanzania for 15 years)
 - Joyce Sagala - social worker and responsible for medical issues (Tanzania)
 - Nolarib - manager KHWH and Kindergarten teacher at Kikatiti (Tanzania)
 - Mathew - Manager NHWH and administration (Tanzanian)
 - Edward - head teacher NHWA (Kenyan)
 - * · Augustin - academic teacher NHWA (Tanzanian)
- M. Emondts (matti@svvt.nl), J.W. ter Braak (janwillem@svvt.nl), J. Priester (jan@svvt.nl)

More interesting links

Förderverein Good Hope Centre- similar German program

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Account No.: Giro 3458111, IBAN: NL57 INGB 0003458111



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We have emailed SVVT the following questions:

- How has SVVT attracted attention in order to receive donations?
- What is more profitable: funding or donations from private investors?

In reaction, we have received the following answers:⁴⁰

1. The reputation SVVT has is obtained through their own network of family and friends and through their website (helped by keywords for search engines). Furthermore they are also registered at several institutions that collect / map charities and give certain labels. Finally, they regularly contact large institutions that could help SVVT with big grants for new project (recently a primary school and their second orphanage in Ngorika). SVVT also focuses on service clubs such as Lions (<http://www.lions.nl/?club=lions>), Rotary (<http://www.rotary.nl/>), Ronde Tafel (<http://www.rt98.nl/>) and Lady Circle (<http://www.ladiescircle.nl/>).

When institutions that support SVVT financially give their consent, SVVT will publish their agreement on several (local) media.

2. SVVT's donors mainly consist out of privates (75%) and large institutions (25%). However, when talking about the amount of money they donate, this ratio is the opposite. The large institutions support in most cases the initial investments, while privates tend to donate on longer term (through a notarial deed for at least 5 years so the tax is fully deductible). Both forms of donations are of immeasurable importance for SVVT, without these large amounts of money, it would be impossible to set up projects. Without longer term contracts, they maintain the risks for continuing operational costs.

Advice

SVVT has taught us that cooperation with orphanages can be very helpful (if the project does not build one). If possible, give more loans than donations, so that the money does not disappear. Furthermore a selection of students must be distinct. Selection is based on motivation and quality of education. The costs could also be split: local, funded, loan (if possible).

Set up 'Friends of Green Waters'. As concerning the donators, it would be helpful to contact service clubs when organization a campaign, since they might be prepared to assist or execute it. To obtain a network of donators, Green Waters should register at several insitutions that collect and/or map charity and give certain labels.

⁴⁰ E-mail Marga van Winsen



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5. Tanzania Education Fund (TEF)⁴¹

Description

TEF is a group of volunteers and donors that

- Provides equal educational opportunities for girls and boys.
- Provides an educational experience that leads to self-motivation, broad understanding and habits of learning that continue beyond graduation.



Image 11 *Tanzania Education Fund*

Strategy

They solely sustain the development and success of Nianjema Secondary and High School in Bagamoyo, Tanzania. TEF has grown from 90 students in 2000 to more than 300 students today and 25 teachers. With the help of USAID, a new high school complex has been built.

TEF is operated by organizational officers and a board that meets to review Nianjema's progress, financial income and outflow for both TEF and the school. The board advises administrators, reviews progress and fundraises for the school. It also acts as a liaison to the Nianjema Trustees.

Board and donor activities have resulted in funds for:

1. Scholarships
2. School buildings
3. Supplies, including science laboratory equipment, text books and more than 10,000 books for the library
4. An air-conditioned computer lab and more than 100 computers
5. Nianjema's continuing viability and success

Scholarships

Nianjema offers both need-based and merit-based scholarships. Their annual scholarship goal is \$7,200, which will provide two full scholarships for students at each of the six class levels. In total, Nianjema has already given 26 need-based and 68 partial motivational, merit-based scholarships.

- Merit Scholarships: based on motivation, for students with excellent grades in sciences, arts & overall achievement.

⁴¹Official Website Tanzania Education Fund (2010), *Our Story*. Consulted January 2011, <http://www.tanzaniaeducation.org/content/story.htm>



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- Scholarships for girls
- Need-based scholarships: for orphans and girls who might not otherwise continue their education. Full scholarships cover the annual tuition of \$600 (includes two meals a day, uniform and supplies- for boarding another \$600 is paid by students).
- Continued education scholarships: for higher education

Advice

As TEF has on their website 'why are we unique', Green Waters should differentiate from other organizations and clearly present itself as outstanding. The use of pictures, images and movies on projects could be of enormous help. Furthermore, the presentation of its members could be personalized, by telling what drives them to work for Green Waters (personal experiences etc.) The statement of Green Waters could be underlined and states on the homepage. If Green Waters chooses to focus more on the quality and not on their presentation, this should be mentioned on their website so people will then appreciate this decision.

6. The school fund⁴²

Description

The school fund is an organization operating in Tanzania. They have create a person-to-person funding site, which means that everyone can directly help in financing secondary education for a child in need. The organization was only set up a three years ago, but has now already succeeded in funding 32 children to follow secondary education.



Image 12 Logo The School Fund

Website

On the website of the school fund children have created a profile, with some personal details their photo and some information on what they want to be. Also the profile page states how much money they need to be able to attend school. When a profile page appeals to you, you can make a donation. The website keeps track of how much money someone still needs to be able to continue their education in the next year.

Strategy

The School Fund works together with organizations and companies, such as ASETS, which helps them with providing the schools with the necessary materials. Because as the school fund says 'education is such a complex, multi-faceted issue. Not only do students need funding to continue going to school, but school often need help [themselves].'

⁴² Official website The School Fund. Retrieved December 2010. <http://theschoolfund.org/cgi-bin/dyn?c=info&t=fund>



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The school fund uses the school community to determine which students should receive funding. They work together with organizations and orphanages and also employ the help of headmasters and teachers.

The school fund selects children according to three criteria:

1. Financial Need. Student is unable to continue school without financial assistance.
2. Academic Performance. Student must have performed well in primary school, preferably in the top 25% of their class and continue to perform well in secondary school.
3. Attendance. Student must have a record of extremely good attendance. This is a simple metric to gauge a student's determination in pursuing an education.

Besides these criteria they also look at motivation, future plans, and respect for teachers and classmates. Even though the main income of the school fund exists out of donations made by individuals, they also got grants from Dosomething (dosomething.org) and they were awarded a major grant from the Clinton Global Initiative Fund.

Advice

The school fund is different from other organizations because of its transparency. The donor can decide and see exactly where to which student his/her money goes. This kind of link between students and funders is something that has never been done before. Also the organization makes sure that 100% of the funds raised goes directly to their intended destination. They for instance transfer the money directly to the bank account of the secondary school, without interference of any other individuals or organizations.

This is an example for Green Waters: how to differentiate from other organizations and create transparency and trustworthiness. Give a clear explanation of donating and mention to who the money goes to. Make sure the website looks reliable and professional.

Another very strong point of the school fund is communication. Their site, but also their Facebook and twitter account is an effective means of communicating. Furthermore students share their stories on their website in the form of a journal. In this way the funder and student can keep in touch. This communication tool can also be introduced in project CHANCE, however it might cost some money. On the other hand, donators could be found to serve this purpose (look for donators in the communication/ technology sector).

Registration: Kamer van Koophandel Rotterdam, Reg. no. 24417959
Bank: ING Rotterdam, Groenix van zoelaan 125, 3078AW Rotterdam, The Netherlands
Account No.: Giro 3458111, IBAN: NL57 INGB 0003458111



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3 Fundraising

In order to realize a project, an organization needs to raise funds. However, even the non-profit sector is very competitive as there are many organizations and only little available funding. In this chapter we explore the possibilities on how to increase the chance of getting donations and obtaining funds.

3.1 Hallmarks

Since Green Waters is depending mostly on Dutch charities, Dutch labels will be most relevant since they generate trust and stimulate donations.

CBF- Centraal Bureau Fondsenwerving

Description

The CBF keeps all records of fundraising and charities in the Netherlands. Their aim is to promote transparency in the Dutch non-profit sector. They strive to maintain and strengthen public confidence in charitable organizations.⁴³ They achieve this by monitoring all charities in the Netherlands and by assessing them on their administration and policy. If charities meet the criteria of CBF, the CBF Seal for large charities or the CBF Certificate for small charities will be rewarded.



Image 13a and b *CBF Hallmarks*

⁴³ Official Website Centraal Bureau voor Fondsenwerving (2010), *Homepage*. Consulted December 2010, <http://www.cbf.nl/>



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Criteria

For Green Waters, the CBF Certificate for small charities would be most appropriate. The main criteria⁴⁴ for this hallmark are:

- The sum of income does not exceed 500,000 euro's per year
- Being active in the Netherlands for a minimum of 3 years

Furthermore there are more detailed criteria, included in a PDF format⁴⁵, concerning

- Management
- Policy and spending
- Fundraising
- Reporting

There are no major challenges for Green Waters when talking about the criteria.

However, to be eligible, Green Waters must contact a third member for its management.

Expenses

The expenses for the initial assessments are 500 euros and the fee for reassessment (after 3 years) is another 500 euros. Per year another 350 euros need to be paid for assessments.

This amount is relatively large considering the income of small organizations like Green Waters. However, obtaining the CBF certificate is an investment, since more attention will be gotten, more people might donate.

Advice

Green Waters is not eligible for a 'Verklaring van geen bezwaar' since it exists more than 3 years.

We would definitely recommend the CBF-hallmark, because as an organization similar to Green Water concludes:

- the logo is widely known by the Dutch public
- they have a lot of experience in assessing charities⁴⁶

Partin recommend to apply for the 'Transparency Price'. <http://www.transparantprijs.nl/>
The costs are quite high for a small organization like Green Waters. We therefore recommend to first register at other (free) websites etc. and then consider to apply for an CBF.

⁴⁴ Official Website Centraal Bureau voor Fondsenwerving (2010), *Criteria voor het CBF-Certificaat voor kleine goede doelen*. Consulted December 2010, <http://www.cbf.nl/CBF-Beoordelingen/criteria-certificaat.php>

⁴⁵ Official Website Centraal Bureau voor Fondsenwerving (2010), *Criteria CBF-Certificaat voor kleine goede doelen', artikel 4 Certificaatcriteria and Reglement CBF Certificaat voor kleine goede doelen*. Consulted December 2010, <http://www.cbf.nl/CBF-Beoordelingen/documenten-certificaat.php>(application form can be found in appendix)

⁴⁶ Official Website Partin (n.d.), *Keurmerken voor PI*. Consulted December 2010/ January 2011, <http://www.partin.nl/deelnemers/kennis-platform/keurmerken/>



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Keurmerk Goede Doelen

Description

This hallmark is an initiative of the Instituut voor Sponsoring en Fondsenwerving and the Stichting Nationale Goede Doelen Test. It is intended for all charities, both small and large fundraising organizations with have the ANBI status. Stichting Keurmerk Goede Doelen aims to promote insight into charities performances for the public.



Image 14 *Keurmerk Goede Doelen*

Criteria

To be eligible, Green Waters must meet the following criteria⁴⁷

- be a member of ANBI
- have legitimate directors
- fundraising according to code of conduct
- give adequate insight into the strategy of organization
- give adequate insight in achievements and achieving planned projects
- give adequate insight in the key risks and safeguards
- give insight in the financial data
- have a clear communication with donators and other interested parties

Expenses

The costs are 400 euros per year, which is relatively cheap compared to the CBF Certificate. The CBF Certificate is however larger and relatively better known.

Advice

Green Waters is able to meet the criteria, although it has to become member of ANBI. This will be further explored on in the coming paragraphs.

⁴⁷ Official Website Keurmerk Goede Doelen (n.d.), *Keurmerkcriteria*. Consulted December 2010, <http://www.keurmerkgoededoelen.nl/17/criteria/>



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Keurmerk Goed Besteerd

Description

The KGB strives for transparency in charitable organizations and wants to distinguish which organizations are reliable and which are not.⁴⁸ They want to make sure the money spent on charity will be used the correct way.



Expenses

The KGB can be compared with the Keurmerk Goede Doelen, since they both charge 400 euros a year.

Advice

However Keurmerk Goede Doelen has contracted more organizations, the organizations that are contracted at Keurmerk Goed Besteerd, in most cases involve animal charity. We would therefore not recommend this hallmark.

3.2 Institutions

Since we have also done research on international organizations and funding for Green Waters, we had to consider other international certifications.

IRS 501© (3)

Description

An IRS 501© organization is simply an American tax-exempt non-profit corporation or association.⁴⁹ This qualification is sometimes asked when applying to join several international umbrella organizations. The site of the IRS is not transparent at all, so it takes a long time to find out the criteria and all the application forms.

⁴⁸ Official Website Keurmerk Goed Besteerd (2010-2011). Consulted December 2010, <http://www.kgb-online.nl/index.php?pagID=5>

⁴⁹ Wikipedia (7 December 2010), 501 (c). Consulted December 2010, [http://en.wikipedia.org/wiki/501\(c\)](http://en.wikipedia.org/wiki/501(c))



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Criteria

To be eligible, an organization must pursue one or more of the following activities⁵⁰

6. religious;
7. charitable;
8. scientific;
9. focused on public safety;
10. literary;
11. educational;
12. focused on national or international amateur sports; or
13. focused on preventing cruelty to children or animals.

Furthermore, the institution must be organized as either

4. a corporation
5. an association
6. a trust

Besides, there are certain restrictions when being a 501© (3). The main restrictions are:

- no private profit (however reasonable wages and retirement plans are allowed)
- no political activity

Advice

The main motive for becoming an IRS 501© organization is for exemption from a number of federal taxes. Green Waters is located in the Netherlands and therefore this major profit would not be relevant. On the other hand, being a member does open the door for donations. The costs are so high, that we would not recommend this certificate to Green Waters, since it would be more profitable to pay for the Dutch ANBI.

⁵⁰ Ryskamp, Danielle (10 December 2010), *What is a 501 (c) (3)? Why become a 501 (c) (3)?* Consulted December 2010, <http://www.suite101.com/content/what-is-a-501c3-a319066>



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Stichting Geef Gratis

Description

Stichting Geef Gratis is a non-profit organization that supports charities by providing free professional internet services.⁵¹ In this way, there is more focus on grant seeking, fundraising, campaigns and promotion. The site is very transparent and there are several PDF files on their financial data and helpdesk. The website www.allegoededoelen.nl is the most extensive portal of Stichting Geef Gratis. The website contains information, including projects and news items on all the member charities.

Criteria

The criteria for becoming a member of Stichting Geef Gratis are as follows:

- The organization must be registered at the Kamer van Koophandel
- The organization must be a foundation, association or church institution
- The organization must be located in the Netherlands
- Financial data of the previous year need to be provided
- The organization is not solely focused on religion, politics or commerce

When being registered at Stichting Geef Gratis, an organization will be displayed at www.goededoel.nl and www.allegoededoelen.nl.

Advice

In our opinion, it would be very helpful for Green Waters to register. There are *no costs involved* and it attracts potential donators, creates reputation and some services provided for free by the Stichting could help Green Waters. The application form can be found on this website: <http://www.allegoededoelen.nl/goededoelreg.php?t=overige>.

⁵¹ Official Website Stichting Geef Gratis (2010-2011). Consulted December 2010, <http://www.geefgratis.nl/>



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ANBI- Algemeen Nut Beogende Instelling

Description

An ANBI is a public welfare institution that is committed to the common good for at least 90%. When being registered as an ANBI, an institution has several tax exemptions:

- No inheritance tax or gift tax
- Supporters may deduct their contribution on the income or corporation tax

Criteria

To be a member of ANBI, one must be registered at Stichting GeefGratis (see previous paragraph). Besides the 90% rule, the other criteria are:

- The management and direct board meet the integrity requirements (and if doubtful, a Verklaring Omtrent Gedrag may be necessary)⁵²
- A separation of capacity in financial means (between the director and organization)
- The own equity must be limited
- Must have a current policy (what, how, financial and expenses)
- No large income for directors (only expenses allowances and attendance fees are allowed)
- Reasonable ratio between costs and spending

and some other small criteria that can be found on their website.

The application form can be downloaded at

http://www.belastingdienst.nl/variabel/niet_commerciele_organisaties/niet_commerciele_organisaties-16.html#P147_15141 or requested at the Belasting Telefoon (0800 - 0543)⁵³

Advice

Our advice for Green Waters would be to definitely register at ANBI, since it may save a lot of unnecessary spending and future donors would have more confidence (and the fact they can save money as well is very attracting for the Dutch).

⁵² Official Website Belastingdienst (n.d.), *Integriteitseisen*. Consulted December 2010, http://www.belastingdienst.nl/variabel/niet_commerciele_organisaties/niet_commerciele_organisaties-05.html#P62_5542

⁵³ Official Website Belastingdienst (n.d.), *Contact*. Consulted December 2010, <http://www.belastingdienst.nl/contact/>



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3.3 Umbrella organizations Networks

Aid for Africa

Description

Aid for Africa is an U.S.- based unique partnership of some 80 select charities, all dedicated to solving the complex, inter-related challenges facing Africa. These member organizations range from education to medical strategies and micro credits.⁵⁴

Aid for Africa supports its member organizations by

- Facilitate collaboration among its members by serving as a forum for discussion, the sharing of results and planning future projects.
- Create public awareness and educational campaigns
- Develop partnerships for funding (federal, private etc.)
- Streamline participation in different areas.

Criteria

Selection criteria for becoming a member ⁵⁵

IRS- designated 501©(3) tax-exempt organization

provide services in at least 15 different states or one foreign country of the 3 year period immediately preceding the application

account for funds in accordance with Generally Accepted Accounting Principles (GAAP), which requires an accrual-based accounting system commission an annual audit by an independent certified public accountant that is prepared using generally accepted auditing standards

provide a signed copy of the most recently completed IRS Form 990

be governed by an independent board of directors, the majority of whom serve without compensation clearly demonstrate that it has provided real services, benefits, assistance or other program activities in Sub-Saharan Africa and, in some cases, for African refugees and emigrants.

Advice

We have had email contact with Aid for Africa, in which was stated that IRS is for American NGOs only.

It is therefore not possible to become a member of Aid for Africa. If it was, the hallmark would still be too expensive.

⁵⁴ Official Website Aid for Africa (2011), *About us*. Consulted December 2010/ January 2011.

<http://www.aidforafrica.org/about-us/>

⁵⁵ Official Website Aid for Africa (2011), *Eligibility*. Consulted December 2010/ January 2011.

<http://www.aidforafrica.org/member-services/eligibility/>



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Instituut voor Sponsoring en Fondsenwerving

Description

The ISF is the biggest umbrella organization for fundraising organizations and fundraising professionals.⁵⁶ Their objective is to stimulate and encourage sponsorships and fundraising as a socially accepted form of financing.⁵⁷ Furthermore they want to contribute to the professionalization and self regulation of the non-profit industry. They have five key activities:

- Advocacy
- Network facilities for fundraising professionals
- Training
- Advice & guidance
- Member services and benefits

When being a member, you join their dynamic network. For Green Waters, their individual membership would be most appropriate (for less than 3 employees).

Expenses

The costs for an individual membership are €175 a year.⁵⁸ When being an individual member, you can use IF's logo, receive discount on fundraising courses, get access to their intranet, access to meetings, receive the "Vakblad Fondsenwerving" and participate in their conferences.

Advice

In our opinion, this would be appropriate for Green Waters, however we believe more focus on hallmarks (such as the CBF) should have the priority.

Vereniging van Fondsen in Nederland

The FIN is the interest group of equity funds in the Netherlands and meant for Dutch equity funds that want to make a contribution to community organizations.⁵⁹

This makes a membership for Green Waters impossible. Green Waters can however use their list of funds, which can be found on their website.

⁵⁶ Official Website Instituut Fondsenwerving (2011). Consulted December 2010/ January 2011, <http://www.isf.nl/>

⁵⁷ Official Website Instituut Fondsenwerving (2011), *Over ons*. Consulted December 2010/ January 2011, <http://www.instituutfondsenwerving.nl/over-ons/>

⁵⁸ Official Website Instituut Fondsenwerving (2011), *Kosten*. Consulted December 2010/ January 2011, <http://www.instituutfondsenwerving.nl/kosten/>

⁵⁹ Official Website Vereniging van Fondsen in Nederland (2011). Consulted January 2011, <http://www.verenigingvanfondsen.nl/#>



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Branche organisatie van goede doelen (VFI)

Description

The VFI wants to visualize what charities contribute to the quality of the society. They believe self-regulation is very important.⁶⁰

When being member⁶¹, one lightly has more influence on the government, joins the network, receives discounts on various suppliers, etc.

Furthermore, one

- will receive a page-long advertisement in the 'Goede Doelen Gids'
- will be mentioned on www.goededoelen.nl
- gets access to the Civil Society congress
- becomes a member of AWWN
- free placement of vacancies on goededoelen.nl, vfi.nl and vfinet.nl

Advice

The costs for Green Waters would be 1348 euro a year, this makes a membership for Green Waters not advisable.

⁶⁰ Official Website VFI Goede Doelen (n.d.), *Branche-informatie*. Consulted January 2011, <http://www.vfi.nl/branche-informatie>

⁶¹ Official Website VFI Goede Doelen (n.d.), *Word-lid*. Consulted January 2011, <http://www.vfi.nl/website/word-lid/lidmaatschap>



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GlobalGiving

Description

GlobalGiving is a network that mobilizes grants for organizations. It has currently over 800 projects on its website. About half the projects are run by US 501 c3 organizations and the rest are recognized individuals or institutions doing innovative development work around the world.⁶²



Image 16 *Logo GlobalGiving*

Criteria

To be eligible to post a project on GlobalGiving, an organization must besides being registered as a non-profit organization in good standing, meet the following requirements⁶³:

- Updating donors every three months on the project
- Communication is done in English
- No discrimination in staff
- Reach the threshold (described below)
- Significant social benefit
- Letter of reference (funders, collaborating organizations, family etc.)
- Documents: certifications, financial documents etc.

We believe that Green Waters meets all the requirements.

Expenses

There are no costs to join GlobalGiving, however there is a flat 15% facilitation fee from all donations that come through GlobalGiving. This is quite a lot, but Green Waters is now receiving a far too small amount of money and this could and must be increased. There are no extra costs for Green Waters, so that is not a problem. *There is one big challenge: the organization has one month to demonstrate that they can raise \$4,000 from 50 individual donors.* Although this asks for a lot of work, it could also be worth the effort because than the project has gained attention, receives money and will be able to do so in the future.

⁶² Homepage Global Giving (2000-2010), *Is GlobalGiving Right for you?* Consulted January 2011, <http://www.globalgiving.org/non-profits/join-globalgiving/ggright.html>

⁶³ Homepage Global Giving (2000-2010), *Eligibility Requirements*. Consulted January 2011, <http://www.globalgiving.org/non-profits/join-globalgiving/> and <http://www.globalgiving.org/non-profits/join-globalgiving/application.html#internationaldd>



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If Green Waters accepts the challenge, we believe they could really benefit from the international network and fundraising activities.

Advice

For Green Waters, it is advisable to make a strategic decision on when to apply for this organization (when you've planned an upcoming fundraiser for example).

Service clubs

There are several service clubs in the Netherlands, that can be asked for help when realizing a project. Although we believe that this is more meant for bigger organizations and campaigns, we do think that Green Waters could at least contact them. Rotary international would be the most effective, since they are located all over the world and have an enormous network.

Lions club⁶⁴

Rotary international

Ladies circle

Ronde tafel

3.4 Other

Civiël Society

This is a two-day congress on fundraising. It is very informative and would be a solid basis for grant applications. The Civiël Society is an initiative from the FIN, VFI, NGF and ISF.

⁶⁴ Official Lions Club Nederland (n.d.) Consulted January 2011, <http://www.lions.nl/>



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Chapter 4:

Information on grant application and funds

To successfully implement a project it is essential to raise funds. Fundraising is the process of soliciting and gathering [contributions](#) as [money](#) or other [resources](#), by requesting donations from individuals, businesses, charitable foundations, or governmental agencies.⁶⁵ To give an idea of the importance of fundraising: one of the largest non-profit organizations active in Tanzania, Mkombozi, gets 99% of its income from grants, and only 1% exists out of donations.⁶⁶ In this chapter various possibilities on where to apply for a grant will be explored.

Unfortunately, due to government cuts a lot of Dutch funds, such as NOVIB, NCDO and Hivos could not continue to give grants. Therefore it is important to also look at foreign funds or funds from commercial companies. To begin with a short description of every foundation is provided. After that the criteria are mentioned and to what extent Green Waters meets those criteria.

4.1 Funds

Stichting DOEN⁶⁷

Stichting DOEN is the fund of the Goede Doelen Loterijen.

Criteria:

- The requester is a corporation.
Green Waters is a corporation and member of the chamber of commerce.
- The initiative should be carefully planned and SMART. Goals will presumably be met.
See next paragraph
- The financial estimates of the initiative are transparent and realistic.
- The initiative has a transparent governance structure.
Direct, short lines of money transference and a governance structure with few layers.
- The proposed activities achieve structural development and a lasting effect.
Education is sustainable.

⁶⁵ Wikipedia (12 December 2010), *Fundraising*. Consulted December 2010, <http://en.wikipedia.org/wiki/Fundraising>

⁶⁶ Kisslinger, Tanja, for Mkombozi (2009), *Annual report 2009*. Consulted December 2010 / January 2011, http://www.mkombozi.org/publications/annual_report/2009_annual_report_ENG.pdf

⁶⁷ Official Website Stichting Doen (n.d.) Consulted January 2011, <http://www.doen.nl/>



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- The initiative has an enterprising approach. Eg. Personal contribution of the initiator.
The initiator contributes her time to the project.
- There is a demonstrable demand for the initiative.
Yes, only 4,8% of the Tanzanian children are enrolled in secondary education.
- DOEN grants special attention to initiatives that are in their set-up phase. After this phase, in which DOEN works as a catalyst, the initiative should have the means to expand without the support of DOEN, preferably through appropriate partners that were involved with the set-up phase.
CHANCE still needs to be implemented.

Advise: Green Waters meets all criteria of Stichting DOEN. The chances of obtaining a grant are therefore relatively high.

The Foundation for Civil Society⁶⁸

The Foundation for civil society envisions 'A Tanzania where citizens are empowered to realise their rights and engage in change processes that enhance their quality of life.'

The criteria they have for an organization are as follows:

- Your organization has clear management roles and responsibilities.
Yes
- Your organization can effectively manage the amount of funds requested.
When having a good plan of action and budget this criteria is achievable.
- Your organization has clear methods of planning and organizing its activities.
A detailed plan of action is essential.
- Your organisation's activities are open to all, and committed to equal opportunities.
Green Water's projects are open to everyone.
- Your organization is diverse and gender sensitive.
Green Waters is focussed on gender equality and woman empowerment.
- Your organization can clearly show that it has experience in its area of work.
Yes, previous project files can be found on the website, furthermore Stella has a relevant education degree (Development Studies).

⁶⁸ Official Website The Foundation for Civil Society (2009). Consulted December 2010/ January 2011,
<http://www.thefoundation.or.tz/> Mail: information@thefoundation-tz.org



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- Your organization has linkages with other institutions with similar aims.
No, but Green Waters is working on this criterion.
- Your project/activities has been properly planned and staffed.
Yes, a plan of action will be set up.
- Your project addresses a clearly identified need.
Yes, only 4,8% of the Tanzanian children are enrolled in secondary education.
- You have a sound plan to monitor the progress and impact of the project.
Not yet, but this criteria is further explored in the chapter 'Inspirational organizations', where Aid Tanzania uses the grades in English proficiency, Grades, Graduation rates, Pass rates national examination etc. as a benchmark for measuring the success of the project.
- The combination of activities you plan to do will lead to the changes you expect to achieve (results)⁶⁹
Yes, when providing a scholarship, this leads to a child finishing high school, so it can attend university or follow another education in order to leave the vicious circle of poverty.

The Foundation has set additional criteria for each project. All projects should be SMARTS:

Specific. Outcomes should be focussed.

Stella should decide on how many students she would like to offer a scholarship. Furthermore the learning goals after following secondary education should be defined.

Measurable, can the changes be assessed ?

Yes, the changes could be assessed by grades, diploma's etc.

Achievable, is the change possible within the time available?

Should be long-term project (6 years, time of education).

Relevant

Education broadens one's horizon and creates chances. Also, an educated person will be able to provide for his/her family and is able to pass on knowledge.

Time bound

High school can be finished in six years.

Sustainable

Education is essential for sustainable development. 'Education is a fundamental human right for l

⁶⁹ Official Website The Foundation for Civil Society (2009). Consulted December 2010/ January 2011, <http://www.thefoundation.or.tz/>



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*people around the world ... because it is a basic building block for development, economic growth and the reduction of poverty.*⁷⁰

Advise: Since the foundation is entirely focussed on Tanzania, Green Waters has an improved chance of getting a grant. Furthermore project CHANCE meets/will be able to meet all criteria.

Oak Foundation⁷¹

Oak Foundation commits its resources to address issues of global social and environmental concern, particularly those that have a major impact on the lives of the disadvantaged.⁷²

The criteria for projects are as follows:

- Target root causes.
Education is a root cause.
- Demonstrate solutions that can be adopted by permanent providers and/or by government. *The main problem of Tanzania's government is a money shortage. Theoretically the government could finance the scholarships. A problem might be that a government prefers large-scale project or would be more likely to invest in primary education first.*
- Mobilize financial commitment from a range of different sources.
Green Waters aims at raising different funds and get donations from individuals.
- Promote collaboration among organizations and funders.
Green Waters is actively searching for partnerships.
- Involve the target population in the planning and implementation of the project.
Green Waters could involve the target group by making sure the sponsored children will keep their sponsors up-to-date. Furthermore, the local population can contribute to the project (still have to find ways how).
- Demonstrate good financial and organizational management.
Green Water's finances are public and transparent.

⁷⁰ Focus (July 2000), *Education – essential for sustainable development*. Consulted December 2010/ January 2011, <http://www.usaid.gov.au/publications/focus/0700/educationessential.pdf>

⁷¹ Official Website Oak Foundation (n.d.) Consulted December 2010/ January 2011, <http://www.oakfnd.org/> Mail: info@oakfnd.ch

⁷² Official Website Oak Foundation (n.d.) Consulted December 2010/ January 2011, <http://www.oakfnd.org/>



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Advise: It is best to apply for several grants, but success with this foundation is questionable. Not sure whether Green Waters fits the profile.

Terre des Hommes

Children's charity Terre des Hommes wants to offer children a humane existence, no matter their race, religion or political opinion.⁷³

All projects Terres des hommes supports should:

- Be focussed (directly or indirectly) on children.
CHANCE is focussed on providing children the means for following a secondary education.
- The organization and execution of the project should be in hands of a local organization.
The organization of the project will be in the hands of Green Waters, since they are searching and providing the financial means. The execution will be in the hands of partners; the orphanages, the primary schools and the secondary schools which the children attend. Green Waters will furthermore try to cooperate with local project and organizations, to be more efficient since they are likely to have more specific knowledge on the situation.
- The project should cover one of these subject areas: health, education, disabled children, aids, exploitation and independence.
Education
- The project should take place in one of the countries in which Terres des Hommes is active.
Terres des Hommes is active in Tanzania.
- The problem should be tackled from several angles. Example: not only offer medical treatment, but also inform the population to prevent certain diseases.
This should be better defined: how could this be possible with education?

⁷³ Fondsenboek/samengest. Door de Vereniging van Fondsen in Nederland (FIN) 2009 red: H. Wagenvoort. 's Gravenhage. Vereniging van Fondsen in Nederland cop 2008.



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Louisa Fund⁷⁴

The Louisa fund aims for financial assistance to children who are not entitled to the Universal Rights of the Child. The fund was founded by Freemasons in 1868. The fund prefers small-scale projects.

1 Criteria

- The proposal should be supported by one of the Dutch 'Loge van vrijmetselarij.'
Very closed organizations, might become a problem. Network?
- Proposal should be made by a corporation.
Yes
- The project is meant for children who cannot enjoy the rights of the child or in any other way are in woeful conditions.
- The project should be a-political, non-religious and be accessible for all children.
- The project should be aimed at taking away what separates people from each other.
- The support should be aimed at guaranteeing independence when the child becomes an adult.
- Financial support of the loge is recommendable

Advise: Louisa has similar objectives as Green Waters and might be a good partner. However, getting the support of one of the freemasonry is most probably going to be problematic, as it is a community very hard to get in to for outsiders.

⁷⁴ Official Website (n.d.) Consulted December 2010, <http://www.louisastichting.nl/>



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Derde Wereld Fonds Atos Origin⁷⁵

Criteria:

- Projects should be in benefit of children/education/health.
Green Waters wants to establish a project around education.
- Projects with a long-term effect.
Education is sustainable and will have a life-long effect on the children.
- Money goes to organizations, not to governments or individuals.
Green Waters is an official organization. The scholarships will be directly paid to the schools involved.
- Domestic circumstances play a role in making a choice.
Depends on what organizations means with this. The circumstances in Tanzania do qualify for the need for such a project, however there is a lot of corruption.

Advise: Seems to have a similar vision as Green Waters. It is also a small organization and effectiveness is their most important goal.

Eureko Achmea Foundation⁷⁶

Green Waters meets the formal criteria of the Achmea foundation. Further considerations:

- The severity of the problems.
Solely 4,8% enrolled in secondary education.
- The urgency of the problems.
- Effectiveness of the proposed approach.
The approach has proven to be successful in other organizations.
- Efficiency of the organization and management of the organization.
- Possibility to monitor results in the area + results should be measurable.
Children will be doing the national exams in form 4 and 6, furthermore their grades will be monitored.
- The support should be in the direct benefit of the target group in need.
The children will directly benefit from a scholarship.

⁷⁵ Official Website Derde Wereld Fonds Atos Origin (n.d.) Consulted December 2010,
http://www.dwfao.nl/index.php?option=com_content&task=view&id=35&Itemid=40, Mail:
Derdewereld.fonds@atosorigin.com

⁷⁶ Official Website Eureko Achmea Foundation (n.d.) Consulted December 2010/ January 2011,
<http://www.eurekoachmeafoundation.nl/nl/Pages/home.aspx>, Mail: info@eurekoachmeafoundation.nl



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- Can the project not be executed without the help of EAF.
The project cannot be executed otherwise, since it aims to help a larger group of students.
- Can the organization prevent the misuse of money and prevent against influence of mala fide organizations?
Green Waters is a small, transparent organization. Since they are small it is relatively easy to control money flows. Green Waters is also very transparent, because it uploads all the financial administration on the projects on its website.
- Does the organization cooperate with other affiliated organizations?
Green Waters envisions partnerships.
- Do administrative costs stay under 8%
Not at this point, however with help of grants it will.

Subsidiefaciliteit voor Burgerschap en Ontwikkelingssamenwerking (SBOS)⁷⁷

SBOS is a new program of the ministry of foreign affairs dedicated to improving global citizenship in the Dutch society. SBOS has three categories, two are focussed on the Dutch society and one is focussed on small-scale projects in developing countries.

Criteria:

- The activity should take place in a developing country.
Yes, Tanzania.
- When the activity has been qualified as sufficient, SBOS will judge on the activities impact on the opinion forming, awareness and active involvement in international development.

Advise: This fund has a very large budget since it is affiliated to the government. That means it can financially support numerous organizations. On the other hand if Green Waters wants to be considered for this fund it needs to focus more on creating awareness for the problems in Tanzania within the Netherlands by for instance informing students.

⁷⁷ Ministerie van Buitenlandse Zaken (n.d.), Consulted January 2011, www.sbos.nl, Mail: info@sbos.nl



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Marjolein Roskam Fonds⁷⁸

Provides one-time donations to projects related to education. No specific criteria available.

4.2 Challenges

Some criteria set by the different organizations are already met by Green Waters. However, others need some attention.

Points that should still need to be addressed:

- How will project CHANCE be able to continue even if Green Waters decreases their financial support? Government? Citizens?
- How can the local population be involved/fully execute the project?
- How do a few scholarships contribute to the improvement of an entire social environment and have a visible/measurable lasting effect?

Furthermore Green Waters could potentially increase their chances for obtaining grants by informing Dutch youth about their projects and by addressing the problems in Tanzania, because creating awareness and support is a priority for many organizations giving grants.

4.3 Other foundations we came across that were not appropriate to apply for:

XminY foundation, Bernard van Leer foundation, Bill & Melinda Gates Foundation, Shell Foundation, Rabobank Foundation, Rockefeller foundation, Walmart Foundation, NOTS, Levi Strauss Foundation, Ford Foundation, Subsidiefaciliteit voor Burgerschap en Ontwikkelingssamenwerking (SBOS)

⁷⁸ Official Website Marjolein Roskam Fonds (n.d.) Consulted Januari 2011,
<http://www.marjoleinroskamfonds.nl/index.htm>



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Chapter 5:

Possible partnerships

Msamaria⁷⁹

Msamaria is an NGO providing support and care to street children, orphans, families and communities. They operate in Moshi, in the Northern part of Tanzania.

Msamaria takes care of children mainly between 5 and 17 years old that used to live on the streets of Moshi. They have their own center where they provide meals, a home and emotional support to the children. Furthermore they assist in reuniting families and teach children how to stand up for themselves.

They also have their own non-formal education program. This is basic education for the children, including Swahili, English and maths. In addition they support some children in going to public (primary) school in the region. However they do not have the means to provide quality secondary education.

Msamaria might benefit from a partnership with Green Waters as their children would then be able to go to secondary organization. Green Waters could benefit from Msamaria, as this might be an organization that is able to appoint children that have the academic ability to be successful in their studies.

⁷⁹ Official Website Msamaria (2010). Consulted December 2010/ January 2011, <http://www.msamariakids.org>



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Tanzania Children's Fund⁸⁰

The Tanzanian Children's Fund is an organization aiming to aid children in need in Tanzania.

India Howell, the initiator of the fund, hoped to improve the lives of children by opening her own rented home to 17 children in 2003. As of June 2009, there are 69 children living with her at the Children's Village. Besides this main goal of the organization she has also helped for instance unemployed or children who could not afford school.

As for education the Tanzanian Children's Fund works together with a local primary school. They currently manage the local primary school in partnership with the District Education Office.⁸¹ The children can enrol in the school and in return The Children's Fund assists them in supplying educational tools and finding qualified teachers. Unfortunately, like Msamaria, the Children's Fund does not have the resources to get the children into secondary school.

They are however monitoring the (academic) progress of the children very well and thus they could be a potential partner for Green Waters in selecting students which will receive a scholarship for secondary education.

Note: We have sent an e-mail to this organization and they told us that they would be honoured to partner with Green Waters to work on a project.⁸²

⁸⁰ Official Website Tanzanian Children's Fund (2011). Consulted January 2011, <http://www.tanzanianchildrensfund.org>

⁸¹ E-mail India Howell, 29 dec 2010

⁸² E-mail India Howell, 29 dec 2010



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Living Water Children Centre⁸³

Living Water is an orphanage that provides care, guidance and education. Furthermore it creates awareness for the problems of orphans and advocates for girl's rights.

The Children Centre was founded by the Kimaro family in 2003. Today, over 50 orphans and children from less fortunate backgrounds call it home. The centre is located in Arusha, in the northern part of Tanzania.

One of their objectives is to network with other organizations to support each other in the effort [of helping children.]

Tacoda⁸⁴

TACODA and The Jim Arden Foundation were established to help and create a better life for orphaned, abandoned and at-risk children in Tanzania.

The foundation and its partners provide the children with food, clothing, healthcare, schooling and emergency shelter. Together with volunteers from the US and other countries, they try to expose the children to the wider world and enhance their opportunities. Through their other initiatives in Tanzania, they help many more at-risk children to avoid a lifetime of poverty and disease.

The TACODA Children's Center provides homeless children with food, shelter, clothing, medical care, sports and art activities and access to schooling. Most importantly, they also provide them with a family filled with love.

Like the other organizations, they might be able to select children for the CHANCE program.

⁸³ Official Website Living Water Children's Centre (2010), *Our Story*. Consulted December 2010/ January 2011, http://www.livingwaterchildren.org/?page_id=247

⁸⁴ Official Website TACODA & The Jim Arden Foundation (n.d.) Consulted December 2010/ January 2011, <http://www.jimarden4tacoda.org/>



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Kilimanjaro Kidds Care⁸⁵

The Kilimanjaro Kids Care envisages a society with clear conscience, offering opportunity for orphans and vulnerable children in Kilimanjaro to grow into responsible, happy and caring adults.

The aim of Kilimanjaro Kids Care is to enable and empower orphans and vulnerable children. They have established children's home and provide health care, counseling and education. They also contribute in solving the current problems affecting orphans and they do research.

Lohada⁸⁶

Lohada is a non-profit organization with three centers located in Tanzania. The organization aims to empower families to break the cycle of poverty, prostitution, alcoholism and abuse; and to be a guardian to children who have no one because they have been abandoned, orphaned or abused.

Lohada's Camp Moses is home to 14 children who have been abandoned or abused or are orphans. Camp Joshua Christian School is a primary school for more than a hundred children and Camp Patmos serves marginalized children and elderly people.

Green Waters could possibly work together with the primary school, since they will have a clear view on their student body. An obstacle however could be that this is Christian primary school and so there must be another selection of grants.

⁸⁵ Official Website Kilimanjaro Kidds Care Online (n.d.) Consulted December 2010/ January 2011, <http://www.kilimanjarokidscare.org/>

⁸⁶ Official Website LOHADA- Loving Hand for the Disadvantaged and Aged (n.d.) Consulted December 2010/ January 2011, <http://www.lohada.org/>



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Hisani⁸⁷

Hisani's main focus is the support of children whose parents have died from HIV/AIDS.

The organization is working in the Mwanza Region, where many street children live. They give children their basic rights, such as health care and education. At the moment, they run two orphanages and have more than 250 children, of which some are in primary or secondary school.⁸⁸

At the orphanage children are taught skills, how to read and write and they play sports. They also support children from the local community.

International volunteers teach English, maths, social studies and science and therefore the children can do well on their national exams. However, in spite of their good results, there is little opportunity for these children to get into secondary school because of a lack of scholarships.

Green Waters could support these children by providing scholarships.

Note: We sent an e-mail to the organization and they told us that they would be glad to work together.⁸⁹

Other organizations

There are also many organizations and orphanages based on the Christian tradition. Even though Green Waters has recognized to be willing to work with all kinds of organizations, cooperating with Christian organizations, especially those wanting to spread their religion, can be a problem when applying for funds.

<http://www.bethanyfamily.net/>

<http://www.sohi.org/>

⁸⁷ Official Website Hisani (2010). Consulted December 2010/ January 2011, <http://www.hisani.de/orphans.htm>

⁸⁸ E-mail Frednand Frederick, Director of Hisani

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Chapter 6

Promotion:

So now we have addressed a lot of practical issues which need to be considered when starting the project. However, besides the execution of the project it is also crucial to get enough [particuliere] donations. A way to increase donations can be by effectively promoting the project and the organization in general. Next up will be some helpful ideas.

6.1 Social Media

First of all social media have proved to be a great invention for marketers of commercial companies, but they can also be very useful in promoting your non-profit organization. It is best to at least become part of the leaders of market in this area: Facebook and Twitter. However, only signing up for these websites is not enough. For example, Green Waters has already got a Facebook page, but to be honest I maybe only saw a bit of news come by my own Facebook homepage and I have never actively visited the page myself. Even when there is not so much news about the organization at a point in time, it is important to keep updating the page, may it be with inspiring articles, people or speeches. Also, if you have seen something that many of your members might like, post it! Because when a few people will like it, the message will also appear on their page and that means that their friend will also see the message. And before you know, there are thousands of people who have seen a message from your organization.

Furthermore it is important to be interactive. Respond to any questions on the social media pages and also be sure to ask your audience questions or ask them for response/feedback. This might of course lead to very useful tips, but also causes people to become feel involved in the charity. Essential is of course that in one way or the other the charity does, or at least gives the impression, of actually doing something with the response obtained.

In the second paragraph I also mentioned twitter as a marketing tool. It is very easy, quick and fun! To get a lot of followers I would advice searching for and following a lot of other charity organization in any way related to Green Waters, e.g. also active in Tanzania or in the field of women empowerment. Many of those organizations will follow you back, maybe even retweet and this will again create more attention for the organization.

Lastly, it is very important to personalize the social media pages. Add photos, YouTube clips or any other things that give your organization a face and make them stand out. Especially with the new Project CHANCE this personal approach could be very effective, because in that way followers and donors might be able to follow the development of the children. Maybe through some video material or diary entries? And don't forget, if something turns out to not be working for you, deleting the account is just one click away.

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6.2 Website

Beside the use of social media, the website is very important for a company or non-profit organization. This is the first impression a prospective customer or in your case, (financial) supporter gets. It is therefore of utmost importance that the website is smart and easy to use. It should have both good and informative content, but also a professional lay-out that would increase trustworthiness.

After having done the research and having had contact with Stella several times, we do not think that the website fully represents the organization that is behind it. First of all, we believe that the content is generally good, however not all content is logically located on the site. Personally, I would not put the policy and contact page at the main menu, but rather with small letters at the bottom of the page. Also we thought that content-wise, people might like to read the story behind the organization, maybe some personal information about Stella.

Furthermore, we found the entire green lay-out to be a little too green. Of course we understand that the organization is called GREEN waters, but a website should also be visually attractive and all the green might be a little distractive. However, this is an issue of personal taste and in the end it of course is your own decision. On the other hand, it is important to consider how it might be perceived by people who first get to the site.

Another idea we had is maybe to look and see what the options would be to ask graphic/web designers to perfect the website. There might be a chance that there is someone who is willing to do it for free for a charity. Maybe a student of someone from your network of family and friends. However, if professionalizing is not an option, we think it is a good idea to put a lot of photos on the website, so that it does not feel like an anonymous, corporate, clean and professional website, but rather like a very personal one. Something that usually looks really nice on websites is to have a large photo as a header. Also, if available, it might be good to add even more photos of previous projects and also post photos with news articles released on the website.



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6.3 Local Media

Even though the internet is very powerful, the power of traditional media should not be underestimated. Local media are especially important in keeping local followers updated so that they are reminded that the organization is still active and working hard on new projects. Most of the time local newspapers have a special contact address (e-mail) where everyone can send in news. So you could produce a press release when new developments have taken place, but probably more personal and impressive would be to offer doing an interview.

6.4 Fundraisers

A huge source of income for charities are fundraisers. Usually larger events organized at for instance schools or elderly homes. Even though they might need some investment, they are also very profitable. To give an indication, our school organizes a charity day each year and with that event we usually gather between ten and fifteen thousand euro, a huge amount of money.

The best and cheapest way for a small organization is not to organize a fundraiser yourself; this would be expensive and very time-consuming. A better idea would be to contact schools, especially primary schools, and ask them whether they are willing to organize a fundraiser. Most primary schools support some sort of non profit organization. The big advantage is that the school usually has its own budget for these sorts of events and that almost all children have something to contribute. Most of the times parents (companies) can, for free, sponsor the child with a significant amount of products. In this way it would not be expensive for Green Waters, but it would give you something.

Of course the main problem may be how to convince the school to choose your organization. Well, first of all it is always an advantage if you know someone in the school. Possibilities might for example be the school of your daughter, or maybe a school where a friend works. If these are not realistic possibilities, then it is an idea to randomly contact local primary school. Especially newly opened primary schools might be good to contact, because sometimes existing primary schools commit themselves to a particular non profit for several years. In return for their fundraising efforts, offer classes to inform the children on topics such as Tanzania, Africa, development aid or maybe something else that the school asks for. Another advantage of informing children in the Netherlands, is that it is a factor that is considered many times when requesting for funds. And don't forget, also ask the schools to let their fundraisers be covered by local media.

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Chapter 7

Advice overview:

In this chapter we will offer short conclusions on our findings. This advice is already addressed per organization chapter, but we thought it also might be very helpful to have a short list of them.

7.1 Inspirational organizations

AfricAid - Advisable to contact this organization for information on The Kisa Project, since they haven't displaced any of its outcomes on their website yet. They have a well-structured website and differentiate themselves by their digital stories for meaningful and immediate communication between student and sponsor. Furthermore they have informative pages on the problem in Tanzania and a good page mentioning their corporate and foundation sponsors.

AidTanzania - This organization has sent us their grant application, which could serve as an example for project CHANCE. They also are very helpful because of their field-work experience in Tanzania.

The Kutoa Trust - This trust's aim is similar to project CHANCE's. They serve as a perfect example of how a project relies on regular sponsors instead of grants. This trust's strategy is the perfect basis for project CHANCE; it could serve as the 'backbone'.

Stichting Vrienden van Tanzania - This big organization has underlined the importance of large institutions as a source of income. Although SVVT has built its own facilitations, they have pursued (positive) partnerships with orphanages, which is something that project CHANCE will be likely to do.

Tanzania Education Fund - This organization has a lot of practical and factual information on their website. They also underline the importance of differentiation, why future donators should choose to support their projects.

The school fund - Their website is superb when talking about differentiation: they have created a picture page and personalize the process of sponsoring. Furthermore they are the perfect example of a transparent organization. All of this makes the fund very trustworthy and a good example.

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7.2 Fundraising

CBF voor kleine goede doelen- Advisable: although somewhat expensive, more donators will be attracted and trustworthiness rises. This hallmark is widely known in Holland.

Keurmerk Goede Doelen- Similar to CBF but less known. If CBF is too expensive, then this hallmark is a good alternative.

Keurmerk Goed Besteed- Not advisable- most organizations that are contracted involve animal charity.

IRS 501© (3)- Not possible, because it is U.S.-based.

Stichting Geef Gratis- Definitely register, since there are no costs involved and being a member will only expand Green Waters' network.

ANBI- Definitely register, it may save a lot of unnecessary spending and future donators would have more confidence.

Aid for Africa- Not possible, since they ask for an IRS 501 (c) (3) certification.

Instituut voor Sponsoring en Fondsenwerving- Advisable, but other hallmarks and networks are would be more profitable.

Vereniging van Fondsen in Nederland- Impossible for Green Waters- since it is the interest group of equity funds.

Branche organisatie van goede doelen- Not advisable- the costs are too high.

Global giving- Advisable, but does ask a lot of time and planning. Most appropriate when there is an upcoming fundraiser.

Service clubs in general- Could always be contacted when wanting financial support for a project, but tends to be more focused on national charity.

Civiel Society- Advisable if more insight on the process of fundraising is considered as necessary.

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7.3 Grants

Stichting DOEN – Stichting DOEN is the fund of the Goede Doelen Loterijen. Green Waters meets all criteria of Stichting DOEN. The chances of obtaining a grant are therefore relatively high.

The Foundation for Civil Society - The Foundation for civil society envisions 'A Tanzania where citizens are empowered to realize their rights and engage in change processes that enhance their quality of life.' Since the foundation is entirely focused on Tanzania, Green Waters has a relatively large chance of getting a grant. Furthermore project CHANCE meets/will be able to meet all criteria.

Oak Foundation – The Oak foundation tries to tackle social and environmental problems, particularly those that have a major impact on the lives of the disadvantaged. The foundation is based in Switzerland. It is best to apply for several grants, but success with this foundation is questionable. We are not sure whether Green Waters fits the profile and is able to meet their criteria.

Terre des Hommes - Children's charity Terre des Hommes wants to offer children a humane existence, no matter their race, religion or political opinion. Terre des Hommes has similar aims and a similar vision as Green Waters. Application might be successful.

Louisa Fund - The Louisa fund aims for financial assistance to children who are not entitled to the Universal Rights of the Child. The fund was founded by Freemasons in 1868. The fund prefers small-scale projects. Louisa has similar objectives as Green Waters and might be a good partner. However, they demand support of freemasonry. This is a problem, since the freemasonry is a closed community.

Derde Wereld Fonds Atos - Origin DWF is the salary donation program set up by employees of Atos Origin Holland. It aims to financially support projects in third world countries, especially those focused on education and health. Seems to have a similar vision as Green Waters. It is also a small organization and effectiveness is their most important goal.

Eureko Achmea Foundation - Eureko/Achmea wants to contribute to a better society. Eureko donates a half percent of their profit to charities. Green Waters will be able to meet all criteria set, but a solid plan is necessary in order to obtain this grant.

SBOS - SBOS is a new program of the ministry of foreign affairs dedicated to improving global citizenship in the Dutch society. This fund has a very large budget since it is affiliated to the government. That means it can financially support numerous organizations. On the other hand

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if Green Waters wants to be considered for this fund it needs to focus more on creating awareness for the problems in Tanzania in the Netherlands by for instance informing students.

Marjolein Roskam Fonds -The fund provides one-time donations to projects related to education. No specific criteria available.

7.4 Partners

Msamaria - Msmaria is an NGO providing support and care to street children, orphans, families and communities. They operate in Moshi, in the Northern part of Tanzania. Green Waters could benefit from Msmaria, as this might be an organization that is able to appoint children that have the academic ability to be successful in their studies. On the other hand, this orphanage already has a very strong (financial) partner, The School Fund, so since you can not help every orphanage, we would advice to cooperate with one that needs the help harder.

The Children Fund - The Tanzanian Children's Fund is an organization aiming to aid children in need in Tanzania. They are monitoring the (academic) progress of the children very well and thus they could be a potential partner for Green Waters in selecting students which will receive a scholarship for secondary education. We have sent an e-mail to this organization and they told us that they would be honoured to partner with Green Waters to work on a project.

Living Water Children Centre - Living Water is an orphanage that provides care, guidance and education. One of their objectives is to network with other organizations to support each other in the effort of helping children, so in that perspective they could be a good partner for Green Waters.

Tacoda - TACODA and The Jim Arden Foundation were established to help and create a better life for orphaned, abandoned and at-risk children in Tanzania. Like the other organizations, they might be able to select children for the CHANCE program.

Kilimanjaro Kids Care - The Kilimanjaro Kids Care envisages a society with clear conscience. Unfortunately they do not provide much specific information on their website, so it is hard to say whether this would be a possible partner for Green Waters.

Hisani - Hisani's main focus is the support of children whose parents have died from HIV/AIDS. Because of international volunteers, children score well in their national exams, but cannot continue secondary education. Green Waters could help these children. Also, the organization said they would be glad to work together.

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7.5 Promotion

Social Media – It is good that Green Waters is active on Facebook and that Stella is blogging. However the organization can be even more active and interactive.

Website – It might be wise to choose a clear strategy for the website. Either try to professionalize, or make it very personal with pictures, videos etc.

Local Media – Try to publish and send press releases to local media with news on your organization or offer giving an interview.

Fundraisers - Fundraisers are an important source of income. Try to cooperate with (primary) schools and see what possibilities exist to let them organize a fundraiser.

List of sources

The book of sources is an important part of one's research. We have done a lot of research, both on the internet and in the library. We have read a lot of documents, webpages and booklets to draw up a detailed advice which can be supported by facts. Below you can find our acknowledgements, which can all be read in the appendix.

IMPORTANT NOTE:

Green Waters foundation team is making the research public information so as to encourage participation of other organisations in creating secondary school scholarship funds for underprivileged children.

It is our duty as global citizens to ensure sustainability of the global community.

“Everyone can make a difference” Mwalimu Julius Kambarage Nyerere 1977

Today's children are our future leaders.

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