



Our vision;  
"a society where the children live happily in a safe,  
caring and stimulating environment that promotes  
the best of their potential"

## **Macheo Children's Centre NGO Annual Report 2012**



Our mission is;  
"to empower and protect vulnerable children  
and their communities,  
so that these children can lead a  
bright future"

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## Introduction

2012 has been the 7th year of Macheo's existence, and I am proud to say that a lot has changed and been achieved since our inception.

Numerous children today lead a better life because of the decision of a few dedicated people to start a new NGO in Kenya at the end of 2005.

Though the symbiosis of cultures between our staff, partners, and board members has not come without challenges and frustrations, it is this set of interesting, diverse perspectives that has allowed us to achieve all we have been able to.

I am proud of the current people and I have a lot of confidence that this group of people can take the best from both world and merge this into a NGO that empowers and protects vulnerable children and their communities, so that these children can lead a brighter future.

Many thanks also to all the people who have believed in us from the beginning, and supported us with advice, donations or any other support.

The love and dedication of all of you is truly translated into the service we provide for these extremely needy children. Children who need our help desperately. Help we can give only because we have had the sheer luck of being born in countries and families that gave us all the opportunities to become who we are today.

Let us always remember this is a matter of luck, none of us influences the place where we are born.

The realization that this is nothing but luck, does translate itself into a moral obligation to share what we have to give in terms of knowledge, love, support or funds.

As my own 3 year-old daughter says: "sharing is caring"...

I hope you enjoy reading this annual report, and will see it as a start or continuation of our dialogue to see how we can contribute more or in a better way to a society where children live happily in a safe, caring and stimulating environment that promotes the best of their potential.

Marnix Huis in 't Veld  
Director, co-founder

## Macheo's Programs in 2012

### Macheo Children's Home

#### Background

Ever since the establishment of Macheo Children's Centre our objective has been to bring up the children in a homely environment with enough space for them to discover and develop their individual talents and to prepare them to become good, self-sustainable Kenyan citizens.

We believe that the individual development of each child is of great importance: this is the reason that we have only a limited group of up to 56 children who are taken care of in a homely setting of in total 7 different family houses.

The high quality of care we want to offer the children brings about many choices in the different stages that a child goes through in Macheo Children's Home: the admittance, care and eventual reintegration with relatives.



#### Intake

It is the best interest for a child to grow up in a family situation. We only admit a child after careful examination shows that there are no relatives able to take proper care of the child. The children who are eligible for

Macheo Children's Home have gone through an extensive procedure in determining whether there are no other safe options for growing up amongst family members or relatives.



works closely together with the child's officer in Thika district. Macheo admits children in the age bracket 0-6 years and does not discriminate on medical grounds.

Because we believe that every child should ideally grow up in a family situation, we already consider the reintegration possibilities of the child before being admitted to Macheo. Since the chances on a successful reintegration are higher and more numerous when a child is taken into Macheo at a young age, we have decided that more emphasis will be placed on admitting children under the age of 3 years.

In 2012, a total of 12 new children was admitted in Macheo. These children were: Vincent Mutua, Francis Muiruri, Brian Wambu, Joseph Waweru, Anastasia Wambui, Mary Njeri, Martin Onyango, Evans Owino, Veronica Mweni, Seth Amani, Monica Mwikali and Joshua Kilonzo.



The age of these children varied between 0 and 3 years. A number of children were admitted in Macheo after a referral of the Child's Officer in Thika district. For some of these children national adoption is amongst the opportunities to reintegrate in a Kenyan family.

## Caretaking

### *Individuality*

The approach in our upbringing should be as individual as possible. This means sufficient personal attention to the children and the opportunity for personal development. In the daily affairs of Macheo Children's Centre there is a continuous strive to approach the children as individual as possible.



The daily care of the children is in the hands of seven housemothers divided over the separate family houses. They are also accompanied by social workers to offer help with problems and any traumatic experiences.

The social workers have ongoing discussions with all the housemothers to determine the best way in upbringing for each individual child. An individual development plan is prepared for each child whereby the child is actively involved.

Through this plan, we try to determine and record what kind of help the child needs and what talents and strengths can be further developed. Individual discovery of talents and the build self-confidence is also done by the children through taking part in various clubs, such as acrobatics, music, arts and drama. Correspondingly during the process of choosing a school we look at where the child's best comes into its own. This has led to several children being transferred to other schools in 2012 where the climate is more suited to the character and qualities of the child.

### *Positive parenting*

Another important step we have made in our constant mission to offer the highest quality possible in the caretaking of the children is the introduction of positive parenting. Positive parenting entails a more positive way of raising children whereby rewarding of good behavior from children is emphasized.

Traditionally Kenyan caregivers practice, from our perspective, a somewhat conservative way of raising their children. The child is predominantly receiving negative attention and there is a strong focus on obeying to rules and punishing bad behavior.



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Good behavior is hardly praised and children get little room to make their own decisions. As our children are raised by Kenyan housemothers, who have only been exposed to Kenyan norms on upbringing children, this naturally affects the way they handle the children within Macheo.

Positive parenting is introduced to Macheo to bring about a positive change in the upbringing of our children. In order to implement positive parenting as comprehensively as possible in the daily upbringing of the children we have offered all the housemothers trainings to put positive parenting to practice.



### Exit

We are well aware that every child must eventually return to a situation where they can fall back on a family environment. We try to stimulate this in various ways.

Every month family members are visiting Macheo Children's Home, this is facilitated by Macheo. Additionally the children spend several days with their families during every school break, provided that their safety is guaranteed. Examples where we do not let children stay over for the night with their family is the presence of profound reasons

to fear abuse. In those cases, the children only go for a day visit, accompanied by an employee of Macheo.



For each child within Macheo a reintegration plan that outlines the reintegration possibilities and the steps to be taken is drawn up by a social worker. A number of 5 children have been reintegrated with their relatives in 2012. An extensive and intensive process preceded their reuptakes with relatives where both child and family were prepared to the return to the family.

In 2012 two children have been adopted from the children's home. This was the first time since the establishment of Macheo in 2005. After an extensive integration process with their adoptive Kenyan families 2 baby boys were adopted in respectively February and May 2012.

### Funding

We realize that sustainability in the income of a children's home is of great importance for the continuation and stability. By spreading the sources of income for the children's home over a large committed institutional sponsor and sponsor parents, we can achieve a stable



stream of income for the orphanage.

Benjamin Foundation is the main sponsor in the orphanage and takes the lion's share of funding for its account, we are grateful, that they will continue the sponsorship in the coming years.

In addition, we work with sponsor parents, which we perceive as a very reliable and attractive form of sponsorship. The sponsor parents in the Netherlands are actively involved and receive news and reports on their sponsor child to gain more insights into the life and culture in Kenya and the problems with which they are struggling. This form of sponsorship is also a very useful way to inform and engage Dutch people on development aid.

### **Beneficiary story**

*We would like to share with you the story of Waweru. Waweru is a 2 years old boy, born and brought up by his single alcoholic mother in Kiandutu slum in Thika until his admission in Macheo Children's Home.*

*Waweru was severely malnourished and showed minimal improvement due to the lack of proper care of his mother. She continued breastfeeding him even while she was still taking alcohol which affected the growth of the boy tremendously.*

*Macheo saw Waweru at a big risk of his health, physical and cerebral development. Although we had been continuously trying to work on his mother's condition through counselling and seminars, we had to conclude that handing over the parental care was the only way to ensure that Waweru would have*

*a brighter future.*

*Therefore, Waweru was taken into Macheo. At the point of his admission, Waweru weighed 6.2 Kg only which was far below a healthy weight of a boy his age. He also could neither walk nor talk and was sleepy most of the time probably due to effects of alcohol from breast feeding.*

*Since his admittance we are happy to see him improve significantly. After a month Waweru started crawling, smiling and interacting with the other children in Macheo. One month later he could even stand and walk and speak some few words.*

*We are grateful that we could welcome Waweru in Macheo.*



## Education programs

### Why

With the Education Program Macheo Children's Centre contributes to making primary education accessible for children from poor families.

Despite the free primary education in Kenya there are still many children who don't go to school. Many parents cannot afford to send their children to school due to the tuition charged for exams, costs of school uniforms and the costs of daily lunch.

As a result children have to work or stay at home. To improve this situation Macheo Children's Centre started the education program in 2006. With this program we make education accessible for children from poor families by providing porridge and lunch at schools in the Thika region.

For many children a daily meal is an incentive to go to school and pursue a primary education. This meal also has a positive effect on their school results and their general health.



### How

#### *Numbers and logistics*

In 2012 a total number of 16 public primary schools participated in our program. The program focused on schools which serve areas with a high level of poverty. The number of pupils on the different schools varies between 200 and 1200 pupils. The schools are partly located in the Thika slums. Other schools are situated in the arid rural areas of the greater Thika region.



On a weekly basis, the schools are provided with the ingredients for the served lunch. The lunch is composed of beans, sukuma wiki (vegetable) and ugali (based on maize meal). Breakfast consist of porridge which is prepared with flour.

The lion share of the food is purchased on the local market in large quantities and as cheap as possible. Part of the vegetables are grown and harvested in our greenhouses and purchased by the education program. By growing our own vegetables we are less dependent on the highly volatile food prices in Kenya and a step closer to a partially self-sustainable organization.



### *Responsibility*

After being provided with all the necessary ingredients the participating schools take responsibility for the storage and preparation of the meals. All the meals are cooked and served by female cooks whose children are schooling in the schools concerned. Usually these cooks are single mothers who struggle to maintain their family. By offering these women a job, Macheo also contributes to regional employment. In 2012 a total number of 54 cooks were employed by Macheo.

Not only the schools have a responsibility within the program, we also expect the parents of the children to play a part with regard to the implementation and finance of the program. All parents who are in the financial position to make a slight contribution pay 2 shilling per child per day.

On average 70% of a school's population takes part in the program, for 60% of the children's parents contribute a token amount, for the poorest 10% of the children the costs are waived. By involving the parents in the program we make them aware of the importance of education and simultaneously create communal support for our program.

### *Other obstacles*

Our education program is more than a feeding program. Since the goal is making education accessible for all children in Kenya we aim to remove as many obstacles as possible preventing children from attending schools.

In the course of the years we have learned that there are also many other factors

impeding children from following lessons in school. Amongst them is the lack of sanitary pads for girls, leading to using unhygienic means during their periods and avoiding school.

Therefore we have decided to provide girls in higher classes with sanitary pads to prevent absenteeism during their periods. Jointly we aim to bring about a positive impact on enrollment, absenteeism and drop out of vulnerable school children.

### *Efficiency and effectiveness*

In Macheo we are continuously striving towards improving our program. 2012 was predominantly marked by the endeavor to make the program more (cost) efficient. One of the successes we have achieved in cutting costs is the procurement of a posho mill.

The posho mill enables us to grind maize ourselves instead of outsourcing this process. Moreover we also started an exploratory study on the optimal balance between the costs and the nutritional value of the served meals.



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From various organizations, including the WHO, increasing attention is paid to the nutritional aspect of feeding programs.

Various studies show that school meals not only influence school attendance but are also of great importance to the mental and physical development of children. In order to bring about this positive effect an optimum nutritional composition of the meal is required.

The meal served should provide most of the recommended daily amount of nutrients. In 2012 we consulted several experts to review our diet.

One possible consideration is the provision of fortified porridge, which provides most of the required nutritional value and a simple but filling lunch.

Also other aspects of the program are examined in the pursuit of maximum efficiency. One is the usage of cooking facilities which consume less fuel. Macheo strives to facilitate all schools in the program with jickos.

The jicko is a stove that uses charcoal as fuel. With proper use and maintenance, the jicko has been shown to reduce fuel use by 30-50%. This means less wood is burned to make charcoal, and fewer trees have to be cut down.

The usage of jickos is not only an important way to cut costs, especially since the prices of firewood are rising in Kenya, but also a mean to place less burden on the

environment. Although our primary concern is to improve the lives of children, we are also very aware of the environmental impact of our programs.

### Results

In 2012 almost 9000 children benefitted from the program divided over 16 public primary schools in the greater Thika region.

All schools are marked as being needy, meaning that the majority of its pupils are coming from families living under poor conditions.

In many schools we have been able to feed the children twice a day, providing both porridge in the morning and a warm lunch. The remaining schools received porridge only, due to financial constraints.

One of the new schools admitted to our program in 2012 is Kakuzi primary school. This school was included in our program after a visit by our outreach manager showed that the children were in great need of help.



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During lunch time our outreach manager could identify only five pupils taking proper lunch. Other children filled their stomach with water from the tap and berries from nearby bushes. This has prompted us to immediately take in this school into our feeding program and provide them with porridge for breakfast. For these children, who often not even get a daily meal at home, our program makes a tremendous impact on their lives. The results of the education program are very good.

At the schools that Macheo supports, the students were often sick or they simply went in search of their daily 'meal' during the lessons. As a result of the educational program, academic school performances have noticeably increased. The children are more often present in the lessons and, with a full stomach, they are able to concentrate and follow the lessons better.

Since the introduction of the education program, enrolments for the schools have increased and the number of early school leavers has noticeably declined. These positive effects have been recognized by the Government of Kenya and the Ministry of Education is really encouraging Macheo to continue the program. Also internationally, many independent studies – for example from the World Bank - confirm the great benefits of school feeding programs.

### **Beneficiary story:**

*We wish to share with you a story of Joseph one of Macheo feeding program beneficiaries. Joseph Kitavi is 8 years old and schooling at Kakuzi primary school in class 2. Kakuzi*

*primary school is located in Kakuzi zone in the Thika East district. This area is extremely dry and most people who stays there are squatter as the big part of the land is owned by a vast horticultural farm. Joseph stays with his parents, 4 siblings who are aged between 3 and 15 years and his cousin, who is an orphan.*

*His parents depend on casual jobs from the farms around that area. This means the family live from hand to mouth and in case the parents fail to get a job which happen most of the times, the children stay hungry.*

*In fact, Joseph told us that they feed once a day mostly in the evening; in an average of three days a week. Joseph is now among 370 children in Kakuzi primary school who are benefiting from the education program since October, 2012. The food keeps the children going and be able to concentrate better in class as most of them cannot afford lunch.*

*Joseph has renewed hope in his life as he works towards achieving his dreams of becoming a doctor when he grows up. This also applies to many other children in Kakuzi primary school and others who participate in Macheo feeding program.*





## Health Program

### Why

Healthcare is one of the basic needs for a child. As Macheo we believe all children in our coverage region and their (young) mothers should have access to basic healthcare and should have the necessary healthcare information to make informed decisions.

However, for many children from poor families medical care is not accessible and general knowledge on health is limited within the family. Women are not well informed about medical care and often unable to find their way to health facilities.

Furthermore they lack basic knowledge about pregnancy and the care of a newborn child. This leads to numerous problems including complications at birth, malnutrition and other health related problems.

About 800 women die from pregnancy- or childbirth-related complications around the world every day. Almost all maternal deaths (99%) occur in developing countries and more than half of these deaths occur in sub-Saharan Africa (figures WHO, May 2012). Increasing the availability, accessibility and affordability of life-saving medical care, will result in less maternal deaths every year.

### How

#### *Target group*

Macheo is running the Health Program since 2011 in close cooperation with stichting KOP from The Netherlands. Through the mother-child care program we jointly try to save the lives of mothers and their unborn child by

providing mothers (to be) with information on both ante-natal and post-natal care and increase the amount of hospital deliveries. Macheo works in the poorest area's in the Thika region where there is a high HIV prevalence.

The mothers in the programme are generally very young and often the pregnancy is unplanned as a result of sexual abuse and violence. Fathers are often not supportive and the mothers in the programme don't have National Hospital Insurance Fund (NHIF).



#### *Information and guidance*

Macheo helps the mothers through informing them in group seminars and individual counselling about pregnancy, health and hygiene, nutrition, national hospital insurance fund (NHIF) and other relevant topics. The social worker helps the women to arrange medical screenings and the delivery in the hospital.

After giving birth Macheo supports the mother in the first three months after labour and monitors the development of the baby. All women are also informed about the necessity of vaccinating their children.

Additionally, Macheo encourages women to be more in charge of their family size as the big family size common in Kenya is causing many challenges. Therefore, women receive information and guidance on different methods of family planning, including pills, coil and sterilization.

Guidance for mothers is done by a social worker with the assistance of a qualified nurse. Deliveries and administering of birth control methods is done at government health institutions mainly in Kiandutu health centre and Thika District hospital.

By creating awareness, providing information and facilitating access to medical care Macheo is trying to improve the chances of mothers and their children in the Thika region.

#### *Seminar at KOP*



We therefore carry out a number of other activities all aimed at improving the health of young children and their mothers. Amongst them is a center for malnourished children, a deworming program, individual treatment and the provision of psychological healthcare.

More information about these activities can be provided on request.

#### **Results**

In 2012 we have been able to assisted 491 mothers with pre-natal and post-natal care. A total number of 90 was born in the course of the year of which 5 unfortunately deceased. Maternal mortality was 0%.

82 women gave birth in hospital out of a total number of 90 deliveries. Some of the mothers enrolled in our program gave birth at home due to rapid birth or unforeseen circumstances.

During 2012 we organized 10 seminars. On average a number of 50 women attended the seminars. Most women showed great interest in the information outlined in the



#### *Other activities*

Operating in a developing country means that we come across several other problems that are interrelated with our work field.

Consequently we must often respond to these problems in order to achieve our objectives.

seminars and attended multiple seminars. *insurance.*

Moreover we facilitated and guided 339 women on access to family planning methods. 48 women underwent a sterilization operation, 291 mothers opted for a different family planning method.

### **Beneficiary story**

*We would like to share the story of Mary Wanja, who is one of the mothers that participated in the mother-to-child care. Mary is 25 years old, single mother and gave birth to her second child in 2012.*

*When she was 5 months pregnant of her second child, one of the community health workers of Macheo identified her.*

*When the community health worker explained the program, Mary decided to join the program and attended the various seminars about hygiene, pre- and post-natal care and insurance.*

*Three months later, then 8 months pregnant, she suddenly had contractions. Arrived at the hospital, the doctors had to get the baby, a girl, through a caesarean. The baby weighted only 1,8 kg and had to stay in an incubator.*

*After 1 month, she gained weight up to 2,5 kg and was ready to leave the hospital together with her mom. If Mary didn't attend the seminar and therefore wasn't aware of the insurance, this story probably has had a very different end...*

*She might have decided to give birth at home, with all its consequences or was left with a towering account of the hospital. Thanks to the seminar and the subsequent decision to take out a health insurance Mary and her baby Joyce are now doing very fine.*

### **Family Empowerment**

#### **Why**

Parenting is a big challenge when you live in difficult circumstances. Trying to raise a family in an urban slum setting brings challenges with regard to security, economy, hygiene and morality.

But many parents from slum areas still want the best for their children, just like any other parent.

Macheo's family empowerment aims to assist these willing parents in these challenging circumstances to become better parents. Our main goal in the program is improving



*These seminars made her aware of the risks and responsibilities that are involved during and after the pregnancy. To be prepared for these risks, she decided to take out a health*



the life of vulnerable children in slums.

*Seminar facilitated by Equity Bank*

In the family empowerment program we focus on single woman families. We made this choice because women find themselves in a disadvantaged position compared to the male part of the Kenyan society. Women have less access to resources, knowledge and funding. Simultaneously they usually bear the care for their children lives and their capacity and capability greatly affects the quality of the family live.



Therefore we offer mothers a helping hand through a variety of interventions, all aimed at becoming a better parent for their children. The interventions can vary from counselling, mediation, knowledge, business grants, basic business skills, assisting with health insurance and others.

*Family Empowerment Seminar*



**How**

*The procedure*

The family empowerment program begins with the transfer of knowledge whereby we inform and guide mothers in various fields. Participants are informed through group seminars on many topics, including information on parenting, insurance and savings, family planning and business skills.

For some of the participants a helping hand in the form of knowledge and guidance to facilities is sufficient to give them an improved existence.

We only provide seed capital to families that have no prospect on improvement without a financial injection and have qualified themselves to start a successful business. Several social conditions are attached to the provision of seed capital in order to ensure that the seed capital will benefit the children: the parents must provide education, vaccinations and health insurance for the children amongst others.

In case children never attended school, even though they have reached school age, we take them into our Education Empowerment project. In this project children follow an intensive curriculum, aimed at enabling them to academically catch up with their age mates and enroll in regular public schools.

The Family Empowerment program serves a large group with its information and guidance, for only a part of the participants we make a seed capital available. Macheo believes that

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the key to a better life for the participating families not only lies in financial aid. Often the target group is lacking knowledge, skills and access to facilities to work themselves out of poverty.

Therefore, Macheo invests a lot in this way empowering families.



### *Why a grant*

Experiences from the past have made us decide to choose this construction. Macheo runs this program since 2009. Initially we gave out loans to women that were paid back in a set period of time and simultaneously they saved money for another loan.

Obviously these were very small amounts, which of course all had to be administered and monitored. Because these records and financial follow up formed the bulk of the work of our employees, the program got a very financial focus, while our program is aimed at improving and empowering parenting skills of mothers.

Since the decision to turn the loan into a grant we have become much more effective and efficient in improving the social situations of families.

### *Cooperation with other programs and authorities*

The Family Empowerment Program is carried out in close cooperation with other programs in our Outreach program. Because the family empowerment takes places in the same region as our other outreach programs, Kiandutu, we can easily refer cases to other programs if examination shows that the Family Empowerment Program is not the most suitable intervention.

In this way there is an interaction between the different programs and both beneficiaries and Macheo benefit by this form of synergy. Concentrating the activities also results in a continuous process of knowledge building about the target group and embedding of Macheo within the community.

In addition to cooperation between the programs themselves Macheo also actively seek cooperation with the Kenyan government. Where possible Macheo refers and guides beneficiaries to existing facilities.

This includes the reenrollment of dropped out children to public schools through our Education Empowerment project.

### **Results**

In total we assisted a number of 54 families in 2012. In 2012 we held 10 seminars whereby a total of 488 mothers participated in which different topics were covered that assist them to become better guardians from the children under their care, this ranges from parenting skills to business skills.

A total of 29 families was provided seed capital. A vast array of businesses have started with the seed capital provided, including the ripening and selling of fruit, sewing clothes and selling charcoal.

The participants consisted of 28 women and one man.



17 children are reintroduced in schools through our Education Empowerment project. The average duration of their stay in the Education Empowerment project was 6 months.

Besides the work in Kiandutu we also started a pilot in a different geographical area: Ruiru. Ruiru is a suburb of Nairobi and houses many slums.

The results of this pilot will be evaluated thoroughly early 2013.

In response, it is decided whether and how this project will get a permanent place within the Macheo programs.

## Child Sponsoring

### Why

Making it possible for young girls to attend secondary school has many lasting effects. Our focus in the Child Scholarship Program is on girls due to their vulnerable position.

If girls are not going to school when they enter puberty they are likely to become pregnant at an early age.

In the slums sexual abuse is a known problem, and the girl will be in a vulnerable position if she spends most of her time there.

When a girl goes to secondary school, which in Kenya is often boarding schools, she is taken from this environment and has a chance to develop herself and make her own decisions.

The age at which she gets sexually active is delayed. This will lead to less teenage mothers, a smaller family size, less risk of sexually transmitted diseases and more empowered girls, for the rest of their lives.



### How

#### Selection

Macheo selects girls coming from various



backgrounds. We sponsor girls living in slums but also girls that origin from rural areas. In 2012 we have also admitted physically handicapped girls to our Scholarship Program.

The common denominator is the poor circumstances the girls grow up in whereby there is no way out without an intervention. By giving girls the opportunity to develop themselves academically we offer them a way out of poverty and break the vicious cycle.

All girls are selected by our social workers who have been trained in social work. Before getting admitted to our Scholarship Program the girls undergo a thorough screening to determine whether a girl meets the requirements set by Macheo.



Basic requirement is that the direct environment of the girl is not in the financial position to cater for her secondary education. Macheo doesn't discriminate on a performance basis: all girls that qualify according to our requirements are eligible for the program. However, we do select girls

based on their motivation and discipline.

### *Sponsorparents*

Each girl in our program is connected to a personal sponsor. This ensures a stable source of income which is desirable in a program characterized by a long-term commitment.

Sponsorparents are actively involved and receive personal reports at the end of each school term. Also the biological parents of the child play a substantial role in the program.

We expect them to, according to their financial position, make a (small) financial contribution to the academic development of their child. Moreover we urge them to stimulate the academic development of their child as much as possible.

### *Monitoring*

A close follow up on the progress of all the children in the program is done by the social workers of Macheo. The social workers maintain regular contact with each individual child and monitor the progress and wellbeing of all children.

In return, the children visit Macheo a few times a year to report about their development and hand in their academic results.

### **Results**

In 2012 we have sponsored a total number of 26 students through their education. With a few exceptions all the sponsored students are girls. The students are following education

on different levels and stages varying from vocational training to university.

2 girls are enrolled in a school for handicapped children located in Thika. In most cases girls attend boarding school. They only make home visits during the school holidays.

All students have achieved good results, taking into account their capacities, and have been promoted to the next year.

### **Beneficiary story**

*Carol*

*We would like to share with you the story of Carol; a 7 year old physically disabled girl, who got admitted to a special school where she gets tailor made education.*

*We met Carol in Kiandutu, the biggest slum in Thika. She was malnourished at that time and had never been enrolled in school.*

*Carol cannot walk and can only stand supporting herself with something.*



*Carol had stayed with her four younger siblings and their father since her mother*

*passed away in August 2011. Ever since then, her father has been struggling with maintaining the family as the only bread winner.*

*The everyday struggle to provide his children with their basic needs has led to Carol not getting the full parental attention that her disability requires.*

*We started looking for the best way possible for Carol to get a good education; one that would suit her disabilities.*

*Therefore, one of Macheo's social workers took Carol to an assessment to determine her condition and learning ability.*

*Results of this assessment showed that Carol is only physical disabled and could learn in a special school.*

*An interview at Joytown, a special school in Thika, followed and after waiting for 4 long weeks, since the demand for a place in a special school in Kenya is unfortunately much bigger than the supply, we finally got the exciting news; Carol was admitted to Joytown.*

*Admittance to Joytown is a life changing happening for Carol; she now gets education that is tailor-made and that promotes the best of her potential.*

## Projects in 2012

In this department we organize the projects we carry out during the year. The biggest projects in 2012 were:

1. Joyous I & II, this project is aimed at successful reintegration of a particular group of boys, the funding is available for the whole duration and the overspending will not cause delays or problems, it mostly means that the reintegration is going faster than anticipated.
2. The infrastructure in the farm needed an upgrade. Several greenhouses were badly damaged during a storm, and the water collection was insufficient, a dam was built to collect more water.
3. The office was extended, thus providing the office staff with a much more conducive working environment
4. A poshio mill was installed to achieve a big cost reduction in the education programs
5. A project was carried out to improve the conditions in four special units in Ndunja Primary School, Kuraiha Primary School, Gatuanyaga Primary School and Garissa Road. This included infrastructure, hiring of teacher aides and donation of learning materials.
6. In Mukuyu Primary School 2 classrooms were renovated
7. In Iembeni Primary School 6 classrooms and 1 kitchen were constructed.

## The Macheo Organization in 2012

In 2012 many changes took place in the organization of Macheo Children's Centre. All these changes were intended to further improve on our efficiency, communication and impact measurements.

## Accounting department

Due to the growth of Macheo the old financial system was not sufficient any more. We had to reinforce our accounts department and we did so by adding a senior manager and re-designing the whole accounting process.

This was a big step for the entire organization and we are happy to conclude that the implemented changes have had the desired effect in terms of managers being able to be financially in control. Accurate and timely financial information has enabled the management to respond quickly to developments and make and respond when the situation requires so.



## Human Resources department

Further professionalization of our HR has led to Macheo also being a better employer for our employees.

In 2012 Macheo employed 111 people, of which 2 handicapped. Vast majority of our employees are female.

All employees received fair salaries, and Macheo worked closely together with the Labour Officer of the Government of Kenya



## Annual report 2012 Macheo Children's Centre NGO

to ensure that we are a fair employer.

In September an employee satisfaction survey was carried out, we saw a big rise in satisfaction compared to 2011. Most positive aspects of working in Macheo according to the employees were: "I feel proud to work for Macheo", "I am aware of Macheo's child protection policy" and "I am aware of the behavior that Macheo expects from me".

The aspects where we can further improve on are: "When employees are fired, I believe this happens in a fair way", "I feel I earn a fair salary at Macheo" and "The same rules apply for everybody in Macheo".

### *Macheo staff meeting*



### **Communication department**

Macheo is largely depending on donors to be able to improve needy children's lives. Thus our communication and reporting to our donors is very important.

In 2012 we have seen a further professionalization also of this department. Weekly updates on our website, regular newsletters, and 490 reports have ensured

that we have been able to retain a large percentage of our donors.



<b>Program</b>	<b>Reports send to donor in 2012</b>
Macheo Children's Home	4 to foundations, 3 reports/ sponsorparent
Education Program	3
Family Empowerment Program	4
Health Program	4
Child Sponsoring	3 child based reports to each sponsor



**Financial report of 2012****Summarized financial program performance (in KES)**

<b>Programs/ projects</b>	<b>Actual Incomes 2012</b>	<b>Actual expenses 2012</b>	<b>Budgeted expenses 2012</b>	<b>Net income (c/f to 2013)</b>	<b>% expenses vs income</b>	<b>% expenses vs budget</b>
Admin	1,675,946	1,661,015	1,528,488	14,931	99%	109%
Macheo Children's home	13,808,562	13,683,180	13,486,021	125,382	99%	101%
Education program	20,002,387	19,268,932	20,127,973	733,454	96%	96%
Health program	4,709,003	4,175,681	4,230,909	533,322	89%	99%
Child sponsorship	1,774,168	1,496,185	1,359,626	277,983	84%	110%
Family empowerment	1,645,771	1,566,860	1,623,733	78,911	95%	96%
Joyous I project	1,425,097	1,284,798	1,386,000	140,299	90%	93%
Joyous II project	3,312,300	2,388,034	2,391,324	924,266	72%	100%
Total projects (including Joyous)	12,961,779	10,389,000	9,511,069	2,572,779	80%	109%
IGPs (Farm & Livestock)	4,099,778	3,953,638	4,917,218	146,140	96%	80%
<b>Overall total</b>	<b>60,677,393</b>	<b>56,194,491</b>	<b>56,785,037</b>	<b>4,482,902</b>	<b>93%</b>	<b>99%</b>

**Summarized balance Sheet as per 31st December**

Total Current Assets	10,793,019	Includes cash at hand amounting to Kes 83,071, cash in bank amounting to Kes 10,244,458 prepayments of Kes 94,050, accounts receivable of Kes 89,556, donations to be received of Kes 64,224 and debtors employees of Kes 217,660
Total Current Liabilities	7,052,826	Includes donations for 2013 received in advance (in 2012) amounting to Kes 6,942,536, creditors Kes 52,230 and accruals Kes 58,060
<b>Net current assets</b>	<b>3,740,193</b>	
Total Long Term Liabilities	3,191,862	Includes program and projects obligations 2012 taken into 2013. These are the surpluses shown in P&L which needed to be reserved through the balance sheet (For purpose of showing clear program results, these obligations are included in the summary above)
<b>Net assets</b>	<b>548,331</b>	

## **Narrative explanation about financial report 2012**

For better analysis, the programs and projects surplus in the 1st table was included since they were the results of incomes versus expenditure. However, in the actual end year profit and Loss statement, the surpluses were deducted and taken to the Balance Sheet for better reservation. The Balance sheet for the end of the year as shown above therefore has the surpluses included as program and project obligations.

The 1st table shows that all programs and projects closed the year with a positive result and no program spent more than it received. The surpluses for each program or project therefore needed to be reserved and used in 2013 for the same specified programs/ projects.



Some programs such as admin, child sponsorship exceeded the budget since some costs were incurred towards the end of the year though the budget was not adjusted. This however did not have any negative effect since these activities undertaken were sponsored (for instance, a few children were added into Child Sponsorship program in December 2012 and their fee had to be paid on that month).

Through the balance sheet, all the incomes for program and projects were appropriately reserved at the end of the year and taken into the next financial year (2013). We received quite big amounts of funding meant for 2013 in December 2012. This explains the big end of the year balances in the bank. The amounts were appropriately reserved as donations received in advance.

The year saw Macheo improve greatly on its financial management functions. At the beginning of the 2012, a new and comprehensive financial system was put in place. There was also proper financial tasks allocation to a team dedicated to finance work only. Through stringent and continuous implementation of the good financial policies throughout the year, it became possible for the organization to be fully in control of its financial functions and responsibilities.

More specifically, Macheo's finance team ensured that the different program managers had the right monthly information which helped in guiding their spending decisions. There was also proper and regular alignment between the fundraising team and the Macheo Netherlands board. Two members of the Netherlands board in particular created time at least once every month to provide technical support to the finance staff in Kenya.

By ensuring that there monthly closure reports, it became even possible to derive good management information which was also used to forecast future possibilities and also guide in the fundraising efforts.



## Overhead costs in 2012

Macheo's overhead costs in 2012 were 2.7% of our total incomes, we stayed far within our goal of maximum 5%.

## Sources of Income

Macheo is largely dependent on donor funding, and we are grateful to see our donor base expand and becoming more and more stable.

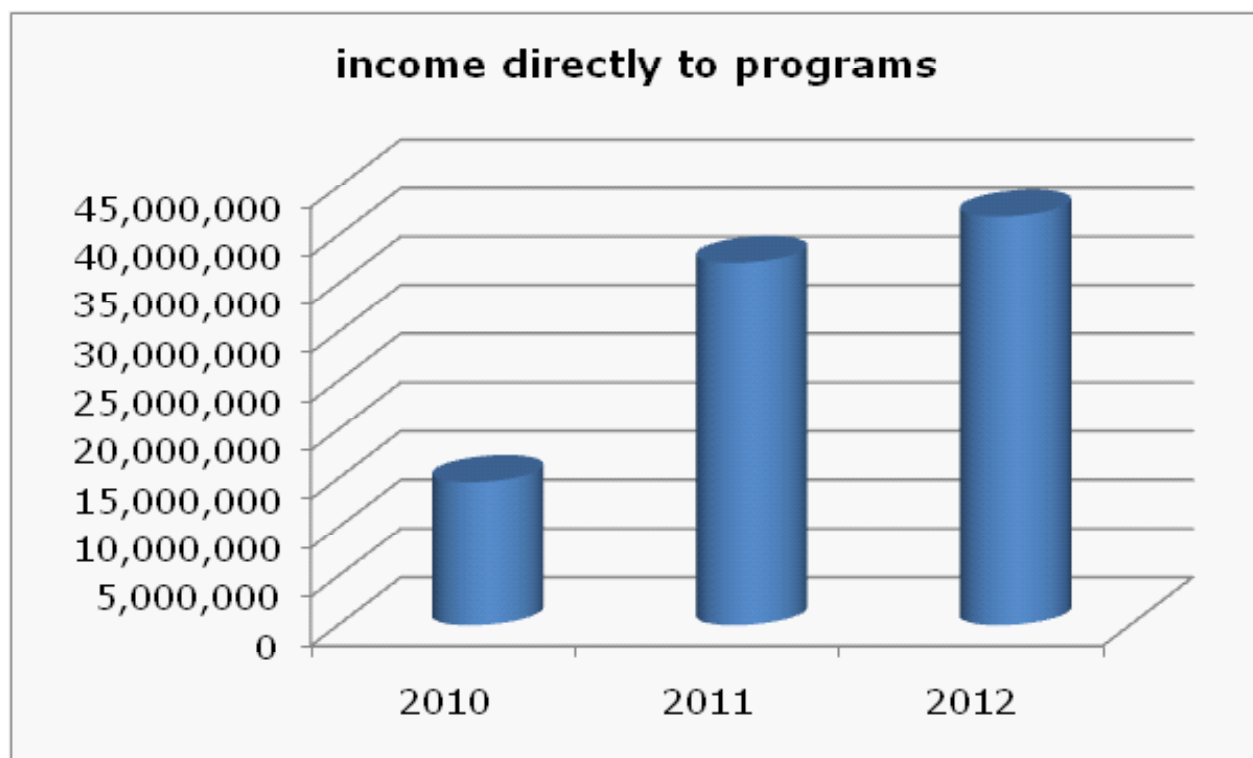
Ever since its start Macheo has also aimed to become less dependent by starting our own income generating projects. Reason is not that we have the illusion that we can ever become independent, but that it is very useful for us to have unallocated funds, which we can use to react quickly, to fill budget gaps or to undertake more risky activities.

Also towards our staff and the children growing up in Macheo Children's Home it is very important to see that we are working for (part of) our funds.

## Donations

We are pleased to be able to report that in 2012 we have been able to:

- Increase our donations for programs to KES 41,939,891. The trend over the last 3 years is positive, despite difficult economic times in our major donor's countries:



- Stabilize many donor relations
- Diversify the countries from which Macheo Children's Centre is receiving funding. In 2012 we received funding from donors in: The Netherlands, United States of America, Kenya, United Kingdom and Switzerland.

Donations in kind were received from Kenya and the Netherlands.

## Income Generating Projects

The income generating projects in 2012 were farming, livestock, safaris and real estate.

Unfortunately the farm did not perform well in 2012, which has led to changes and we are currently working hard to implement new ways of working and make good use of the lessons learned.



The livestock has had a successful year and returned good profits.

The safaris were not many, mostly because of lack of priority in the marketing of our safaris.

In 2012 we have made further steps into our real estate aspirations, and it has been promising. 2013 will be the year in which we feel ready to make a bigger step in this field.



## Word of thanks

We are extremely grateful to every person who helped us to touch the lives of so many children again!

It's only because of your inputs, trust, cooperation, advice and support that we are able to continue this beautiful journey!

Words cannot express the gratitude I feel when writing this,  
On behalf of all staff and beneficiaries of Macheo,

Marnix Huis in 't Veld  
Director, co-founder

