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I am so proud of the work that Forever Angels has carried out over the last nine years. We have helped so many babies and vulnerable children as well as their families; and the impact on the Mwanza community is clear. But I have always said, that the happiest day will be when Forever Angels is no longer needed. Orphanages are not the right place for children to grow up - families are.

Our newly developed Maisha Matters Project is seeing this vision become a reality. Whilst there may always be a need for a Centre like Forever Angels for abandoned babies, The Maisha Matters Project is truly family centred and keeps at risk babies at home with their relatives.

I truly believe the low numbers of babies admitted to the Baby Home in 2015, are directly attributable to our growing Maisha Matters Project. The Baby Home only received 27 new babies this year, considerably lower than previous years. We usually care for about 60 babies at any time, but this has also reduced to about 45 children.

The Maisha Matters Project supports malnourished and at risk babies in the community with life saving formula milk. We provide training for their caregivers and business set up grants to allow their families to become financially self sustaining and able to better their own futures.

We are helping the same babies Forever Angels has always helped... but we are doing it differently. We are keeping these babies in their families whenever possible and supporting their whole family to live better, healthier lives.

This area of our work is easily measurable – we initially see dying babies with ribs protruding through their skin and over the weeks we see them gain weight until they are bouncing and healthy - whilst all the time being at home with relatives!

Forever Angels is still needed though. There are still abandoned babies with no known relatives - for them, the Baby Home is a safe haven until a permanent home can be found, often through adoption.

This year Forever Angels saw 14 children returned home to their biological families, 15 adopted into new families, and a further 4 children admitted to Boarding School.

"Forever Angels has grown and changed over the years with the development of our new Maisha Matters Project, but our mission and aims have remained the same and it makes me so proud to see the difference we are making in so many vulnerable children's lives."
Forever Angels Baby Home is the realisation of a dream Amy Hathaway had as a young child after watching images of the Ethiopian Famine on the News back in 1985. She remembers stating quite adamantly to her parents, even at the young age of 6 or 7, that she wanted to help babies in Africa when she grows up.

Amy and her husband Ben moved to Tanzania in 2002, initially working at the International School in Mwanza. Through the process of adopting their first son, Barnabas, they visited many orphanages and hospitals where orphaned children were being very poorly cared for. Amy decided that her dream would become a reality much sooner than she had planned.

After it received its licence from the Tanzanian Social Welfare Department to operate as a child care centre, the Baby Home took in its first child in 2006. Since then the property, which was originally converted from an old hospital, has been improved and expanded to include a pre-school, a sensory room for SEN children and a ‘Tiny Baby’ home, offering specialised care for premature, seriously ill or malnourished newborn babies.

Initially Forever Angels offered interim care to children from birth to five years old in an attempt to address child abandonment and infant mortality. Those children who have known relatives can often be re-united once the babies are able to eat solid foods and have the strength to face the rigours of Tanzanian life. Those that are officially abandoned or orphaned can be legally fostered or adopted by other families.

However, after a few years of collaboration with Social Welfare, HIV clinics, local hospitals and most importantly through experiences on the ground with hundreds of families, the Baby Home has extended its operations beyond its walls and into the community. The highly successful and expanding ‘Maisha Matters Project’ enables children in danger of malnutrition, illness and death to stay with their families in their own communities whilst receiving essential medical and nutritional support.
Why we exist

In 2012 UNICEF estimated that there were 3.1m orphans living in Tanzania.

Representing around 13% of its population under 18.
The biggest single cause is HIV/AIDS. Around 10% of the total population in Mwanza is thought to be HIV positive. The majority of these are aged 20–44. These are the parents and breadwinners for the extended family network upon which Tanzanian society relies.
20 women die every day during childbirth, often because of AIDS/HIV, from birth complications, malnutrition, or poor medical care.

In the absence of a lactating mother, one Tanzanian child dies every 12 minutes as a result of inadequate nutrition. In the last decade, it’s estimated at 600,000 child deaths.
The price of formula milk alone can make it impossible for a family to care for a newborn baby.

As a consequence children are often abandoned at hospitals or on the street frequently with fatal results.
Objectives

To support underprivileged, Tanzanian children by upholding their basic human rights, giving them opportunities and helping them to fulfill their lives’ potential.

We endeavour to:

Reduce Poverty and Hunger

Reduce Infant Mortality

Reduce HIV / Malaria and other Diseases

Promote Gender Equality and Empower Women

Increase Primary School Education Enrolment

Increase nutrition

Supporting women by setting up self-sustainable businesses to provide for their families.

Returning children home to their biological relatives so all children are raised within their families.

Connecting with Orphanages Liaising with established orphanages with the aspiration that Forever Angels’ children can benefit from a smooth transition into other establishments catering for the needs of older children where a permanent family, or foster family, is not a possibility.

Caring for sick, special needs, HIV positive and terminally ill children, providing them with a loving and comfortable environment for whatever time they have left.

Growing We aim to develop the Forever Angels / Maisha Matters Project concept beyond the Baby Home recognising that we can offer help and support to disadvantaged and at risk children in the local community and throughout Tanzania.
**Snapshot**

**The last 10 years.**

- **children in care**: 297
- **returned to relatives**: 138
- **adopted into loving families**: 64
- **cared for in community**: 250

**The last 12 months.**

- **new children in care**: 27
- **returned to relatives**: 15
- **adopted into loving families**: 16
- **cared for in community**: 46
- **training sessions**: 20
- **families in The Maisha Matters Project**: 39
- **full time staff**: 64
- **days at preschool**: 259
- **volunteers**: 35
- **meals**: 60,225
- **bottled milk feeds**: 165,526
- **nappies**: 131,400
Our Structure

Our holistic approach starts with intervention for a malnourished, sick or at-risk infant. Our primary goal is for a baby’s immediate health and welfare needs; and our secondary focus is centred on family.

If a baby has relatives they join our Maisha Matters Program – remaining at home with family and supported with weekly formula milk. The baby is not supported in isolation – we work with family members to find the root cause of their struggle, which is almost always poverty based. Often, a sustainable solution is to support the family to set up a business. For some families, it does not take much to get them back on their feet; for others, their journey towards independence can take longer.

If a baby is unable to live with relatives they will be admitted to Forever Angels for a short time whilst we provide for their immediate needs. If family reunification proves possible, this is always our ultimate goal. If no family is known, we work with Social Welfare to find foster or adoptive families.

Our support is individually tailored to each baby and developed in collaboration with their families. Our strategies are carefully considered and our solutions are evidence based and supported by years of experience - tailored to give the greatest impact and to make the biggest possible change for each beneficiary.
The Maisha Matters Project

‘Maisha’ in the Tanzanian language, Swahili, means ‘life’.
Our Highlights 2014-2015

During the year we have welcomed 39 new families to The Maisha Matters Project giving 46 at risk babies life saving milk and/or food parcels as well as providing mosquito nets to 33 families; training to 44 caregivers and business set up support to 12 families. - helping a total of 177 beneficiaries to improve their lives.

- We have provided life saving formula milk / food to 46 malnourished and at risk babies (including 1 set of triplets and 4 sets of twins)
- We have given training to 44 caregivers on a variety of topics from HIV to Child Development to First Aid to Health and Nutrition.
- We have provided businesses meaning they can make money and become self sufficient - enabling their children to eat well, receive medicine when sick and attend school.
- We have provided capital to set up businesses meaning they can make money and become self sufficient - enabling their children to eat well, receive medicine when sick and attend school.
- We have provided 12 families with capital to set up businesses meaning they can make money and become self sufficient - enabling their children to eat well, receive medicine when sick and attend school.
- We collaborate with Social Welfare, the Police, the local hospitals as well as the HIV clinic to ensure all known at risk babies are sign posted to us for life saving nutritional support.
- We have secured a grant of £22,000 from The Egmont Trust to support the Maisha Matters Project
- We have given HIV counselling and sign posting to families of exposed babies to ensure they get the correct support and medication.
- We have given hundreds of Crisis Support Items to families which immediately increase their quality of life. Such items include mattresses, blankets, cooking pots, clothes, shoes and food parcels.
- We have provided mosquito nets and training about malaria prevention to 33 families so helping to prevent 148 people from catching malaria
Overview

1. Milk
The Maisha Matters Project starts by providing formula milk to babies because they are medically malnourished and at risk of death or who do not have their mother’s milk for a variety of reasons.

2. Training
Caregivers come to the centre to collect milk on a weekly basis. These ongoing visits are an opportunity to teach about child care and basic first aid as well as food and nutritional education. They are taught how to prepare the milk safely and keep the bottles clean.

3. Follow up
Weekly visits are also an opportunity to weigh the baby / infant and monitor its growth and development.

4. Business Support
After six months of age, the need for formula milk is reduced. The baby/infant now needs a good diet of fresh fruit and vegetables. The Maisha Matters Project supports caregivers to start a small business in their own community. Through caregivers selling charcoal, fish, meat, fruit and vegetables, eggs, soap or clothes, families can look after their children independently long term.

Experience from the first few years of running the Baby Home highlighted that often a highly vulnerable baby could remain at home with their family, if nutritional support and advice was provided. They did not have to be admitted to the Baby Home if there were relatives at home to care for the baby.

Usually The Maisha Matters Project supports babies whose mothers have died in childbirth. When this frequent tragedy happens, most families in Tanzania cannot afford to buy lifesaving formula milk. They resort to giving tea and porridge to newborn babies which does not sustain or nourish them.

Frequently we also support mothers who are so weak and sick with HIV that their bodies do not produce milk to feed their babies.

Our goal is not just to save the baby in the short term, but to empower these poverty stricken families to dig themselves out of poverty.
Empowering Women

The Maisha Matters Project has been our main area of growth in recent years. The support we have been able to offer impoverished, sick and malnourished babies within our local community has been truly life-saving for hundreds of babies.

But we do not stop there – our goal is not just to save the baby in the short term – but to empower these impoverished families to dig themselves out of poverty. Through giving grants, we help these families to set up small scale sustainable businesses so that the immediate nutrition benefits given to the baby is not short term – but can be continued throughout their lives by their own families.

Combating Malaria

We train the caregiver about Malaria in terms of prevention as well as treatment. We give Mosquito Nets to families and ensure they understand the importance of using them correctly.

Reducing Infant Mortality

We give tins of formula milk, training on milk preparation and food education to the carers of babies who have no lactating mother.

Over time our reputation for supporting malnourished babies in the community has grown and now the main Government hospital, Baylor HIV Clinic, Social Welfare and the Police all choose Forever Angels as a referral centre for carers of at risk babies and infants. Our reputation is highly regarded and we are growing daily as a centre of excellence for helping severely sick and malnourished children and it is this area we want to develop in the future.

So far we have supported over 250 babies in their own homes with formula milk and have welcomed 46 new Outreach Support Cases in the last year.

We start by providing lifesaving formula milk to babies who are medically malnourished and at risk of death. We train relatives how to prepare milk and teach the importance of clean water and good hygiene practices. The families return every week to collect milk and we monitor the growth of the baby. Some families travel over 3 hours each way for these visits. Our support is reaching at risk babies in far off communities. We use these weekly visits as an opportunity to teach relatives about child care, basic first aid as well as food and nutritional education so they are more aware of what food they need to buy or grow to keep themselves and their children healthy.
Once the child is 6 months old, the need for formula milk is reduced. However, the baby needs a good diet of fresh fruit and vegetables; something impoverished families struggle to provide. In order to make the initial milk support truly beneficial and ensure the baby continues to thrive, we give relatives support to start their own small business. Our experience in doing this has shown that a helping hand can enable an entire family to grow and succeed, making it possible for them to look after their own children now and into the future.

We’ve supported families to successfully start businesses selling charcoal, fish, meat, fruit and vegetables, eggs, soap and clothes.

The Maisha Matters Project starts with a malnourished baby, but concludes with empowering a whole family. The long term effect for a family of having regular income from a small business like this is huge; their children are more likely to be well fed, receive medications when sick and attend school.

Sustainable Businesses

We work with the families to research what business will be successful and is needed in their village, and assess their personal skills. Because of this initial input, and our regular checks, the majority of the new businesses thrive. The Maisha Matters Project starts with a malnourished baby, but concludes with empowering a whole family. The long term effect for a family of having regular income from a small business like this is huge; their children are more likely to be well fed, receive medications when sick and attend school.

It costs between £25-250 to provide a family with the capital needed to start their own business.

Primary Education

We support families to successfully start businesses selling charcoal, fish, meat, fruit and vegetables, eggs, soap and clothes. It costs between £25-250 to provide a family with the capital needed to start their own business.
We first met Style when he was 4 months old and he weighed only 2kg (less than a healthy new born baby). He and his Mum were both severely immuno compromised and ill with Tuberculosis. His Mum was very sick and weak herself and was not producing any milk to feed her son. Style’s Mum had tried her best to nourish her son with tea and water for four months, but without any milk, and unable to afford the highly priced formula milk she watched him get sicker and thinner every day.

Thankfully, a doctor from the local Government Hospital directed her to Forever Angels. At this time Style was ill with severe malnutrition and pneumonia. Forever Angels did not want to take Style away from his loving Mum and place him in the Baby Home, we just wanted to help him to survive. We trained Style’s Mum how to make formula milk safely and we provided her with formula milk for six months. She came to the Baby Home every week to collect it, and during those visits we weighed Style, watched her prepare bottles properly and monitored his health.

Six months of milk formula costs about £450 - but without a doubt, it saved Style’s life. It brought him back from the brink of death and made him well nourished and healthy.

When Style was ready to be weaned we realised that his Mum could not afford the necessary fruit and vegetables to keep her son healthy. She was too sick herself to go out to work and came from a very impoverished family who had shunned her when they discovered she had HIV, so she had no family support. We decided to help her to set up a small business from home so that she could dig herself out of poverty and support her son. We gave her the capital to set up a small clothes stall outside her house and with this their lives have changed. Both Style and his Mum are now healthy and happy and her business is thriving. She can afford good food for herself and her son, and because of that, their medical conditions are greatly improved. Essential support from The Maisha Matters Project means she is now successfully and sustainably caring for her own family.
Forever Angels
Baby Home
Our Highlights 2014-2015

Forever Angels continues to be the most ‘successful’ orphanage in Tanzania with 80% of our children returning home to their biological family or being adopted into new families.

- 15 children were adopted into new loving families
- 14 children returned to live at home with their biological relatives
- 4 children were enrolled in a well renowned Boarding School
- Deborra-Lee Furness agreed to come on Board as Patron of Forever Angels
- Forever Angels celebrated its 9th Birthday
- We took two cars of children and staff on a trip of a lifetime to the Serengeti
- We trained two new Pre-school Teachers and improved our curriculum and teaching areas
- We continued Staff Development and gave Staff Training in First Aid, Play Therapy and HIV
- We had a Visual Impairment Specialist visit from America and give training to our Staff to support our blind child, Monica.
- We held a Christmas party feeding and giving gifts to 650 deserving children and adults
- 15 children were adopted into new loving families
Caring for At Risk Children

After it received its licence from the Tanzanian Social Welfare Department to operate as a child care centre, the Baby Home took in its first child in 2006. Since then the property, which was originally converted from an old hospital, has been improved and expanded to include a pre-school, a sensory room for SEN children and a ‘Tiny Baby’ home, which offers specialized care for premature, seriously ill or malnourished newborn babies. The total capacity of the home has gradually increased to accommodate around 60 babies and infants at any time and, since opening, 297 children have been cared for at our centre.

The emphasis is upon high quality interim care and our goal is for every child to be raised in a loving home.

80% of the children who enter our care have returned to live with their biological families or have been adopted into new families.

This is highly indicative of the success of the Baby Home and the excellent relationships that have been established with the local community and services.

Although the Project Director and Founder, Amy Hathaway, is a UK citizen, all of the 63 staff are Tanzanian including the Managers and Assistant Managers. Staff are loyal and the Baby Home is a popular place to work; staff turnover is low at around 10% per annum. Approximately 450 volunteers, both short and long term have also given their time and commitment and are a valuable asset in keeping the home running.

The Baby Home has also supported orphan leavers from Bethany and Starehe Orphanages on a training and childcare programme. After training, many of these young people have taken employment with the Baby Home or have been supported by Forever Angels to find work in the local community.

All children come to the Baby Home through the Social Welfare Department and as much information as possible is gathered about each child: formal paperwork, interviews with hospital staff, and contact details of relatives, if known. Each child is given an initial medical examination and appropriate medication before being introduced to the existing children. The Baby Home tries wherever possible to prevent children becoming abandoned and as much contact as possible is maintained and encouraged with existing family members.

All age appropriate children attend the on-site Pre School which is constantly being developed to give a balanced and broad curriculum following the UK model.

The children are assessed regularly to ensure their health, growth, comfort and happiness. Their emotional and intellectual development is monitored and encouraged. Immunisations are kept up to date and any medical problems are treated, such as malarial treatments and Anti Retro Viral drugs for the HIV positive children. A Tanzanian nurse visits twice a week and western Doctors, who regularly visit Tanzania for a few months at a time, provide much support.

All this means that the Baby Home currently offers the very best level of medical care within its capabilities of being in a developing country. Above all there exists a loving and secure environment for children to flourish in these essential early years.
There are a number of children being cared for at the Baby Home who have severe Special Educational Needs and we have Staff specifically trained to work daily with these children. They provide physiotherapy, one to one time in our purpose built Sensory Room, record their progress and plan future targets for them.

We have specialised equipment for these children and qualified Volunteers who provide training on inclusion and specific feeding and lifting techniques.

The long term care of these children is an issue currently being addressed by Forever Angels. Last year Social Welfare gave us permission to keep children with Special Needs past 5 years of age and up to 18 years as an emergency interim solution until a better environment within Tanzania is found.

In 2016, we will partner with ‘Humans and Dreams’, an Orphanage specially built to care for children with Special Needs. We plan to transfer at least two of our oldest SEN children to this new Centre early in 2016.
Lujanga’s Story

Lujanga came to Forever Angels Baby Home in November 2014 as a very fragile, eight month old baby.

He was so severely malnourished that on arrival he weighed just 3.29kg – the expected weight of a new-born.

Lujanga’s Mum tragically died in childbirth and his Dad had been trying his best to care for him, but Lujanga had been in and out of hospital his entire life.

Lujanga was sick with pneumonia and TB on arrival and he had a hard battle to fight.

Thankfully at the Baby Home he received excellent nutrition and medication and we soon saw his health improve.

His Dad visited regularly and was thrilled to see his sickly little boy gain weight, health and happiness.

His Dad is preparing to take Lujanga home - now a healthy, chubby toddler!

Forever Angels Exit Strategies

Returning Home To Relatives

Ideally, and most commonly, children at the Baby Home are re-united with existing family members to provide a permanent home. In practical terms, this means keeping track of existing family members, encouraging them to visit and ensuring that a bond is made and maintained between the child and the birth family so that, when the time comes for them to be reunified, there is no difficult adjustment. Very often Forever Angels supports the main caregiver to start a small business so we know they have a reliable income and can care for the needs of the returning child in the long term. Once a child is reunified the Baby Home’s official responsibilities end, but every effort is directed towards maintaining contact with the child and the monitoring of his or her development and health though close ties with the families or with the other organisations in the area. Most return regularly to the Baby Home for health monitoring, school support or just to greet our staff and show us how well they are doing.

Foster Care / Adoption

If reuniting the birth family is not possible, then procedures are initiated with Social Welfare to make the child eligible for adoption. There are strict guidelines for adoption in Tanzania and we work very rigidly within the law to ensure that children are only placed with well screened families, and only when there is no biological family available for them to return to.

Transfer to Older Children’s Home

When a child reaches the age of 5, and if relatives or foster parents have not been found to care for them, we arrange for the child to move to another care centre. Strong links have been developed with ‘Mavuno Village’, Village of Hope (formally Starehe), Tumaini and the Bethany Orphanage where our children settle with others who have come from our home. A new well known Orphanage is opening in Mwanza in January 2016 - SOS, which cares for children until they reach adulthood. SOS have agreed accept eight of our oldest children and we hope to have a long term relationship with them.
Community Impact

The Baby Home is recognised as an excellent local employer and is a popular place to work. Our staff are all local Tanzanians and 85% are women so we are helping to empower a marginalised section of society.

We offer continuous training to our staff and almost all have participated in training courses in Child Care, Special Needs, Food and Hygiene, Dental Hygiene, HIV and First Aid. This training is often used with their own children and also passed on to their villages and communities and so extending the reach.

In addition to the full and part-time job opportunities, the money spent by the Baby Home on food, resources and building projects provides an important boost to the local Mwanza economy. Market traders, taxi drivers, hoteliers and many others have seen their businesses grow in and around the Baby Home environment as the money spent by the Home and volunteers creates a ‘multiplier’ effect.

• A local taxi driver has managed to buy a new taxi because of increased and reliable income from Volunteers and has now opened a small scale safari business offering tailor made packages to the Serengeti.

• Tunaweza, a new NGO for disabled teenagers, has supplied over 750 staff uniforms for the Baby Home, as well as producing many items for our Volunteer Shop, enabling them to advertise and increase income and productivity.

• A local farmer has seen his sales double as he sells his cows’ milk to us.
D.A.V.E

In 2009, Forever Angels launched the ‘D.A.V.E’ project. This project is named after Dave Lithgow, Amy Hathaway’s father, who was a trustee of Forever Angels from its inception until December 2008 when he tragically died. At the time, Dave was researching and actively pursuing a project to help teenage orphans in Tanzania by developing practical skills. This project became the D.A.V.E project (Developing Adolescents through Vocation and Education).

This project was born because we saw that many teenage orphans, although living in institutions, were failing their primary school education and leaving the orphanages with no prospects of employment. As adults they end up on the streets, open to crime and prostitution and so the cycle of poverty continued. We realised that with some basic training and support, we could give these youngsters the chance of a brighter and successful future.

We linked with some of the well-established Orphanages in Mwanza and agreed to support some of their youngsters from 14 to 16 years of age. We gave them accommodation and taught them basic numeracy, literacy, life skills and sex education. Alongside this, we supported them through a training programme at the Baby Home in childcare, cookery and gardening. With support and guidance their self-esteem was boosted and they grew from timid, shy, teenagers, into confident and hard-working young adults with prospects.

Since the project began we have had 25 trainees pass through our DAVE programme. Almost all of these young people are now in permanent employment, either at the Baby Home or with other organisations in Mwanza. Five of these young women are working at Isamilo International School as classroom assistants and are highly valued members of this prestigious school. We are very proud of these young people for having the determination to better their lives and create successful futures for themselves despite their difficult starts.

StreetBorn

StreetBorn was set up in April 2012 in partnership with Forever Angels and another local NGO, Kuleana. The purpose was to help young girls who were pregnant or already had babies and were living in dreadful conditions in the rubbish dumps or on the streets of Mwanza. Many of these girls, some as young as 14 or 15 years old, were experiencing daily abuse and rape in exchange for minimal food and ‘protection’ by gangs of older street men.

Forever Angels, as the only organisation in Mwanza solely caring for impoverished and needy babies, had a huge role to play in tackling this ever increasing problem.

We found that, once pregnant, these girls received no medical support whatsoever. They did not attend clinics, generally did not eat well throughout their pregnancies, continued to take drugs and often had no idea about basic childcare. The risks that their young babies faced when brought up in these living conditions were life threatening; dehydration, pneumonia, malaria, and malnutrition; drug exposure (both during pregnancy and through breast feeding); and everyday physical dangers from the streets.

No support system existed for these young mothers and their babies – so we worked with Kuleana, a well-established Street Centre for boys, to create one. The goal was to enable these young street girls to take care of their own babies through access to child care education, food, clothes, medical care and, sometimes, shelter – and to reduce child mortality.

It took a lot of effort to get these girls to trust us and work with us, but our one common link was concern for their babies. These girls, however young, truly loved their babies and when they realised we were concerned for their safety, they slowly let us into their lives and allowed us to help them.
The Baby Home was founded by Amy Hathaway and her husband, both UK citizens. Amy and Ben lived in Tanzania for 12 years and in 2014, handed day to day operations to a Tanzanian Management Team. Our 63 Tanzanian staff are supported by a number of short and long term volunteers from around the world who provide valuable help at the Baby Home and connect us to a global community.

Volunteers are carefully selected and spend a minimum of 4 weeks at the Baby Home during which time they are fully integrated into the daily work schedules. As well their voluntary efforts, many have provided a bedrock of fundraising support when they return to their home countries. In addition to successfully ‘spreading the word’ about Forever Angels, they have also contributed around 7% of the funds raised for the Baby Home.

The Forever Angels Global Community now stretches across 14 countries and is linked through our social media sites.

**Forever Angels / Maisha Matters Project comprises of four parts:**

- A Tanzanian Non-Governmental Organisation which runs the Baby Home, The Maisha Matters Project and cares for day to day running of the Charity
- A USA Board which has 501c3 status and which acts primarily as a fund-raising body.
- A fund-raising body in Australia partnered with GDG, raising awareness and funds for our projects in Tanzania
- A UK Registered Charity which acts as the advisory body, raises awareness and is the main fund raiser
In June this year, two years will be marked since Amy Hathaway (Founder of Forever Angels) and her family left Tanzania after living here for twelve years. The entire time Amy was here she was the Managing Director and I relied on her so much.

When she first told us about her leaving we were shocked - we could not imagine ourselves without her presence. Each day I wished we could turn back the clock to make her stay. My heart was full of fear - the fear without knowing what I was even fearing! I thought I was going to become over burdened and stuck and I didn’t know what I would do without her being around. It was a very hard transition....

However, since Amy left I have become more confident, strong and courageous than I ever thought possible. I know now that I can do it alone. I have found that the mountain that was before me, is actually very climbable.

Even without Amy - the Baby Home is so well run and the children are all happy and healthy, and the staff and volunteers working so hard.

We now have extended our Outreach Program to a much larger scale - Maisha Matters is a nutrition, education and empowerment program and we now have twenty to thirty women coming every week for milk and training. We are seeing success in this and we hope it will continue to grow.

I am very proud to be Forever Angels Manager and I am ready to face any new challenges which arise.

Message from the Manager - Lilian
Priorities and Plans

These are the current directions, priorities and thinking that will guide our 2016 plans:

- Amy Hathaway, the Project Manager and Founder, will continue to focus her work on marketing, forward planning and maintaining an active liaison between Forever Angels branches, supporters and the Baby Home. We will explore seeking professional guidance on fundraising for larger bids.

- Lilian and Josephine, the Baby Home Managers, will continue to manage their staff and Management Team – continuously training the Assistant Managers to take a more leading role at Forever Angels so their time is freed up for more complex cases. They will continue to manage and deliver The Maisha Matters Project and training courses.

- We aim to roll out The Maisha Matters Project to Geita (Neema House Orphanage) as our first off-site Maisha Matters Project which will be used as a model for all future developments and roll-outs.

- The Baby Home Managers will maintain close, regular communication with the UK Directors and Project Director in terms of sending financial reports, monthly Manager Reports, and Social Welfare Statistics, as well as day to day communication about the children, their health and general issues at the Baby Home. This needs to incorporate detailed statistics arising from The Maisha Matters Project so that we are able to monitor and evaluate our impact in this area.

- Whilst recognising that our maximum capacity is 60 children, our target is to reduce these numbers in conjunction with The Maisha Matters Project where we support at-risk babies in their own homes.

- Maximise the benefit of our expanding Global Community ensuring good communication and support from FA UK, FA USA and FA AUS.

- We need to work closely with SOS (a new Orphanage in Mwanza opening in January 2016), Bethany, Tumaini and Village of Hope as we plan they take our older children in the future who can not return home or be adopted. There are many poorly run orphanages in Mwanza and we need strong relationships with successful centres to ensure the best future for Forever Angels’ children.

- Professionalize and enhance the Forever Angels / The Maisha Matters Project imagery through publicity materials, the website, leaflets and standardise the visual communication throughout the Global Forever Angels Community.

- We would benefit from an enhanced and strong working relationship between FA Trustees/Directors and Staff. We also need to expand and entrench our links with sponsors and volunteers through social networking sites, an online shop and improved publicity materials.

- Send a container in conjunction with Re-use Littleborough who have been collecting unwanted toys / clothes and baby items.

- Explore purchasing an industrial washing machine.

- Repaint the Baby Home and all buildings both inside and out.

- Seek enhanced funding to roll out The Maisha Matters Project on a wider scale.

- Seek funding to increase the solar capacity of the Baby Home and all on-site properties.

- Seek funding to purchase new vehicle for The Maisha Matters Project.

- Extend the existing incinerator and review all waste disposal arrangements.

- Transfer two Special Needs Children to the specialist, newly built ‘Human Dreams’ Orphanage in Dar es Salaam.
## Development Plan 2016

### Infrastructure

<table>
<thead>
<tr>
<th>Objective</th>
<th>Time-scale</th>
<th>Costing/Funding</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explore the possibility of developing a site specifically for The Maisha Matters Project.</td>
<td>ongoing</td>
<td>-</td>
<td>FA Tanzania + FA Director</td>
</tr>
<tr>
<td>Upkeep and general maintenance on all buildings on site</td>
<td>ongoing</td>
<td>£3,000</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Explore funding for installation of solar water heating / increase capacity of solar panels to whole Baby Home</td>
<td>quarter 4</td>
<td>£1,000</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Build a sheltered area for washing and a storage area for Preschool ‘ride-on toys’</td>
<td>quarter 2-3</td>
<td>£2,000 + £1,500</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Refurbish kitchen cupboards and replace equipment</td>
<td>quarter 4</td>
<td>£4,000</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Extend internet to main building and upgrade main office computers / laptops</td>
<td>quarter 2-4</td>
<td>£1,500</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Build a large incinerator to burn all Baby Home rubbish safely</td>
<td>quarter 2</td>
<td>£2,500</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Repaint inside and outside of Baby Home and all on-site buildings</td>
<td>quarter 1</td>
<td>£2,000</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Install large washing machine for the laundry</td>
<td>quarter 3-4</td>
<td>N/A</td>
<td>FA Tanzania + UK Director</td>
</tr>
</tbody>
</table>

### Staffing

<table>
<thead>
<tr>
<th>Objective</th>
<th>Time-scale</th>
<th>Costing/Funding</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amy Hathaway to continue the post of Project Director to oversee the strategic running of the Baby Home from the UK</td>
<td>quarter 2-4</td>
<td>£30,000 pa</td>
<td>FA UK</td>
</tr>
<tr>
<td>Lilian and Josephine continue to train Assistant Managers in day to day running of the Baby Home</td>
<td>ongoing</td>
<td>-</td>
<td>FA Managers</td>
</tr>
<tr>
<td>Lilian, Josephine, Hassan and Anna to continue to train The Maisha Matters Project families in nutrition, malnourishment and basic medical knowledge</td>
<td>ongoing</td>
<td>£5,000 pa</td>
<td>FA Tanzania + FA Director</td>
</tr>
<tr>
<td>IT training for Assistant Managers using volunteers</td>
<td>ongoing</td>
<td>N/A</td>
<td>FA Director</td>
</tr>
<tr>
<td>Establish viable working relationship /structure linking FA UK, the Project Director and the Tanzanian Managers , FA AUS and FA USA</td>
<td>ongoing</td>
<td>N/A</td>
<td>FA Tanzania + FA UK</td>
</tr>
<tr>
<td>Update medical/first aid training for all staff using medically trained volunteers</td>
<td>ongoing</td>
<td>N/A</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Empower staff to act as Adoption Advocates within their churches, mosques and communities</td>
<td>quarter 3-4</td>
<td>N/A</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Employ an extra driver / administrator to support Hassan and Happy in their roles</td>
<td>quarter 2</td>
<td>£2,500 Salary</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Increase staff salaries</td>
<td>quarter 4</td>
<td>With inflation</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Contract a Graphic Designer to build new website and improve visual communications</td>
<td>quarter 1-4</td>
<td>£18,000</td>
<td>UK Director</td>
</tr>
</tbody>
</table>
# Development Plan 2016

## Policy

<table>
<thead>
<tr>
<th>Objective</th>
<th>Time-scale</th>
<th>Costing/Funding</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baby Home capacity to remain at a maximum of 60 but with a preference for fewer children in conjunction with the Maisha Matters Project and our desire to support more babies in their own homes</td>
<td>ongoing</td>
<td></td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Develop and grow The Maisha Matters Project to support 150 more needy and malnourished families in the community (at £600 each) through support of formula milk and business set up capital</td>
<td>ongoing</td>
<td>£100,000</td>
<td>FA Tanzania + FA Director</td>
</tr>
<tr>
<td>Continue to develop our website and social networking links with an increased emphasis upon Outreach work and the addition of FA AU</td>
<td>ongoing</td>
<td></td>
<td>FA Australia</td>
</tr>
<tr>
<td>Maintain and extend a strong relationship with SOS/ Mavuno Village / Village of Hope / Tumaini and Bethany Orphanages where Baby Home children can transfer as well as the new SEN Orphanage in Dar - Human Dreams</td>
<td>ongoing</td>
<td></td>
<td>FA Tanzania + UK Director</td>
</tr>
<tr>
<td>Lobby, with Social Welfare and the Tanzanian Government for a change in the Adoption Laws so that SEN children could be adopted abroad</td>
<td>ongoing</td>
<td></td>
<td>FA Director + FA Managers</td>
</tr>
<tr>
<td>Work closely with Social Welfare/other NGO’s to ensure that our intake consists of babies we can most effectively help within our organisation</td>
<td>ongoing</td>
<td></td>
<td>FA Tanzania + FA Director</td>
</tr>
<tr>
<td>Further promote a programme of information and education about adoption in the broader community, assisted by past adoptive families and our Forever Angels Staff</td>
<td>ongoing</td>
<td></td>
<td>FA Director + FA Managers</td>
</tr>
<tr>
<td>Transition our oldest SEN children to new purpose built centre in Dar es Salaam</td>
<td>quarter 2</td>
<td>£500 flights</td>
<td>FA Managers</td>
</tr>
<tr>
<td>Continue to run Training Programmes for the Maisha Matters Project</td>
<td>ongoing</td>
<td>£5,000 pa</td>
<td>FA Tanzania</td>
</tr>
</tbody>
</table>

## Health And Safety

<table>
<thead>
<tr>
<th>Objective</th>
<th>Time-scale</th>
<th>Costing/Funding</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review all Health and safety policies and practices</td>
<td>ongoing</td>
<td></td>
<td>FA Tanzania + UK Director</td>
</tr>
<tr>
<td>Further training for all staff in First Aid, Health and Hygiene, SEN, and key medical ailments</td>
<td>ongoing</td>
<td></td>
<td>FA Tanzania + UK Director</td>
</tr>
<tr>
<td>Review Fire Policy and practise fire drill</td>
<td>quarter 3-4</td>
<td></td>
<td>FA Tanzania + UK Director</td>
</tr>
<tr>
<td>Training for cooks on Health and Hygiene to improve overall standards in the Baby Home</td>
<td>quarter 3-4</td>
<td></td>
<td>FA Tanzania + UK Director</td>
</tr>
<tr>
<td>Continue to maintain security by replacing or repairing fencing reed matting and the external lighting for security</td>
<td>ongoing</td>
<td>£1,000</td>
<td>FA Tanzania</td>
</tr>
</tbody>
</table>

## Pre-School And Therapy

<table>
<thead>
<tr>
<th>Objective</th>
<th>Time-scale</th>
<th>Costing/Funding</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to Train and Guide the Pre-school teachers, especially on activities for very younger children (Role Play areas / Out door areas etc) in line with UK Standards and Guidelines</td>
<td>ongoing</td>
<td></td>
<td>FA Tanzania + UK Director + Volunteers</td>
</tr>
<tr>
<td>Training on positive discipline to Pre-school teacher</td>
<td>ongoing</td>
<td></td>
<td>FA Tanzania + UK Director</td>
</tr>
<tr>
<td>Encourage ‘Inclusive Education’ and train staff how to achieve it</td>
<td>ongoing</td>
<td></td>
<td>FA Tanzania + UK Director</td>
</tr>
<tr>
<td>Continue to give daily physiotherapy to our special needs children</td>
<td>ongoing</td>
<td></td>
<td>FA Tanzania + SEN Staff</td>
</tr>
<tr>
<td>Update Individual Education Plans for all SEN children to guide their daily 1:1 sessions with SEN staff and volunteers</td>
<td>ongoing</td>
<td></td>
<td>FA Tanzania + UK Director + Volunteers</td>
</tr>
</tbody>
</table>
# Development Plan 2016

## Finances And Funding:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Time-scale</th>
<th>Costing/Funding</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Manager to secure funding for on going running costs of Baby Home as well as to develop and grow The Maisha Matters Project</td>
<td>ongoing</td>
<td>-</td>
<td>FA Director</td>
</tr>
<tr>
<td>The Maisha Matters Project to secure funding to support 150 more starving babies in the local community as well as supporting their family to set up a small scale sustainable business</td>
<td>ongoing</td>
<td>Desired £100,000</td>
<td>FA Director</td>
</tr>
<tr>
<td>Continue fundraising within Tanzania and increase local donations to FA</td>
<td>ongoing</td>
<td>-</td>
<td>FA Tanzania + UK Director</td>
</tr>
<tr>
<td>Continue funding one DAVE student through High School</td>
<td>quarter 1-4</td>
<td>-</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Continue to provide Managers with a monthly 'Social Budget' to allow them to meet and accompany volunteers / other NGO workers outside the Baby Home</td>
<td>quarter 1-4</td>
<td>£1,000</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Apply for corporate sponsorships in order to reduce financial reliance upon volunteer income</td>
<td>ongoing</td>
<td>-</td>
<td>FA Director</td>
</tr>
<tr>
<td>Liaise with newly created FA USA and FA AUS</td>
<td>ongoing</td>
<td>-</td>
<td>FA Tanzania + FA USA</td>
</tr>
<tr>
<td>Liaise with FA UK, FA AUS and FA USA to promote and develop Forever Angels’ global social network sites and publicity materials</td>
<td>ongoing</td>
<td>-</td>
<td>FA Tanzania + FA UK + FA USA</td>
</tr>
<tr>
<td>Develop financial structures between FA Tanzania, FA UK, FA AUS and FA USA</td>
<td>ongoing</td>
<td>-</td>
<td>FA Tanzania + FA UK + FA USA</td>
</tr>
<tr>
<td>Arrange another 'World Wide' event , to generate funds and awareness from FA’s global sponsors/ supporters for Forever Angels 10th Birthday in August 2016</td>
<td>quarter 3</td>
<td>-</td>
<td>FA Tanzania + FA UK + FA USA</td>
</tr>
</tbody>
</table>

## Outreach:

<table>
<thead>
<tr>
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<th>Costing/Funding</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keep accurate records and statistics relating to support given to The Maisha Matters Project families so we can effectively monitor and evaluate the project</td>
<td>ongoing</td>
<td>-</td>
<td>FA Tanzania + FA Director</td>
</tr>
<tr>
<td>Support 50 families with formula milk and business set ups using the Egmont and Mar Munning Grant (until August 2016)</td>
<td>ongoing until August 2016</td>
<td>£27,000</td>
<td>FA Managers + FA Director</td>
</tr>
<tr>
<td>Keep good links with Bugando Government Hospital, The Police. Baylor HIV Centre and Social Welfare to ensure all malnourished and needy families continue to be referred to us</td>
<td>ongoing</td>
<td>-</td>
<td>FA Managers + FA Director</td>
</tr>
<tr>
<td>Continue to support families in the community through providing formula milk for malnourished babies through The Maisha Matters Project</td>
<td>ongoing</td>
<td>£600/family</td>
<td>FA Managers + FA Director</td>
</tr>
<tr>
<td>Develop and grow The Maisha Matters Project by informing local clinics and medical professionals about our work so more needy babies are referred to us. In a timely fashion</td>
<td>ongoing</td>
<td>-</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Continue to work with at risk families in the community (i.e. Albinos) who are in danger of persecution by giving them safe places to live / skin care support / Income generating support</td>
<td>ongoing</td>
<td>-</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Continue to give support and advice to the DAVE students who are now in full time employment</td>
<td>ongoing</td>
<td>-</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Continue to give support, advice and basic baby care items to the StreetBorn girls</td>
<td>ongoing</td>
<td>-</td>
<td>FA Tanzania</td>
</tr>
<tr>
<td>Roll out Maisha Matters into Geita – Neema House Orphanage – 25 families</td>
<td>quarter 4</td>
<td>£15,000</td>
<td>FA Tanzania + UK Director + Neema House</td>
</tr>
</tbody>
</table>
In 2014/15 Forever Angels UK raised £178,000, a little less than in previous years, but the generosity of our friends in the USA and Australia helped to top up the funds needed to keep the Baby Home and The Maisha Matters Project running successfully.

Our donor base is widespread and 90% of the funds raised came from individuals and organisations who gave to us so generously. Without this generosity Forever Angels could not exist and we are immensely grateful. An amazing £93,000 was received as ‘one off’ donations, £30,000 came from our solid core of supporters who commit to making a regular monthly donation, and £12,000 was added from those who were able to ‘Gift Aid’ their donation so that we could recover UK income tax paid on these donations.

FAUK provided quarterly grants to the Baby Home meeting 83% of its needs. Forever Angels USA started sending top up grants and provided a further 9% of the Home’s needs, and in 2014/15 a new and enthusiastic group of fundraisers in Australia provided the remaining 8%.

The success of the Forever Angels Baby Home can be measured by the simple fact that the tremendous family of donors who support this work now cover three continents.
Financial Review
2014-2015

Where did the money go?

In 2014/15 FAUK spent £186,000, some £8,000 more than was raised. The excess was funded from reserves which still, fortunately, remain healthy.

The Trustees have been regularly reviewing the reserve position, conscious that the general trend over the past few years has been for income receipts to fall. However, at the end of the year, FAUK held over £100,000 in reserve which represents just over 6 months expenditure, well in line with our policy. Currently, although there is little cause for concern, this remains a high focus issue.

Of the money spent by FAUK, 15% was in the UK: 2% on administrative costs and 13% on a salary for the Project Director. The Baby Home managers and staff did another excellent job in managing their costs within their budget, total spend coming in at just under £207,000, of which 95% was spent on the daily running costs of the home for the children, the remainder being for some small capital projects.
Financial Projections 2014-2015

What is our financial future?

Things are looking good for the Baby Home. Like all charities, we are unable to guarantee our future income but have to carefully manage our income and expenditure according to the best information and forecasts that we have at any one time.

FAUK continues to regularly review its and the Baby Home’s expenditure and ensures that it has sufficient reserves to meet unforeseen circumstances. Forecasts based on income received in the first half of 2015/16 suggest that the historic downward trend has stabilised and that we will be able to maintain our income at the current level. However, this will not stop us seeking new sources of revenue, in particular from grant providing organisations.

The Managers of the Baby Home will continue to maintain expenditure within their budget and inflation, but the Forever Angels family expect to be able to provide additional funds in the next year to enhance the Baby Home’s facilities. Forever Angels USA has proved itself able to provide some additional financial support to the Baby Home and we have every confidence that this will continue. Maisha Matters has already received generous support from the Marr Manning Trust and the Egmont Foundation which has given this project a very healthy start. The support provided by Forever Angels Australia will enable plans for the further expansion of The Maisha Matters Project to be realised.
Acknowledgements

Forever Angels would like to thank the following organisations for their wonderful support and partnership. Together these organisations have been a crucial help in ensuring that we reached our goals in 2015.
Appendix 1
Directors/Trustees’ Roles

a) Meetings
   - To chair meetings; approve minutes; sign legal documents; appoint committees and deputies;

b) Administration
   - To keep relevant records and archives; record minutes, read minutes at meetings; ensure compliance with legislation; prepare regular activity reports; disseminate information where necessary;

c) Accounting
   - To keep good account of finances and assets of the organisation; balance books of accounts; operate bank accounts; solicit for funds; keep financial records;

d) Financial Planning
   - To research appropriate funding sources and develop grant proposals for the organisation; conduct feasibility studies on any new project area; ensure adequate cash flow and reserves are kept; to assess and manage all financial risks;

e) Publicity
   - To mobilize members; publicise the organisation to potential volunteers and donors; prepare publications and reports to donors and other interested parties; develop and manage the organisation’s website;

Meetings are held regularly and minuted. All records are fully available to the Directors/Trustees of both the UK and Tanzanian arms. Forever Angels Tanzania collaborates closely with the local Social Welfare Department and maintains close links with other similar organizations.

f) On-Site
   - To arrange maintenance and repair of property; procure such supplies and utilities as required; ensure the beneficiaries are well cared for; to ensure the basic needs of the beneficiaries are met including food, clothing, cleanliness and to record, assess and treat the medical condition of the children;

g) Staffing
   - To manage staff and volunteers; hire or take on employees or volunteers as required; to release or dismiss employees or volunteers when necessary; arbitrate and resolve staff disciplinary matters; comply with all employment legislation;

h) Legal
   - To be accountable for formal submissions to Companies House and the Charities Commission; and

i) Other
   - Each director is also required, in addition to, or in the absence of any of the above responsibilities, to do the following; contribute thoughtfully to discussions regarding matters relevant to the organisation’s objects; publicise the organisation and its activities to potential volunteers and donors; and to liaise with the local community.

Appendix 2
Key Personnel

Amy Hathaway  Project Director - UK
   Amy is a UK Citizen and the founder of the Baby Home. Amy created and then Managed the Baby Home for 8 years and now works full time in the UK as Project Director.

Ben Hathaway  Volunteer Website Support – UK
   Ben is a UK Citizen who has supported the development and growth of Forever Angels on site for 8 years. He now offers his time from the UK on a Voluntary basis in terms of the Tanzanian accounts as well as Website support.

Forever Angels Tanzania

Numieah Fortes  Director
   Numbieah is a Tanzanian Citizen and is also a director of the Fortes businesses. She volunteers in Mwanza’s International School and has organised many small scale community projects along with Josephine.

Stephen Fortes  Director
   Stephen is a Tanzanian Citizen and a businessman based in Mwanza. He has maintained an active role in the local community and proved many times his commitment to Tanzania and its future.

Josephine Phabian  Managing Director - On site
   Josephine is a Tanzanian who is in charge of the day to day Management and running of Forever Angels Baby Home.

Lilian Ayoub  Manager - On site
   Lilian is a Tanzanian who is in charge of the day to day Management and running of Forever Angels Baby Home.

Forever Angels UK

Val Lithgow  Director and Secretary
   Val is a UK citizen and a fully qualified and experienced nurse midwife. She currently works as a health visitor. Val has played a vital role in the development of Forever Angels from its inception and is a major fundraiser.

* Directors are also Trustees of the Charity

Peter Mitchell  Director and Treasurer
   Peter is a UK citizen, a retired senior manager and qualified chemist, having worked in the chemical and nuclear industry for over 34 years. He has been an active trustee for nine years.

Elizabeth Cassidy  Director
   Elizabeth is a UK citizen, a qualified pharmacist who now works as a locum pharmacist. Together with her husband Paul she has been a key fund raiser since the inception of Forever Angels.

Paul Cassidy  Director
   Paul is a UK citizen, was a chemical engineer for ICCL now retired. Together with his wife Liz, he has been a key fund raiser since the inception of Forever Angels.

Zoe Dixon  Director
   Zoe is a UK citizen and has a degree in Childhood and Youth Studies. She has lived in Tanzania for 17 months working as a volunteer at the Baby Home helping to set up the Pre School.

Olwyn Evanson  Director
   Olwyn is a UK citizen and is a qualified Play Leader who specializes in Special Needs. She has been a valued volunteer at the Baby Home and has first-hand experience of the needs of the children.

Diane Mitchell  Director
   Diane is a UK citizen and a retired head teacher, having worked as a university lecturer and in primary education for over 34 years. She has been an active trustee for the past nine years.

Karen Relford  Director
   Karen is a UK Citizen and is an Occupational Therapist. She has visited Tanzania and set up a Multi Sensory room for the Special Needs children at the Baby Home.

Forever Angels USA

Emma Parker  President
   Emma works as an Environmental and Sustainability Manager in London, focusing on projects in Africa. She is Operations Director for the Musangu Foundation, developing and implementing meaningful social investment projects.

Amber Wilson  Secretary
   Amber is a UK citizen currently living in London. She is a registered nurse working in paediatrics and has volunteered at the Baby Home on four different occasions.

Jeanne McCarthy  East Coast Vice-President
   Jeanne is a US citizen and currently a social worker in the adult oncology and neonatal units of a large teaching hospital. She has twice been a keen volunteer at the Baby Home.

Claire Portwood  West Coast Vice-President
   Claire is a US citizen and works as a mental health therapist for at risk and abused children in Los Angeles. She has twice volunteered at the Baby Home, the last time for six months.

Caroline Lindesay  Hospice Nurse
   Caroline has personal and professional experience in East Africa. She is fundamental in running FA USA, designing and maintaining the website and spearheading fund-raising opportunities.

Forever Projects Australia

Mark and Anna Dombkins  Directors
   After adopting three children from FA in 2010, Mark and Anna have been fundraising for the The Maisha Matters Project ever since. In 2015, they began the process to register as an Australian charity and re-launched as Forever Projects.

Ben Hawkins  Designer
   Ben started designing promotional material for Australian fundraisers in 2012. He visited the Baby Home in 2015 and began as a designer for the broader Forever Angels community.

Kate Dombkins  Communications
   Kate, the sister of Mark, joined us in 2012 and has been advising the Australian team in marketing and communications ever since.
**Risk Assessments**

**Risk 1: The Social Welfare Department Revoke our licence**

**Likelihood:** Low  
**Impact:** Moderate  
**Contingency:** Contact our agent, local land officers and a lawyer and prepare to appeal the action in court. This may take several years. Enlist the help of the local community and of friendly high ranking officials to investigate the motivations of the attackers. Contact the community and of friendly high ranking officials to provide us with the same services.  
**Avoidance:** Keep a very close and personal relationship with the ranking local social welfare officers. If there is some problem, we should be aware of it before it becomes an issue and take steps. If the problem arises from elsewhere in the Social Welfare department, those friendly members will be able to advise us and make an appeal on our behalf.

**Risk 2: Government or Previous owner attack our land rights**

**Likelihood:** Medium  
**Impact:** Serious and ongoing  
**Contingency:** Contact our agent, local land officers and a lawyer and prepare to appeal the action in court. This may take several years. Enlist the help of the local community and of friendly high ranking officials to investigate the motivations of the attackers. Contact the NGO Board for help.  
**Avoidance:** Ensure all legal requirements for purchase of the land are met. Employ an agent who is both versed in the land law, and experienced with handling these issues in Mwanza. Obtain as many official waivers as possible. Investigate the motivations of the attackers. Contact the community and of friendly high ranking officials to provide us with the same services.  
**Avoidance:** Keep a very close and personal relationship with the ranking local social welfare officers. If there is some problem, we should be aware of it before it becomes an issue and take steps. If the problem arises from elsewhere in the Social Welfare department, those friendly members will be able to advise us and make an appeal on our behalf.

**Risk 3: Funding dries up**

**Likelihood:** Minimal  
**Impact:** Very Serious  
**Contingency:** Apply for emergency grants from funding organisations in the UK. Appeal to our regular donors and those people with a special interest in our project for a one-off donation or a short-term loan. Apply for loan from those lenders specialising in charity credit. Approach other organisations doing similar work and offer a partnership or amalgamation. Cut back on costs as much as possible without jeopardising the wellbeing of the children. Recruit new Trustees or Directors to aid with our fundraising strategies.  
**Avoidance:** Keep detailed cash flow analysis and ensure that our fundraising targets are being met. Remain proactive in fundraising activities, even when we seem to be ahead of our targets. Ensure our regular donors are happy with the level of service we are supplying in terms of information and publications. Try to create personal relationships with our donors as far as possible. Aim to keep a buffer of money as a reserve - enough to cover six months of running expenses.

**Risk 4: UK Revoke Charity Status**

**Likelihood:** Minimal  
**Impact:** Increasingly jeopardised funding  
**Contingency:** Immediately contact donors and inform them of the issue with as much positive spin as possible. Ask them to remain patient and assure them that we will comply with whatever demands the Charities Commission make. Contact the Charities Commission to discover the source of the issue. Comply with their demands and re-register as soon as possible. If necessary, hire a solicitor in the UK to assist our registration. Be as open with donors and members as possible.  
**Avoidance:** Be sure to comply with all the requirements of the Charities Commission and that there is a good line of communication from them to us. Seek their advice on any sensitive issue before making a potentially un-charitable resolution. Ensure all submissions to the Charities Commission are accompanied by sufficient explanation.

**Risk 5: Economic Instability**

**Likelihood:** Medium  
**Impact:** Medium  
**Contingency:** Seek financial advice from others in our position and by to take advantage of our dual currency status as much as possible. Adjust cash flow predictions and where necessary, appeal to the donors for extra help. Barring total economic collapse (such as that in Zimbabwe in 2004), we should be able to continue to operate with only an adjustment to our finances.  
**Avoidance:** Monitor the financial state of the economy. Spread our assets sensibly between the UK and Tanzania. Maintain a buffer of capital to cover any sudden economic changes.

**Risk 6: Abuse / Negligence Accusations**

**Likelihood:** Low  
**Impact:** Medium  
**Contingency:** Supervise accused parties immediately on full pay (if paid) pending investigations. If the allegations are proved true, they will be dismissed immediately and we will consider laying criminal charges. If there are rumours around the community that are damaging our credibility, we should locate prominent community members and invite them to visit our home. If necessary, a statement from the Social Welfare Department can be sought. If the allegations are made in the UK then steps need to be taken to inform our donors and restore their confidence in us.  
**Avoidance:** Our Child Protection Policy is very comprehensive. All volunteers and employees will undergo some form of police check and no single carer will ever be alone with one of the children in our care. The discipline policy is also very clear. Our scrupulous adherence to this policy should allow us to avoid any serious allegations, and if we make sure people are aware of our policy there should be no cause for rumours.

**Risk 7: Serious injury / fatality to key organisation member (i.e. director)**

**Likelihood:** Medium  
**Impact:** Medium  
**Contingency:** Pass all responsibilities over to someone else either temporarily or permanently. Inform the relevant bodies (Companies House UK, the Companies Commission TZ, the Charities Commission UK, the NGO Directorate TZ) of the hand-over to ensure no laws are broken. Inform the donors of all related events as they happen.  
**Avoidance:** Ensure sufficient training that no one member is irreplaceable. Record procedures, contacts and notes in a central place such that another could take over easily. Collect sufficient legal paperwork so that there is no legal impediment to handover.

**Risk 8: Other serious negative publicity**

**Likelihood:** Low  
**Impact:** Medium  
**Contingency:** Our continuing efforts at positive publicity should help us react quickly to any negative that might arise. Endorsements from influential members of the community will have significant weight in Tanzania. If necessary, we can hold some form of function to help improve our image. We should take advice from other organisations, and perhaps a PR Specialist, before embarking on anything too drastic.  
**Avoidance:** Openness and a build up of trust via a personal relationship with donors and the local community would be our best defence.

**Risk 9: Oncoming War or Civil Unrest**

**Likelihood:** Low  
**Impact:** High  
**Contingency:** Leave the country taking the children in our care as refugees to the nearest stable country. Seek an emergency grant or loan to cover the immediate costs of caring for the children in a new country. Contact the British High Commission in Tanzania and the British Embassy in the destination country for assistance with visas and permits. Seek legal advice where the laws would seem to be at odds with the needs of the children.  
**Avoidance:** Tanzania is a very politically stable country and the likelihood of political unrest is very small. However, monitoring of the situation is always a good idea, as well as maintaining an ‘escape plan’ with contacts and contingencies. The hardest part will be gauging the seriousness of the political situation and deciding when to put out contingency plan into action. We should be able to follow the lead of other, larger organisations.

**Risk 10: Serious Staff Issues (i.e. Court Action)**

**Likelihood:** Medium  
**Impact:** Low  
**Contingency:** Follow all legal procedures to the letter of the law. We should not be afraid to go to court if necessary to resolve an issue. If we are honourable in all our dealings with staff and keep to a fair contractual environment, there should be nothing to fear from legal proceedings, and a bold approach will help mitigate any negative publicity.  
**Avoidance:** Investigate fully all relevant legislation and procedures. Ensure that staff contacts are clear and comprehensive. Ensure adequate communication with staff on all issues, translating to Swahili where necessary. Tie up as many potential issues in advance so that there are no ambiguities. Seek advice early if in any doubt. Be fair and honourable.
Appendix 3

Risk Assessments

Risk 11: Cash flow / banking problems

Likelihood: Medium
Impact: High
Contingency: Use our reserves for the short term and adjust our spending plan for the long term. Appeal to our donors for some extra short-term aid. Seek a loan from donors or other funding organisations. Monitor the situation very carefully. Cut back on spending as much as possible without jeopardising the health and well being of the children in our care.

Avoidance: Make clear and realistic cash flow predictions. Keep them up to date and refer to them regularly. Create short term budgets and stick to them. Aim to keep a buffer of funds, enough to cover one month's running costs in Tanzania and 6 months running costs in the UK.

Risk 12: Unable to find suitable staff

Likelihood: Medium
Impact: High
Contingency: Appeal for UK volunteers to cover a short term staffing problem. Advertise locally and in other cities in Tanzania. Appeal to other organisations in Tanzania doing similar work and suggest a concerted, co-ordinated recruitment incentive, perhaps an event. Contact Government agencies such as the NGO Directorate, the NGO Board or the Social Welfare Department for their help and recommendations.

Avoidance: Do our best to retain those staff members that show commitment, integrity and initiative. Keep a file of potential applicants. Perhaps hire more staff but on a shorter shift pattern so that shifts can be lengthened in a staff shortage.

Risk 13: Social Welfare Force us to work beyond capacity

Likelihood: High
Impact: Medium
Contingency: Boost fundraising to match the demand. Use our cash reserves in the short term where necessary. Recruit more volunteers in the UK to assist with fundraising. If necessary, sell our assets here in Mwanza and move further out of town where a larger facility could be constructed for the same price. Step up our efforts to find new homes for the older children in our care. Recruit local assistants or volunteers to that end. Offer Outreach support instead in the sense of setting up a small business for the family so that they can sustain themselves and their child and not need admission to an orphanage.

Avoidance: Keep reserves of funds. Keep a register of potential volunteers in the UK and Tanzania should the demand for our services increase dramatically. Create plans for expansion in advance.

Essential Considerations

Breast feeding
Although we generally only support babies whose mother’s have died in childbirth or who are unable to breast feed - we always promote breast-feeding as the best option. We need to make sure it is clear to everyone that we ONLY provide milk formula when there is no lactating mother and a child is at severe risk of malnutrition and death.

We will not provide formula milk to HIV positive mothers who are producing milk. WHO guidelines recommend that HIV positive mothers exclusively breast-fed their babies and offering formula milk to these mothers is more detrimental and risky to a HIV exposed baby.

We will only support a baby with formula milk where there is a real risk of starvation.

Medical
Although The Maisha Matters Project delivers life saving formula milk to malnourished babies, we are not a clinic or hospital and do not intend to serve as one. Most referrals come to us from hospitals themselves once a child has already been treated for conditions related to malnutrition. All of our staff will be trained to know the difference between a malnourished baby and a baby who needs medical attention – and will always endeavour to refer such cases straight to hospital to receive proper medical attention.

Hygiene and Safety
It is very common for Tanzanian’s to drink dirty water and many do not boil it before drinking. This puts them at risk for a large number of water borne diseases such as typhoid.

Traditionally most babies will not be exposed to unclean water in the first few months of life because they will be breast fed. By the time they are given water, they are often strong enough to survive a bout of diarrhoea.

Bottle feeding an infant means that powdered milk must be mixed with water and this means exposing new babies to water, which in Tanzania does not ‘arrive’ clean and sanitary. Most families get water direct from the lake and the risk of infection is high.

Is essential that proper training is given to all care givers about the importance of boiling all water which is to be used for making bottles and teaching them how to clean bottles effectively. This must be one of our highest priorities.