

Stichting Benjamin

geeft kansarme kinderen een toekomst!



Policy

Benjamin Foundation

2022-2026

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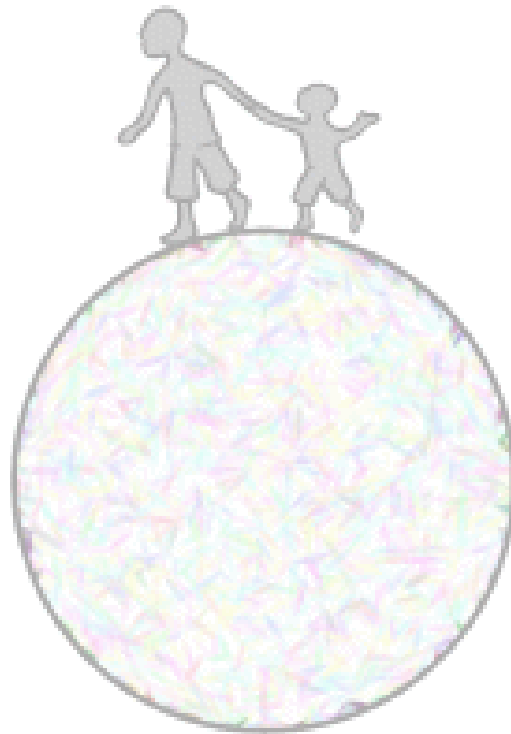




Introduction

The Benjamin Foundation was founded on a private initiative. Its founder, Cees Dros, a retired businessman, was born in 1930. As a three-month-old baby, he was adopted by an elderly couple aged 54 and 64. His foster parents sheltered Jewish people in hiding during The Second World War and in order to guarantee the safety of their foster child, he was temporarily placed in children's homes. In his successful years, he has made a financial effort to offer vulnerable children the prospect of a better future.

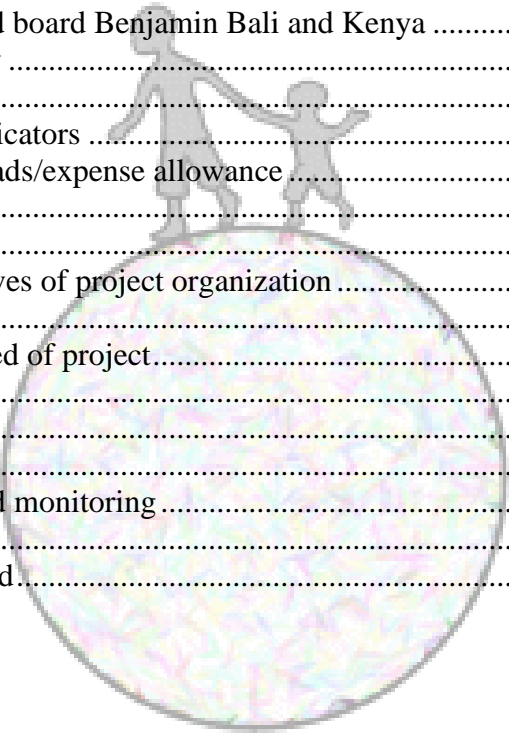
His earlier made promise he has given shape through **the Benjamin Foundation**. Sadly, he passed away in 2012.





Index

- Introduction 2
- Index..... 3
- 1. Mission and Vision, Policy and Strategy 4
 - 1.1 Vision 4
 - 1.2 Mission 4
 - 1.3 Policy and strategy 4
 - 1.3.1 Current situation and developments in the region 2017-2021 4
 - 1.3.2 Policy 2022-2026 5
- 2. Structure of the foundation..... 6
 - 2.1 Income 6
 - 2.2 Board of the Netherlands..... 7
 - 2.2.1 Tasks and responsibilities..... 7
 - 2.2.2 Working method..... 7
 - 2.3 Governing abroad 7
 - 2.3.1 Foundation and board Benjamin Bali and Kenya 7
- 3. Way of working/Policy 8
 - 3.1 Objectives..... 8
 - 3.2 Success factors/indicators 9
 - 3.3 Budget and overheads/expense allowance 10
- 4. New projects..... 11
 - 4.1 Identification 11
 - 4.1.1 Policy, objectives of project organization 11
 - 4.1.2 Target group 11
 - 4.1.3 What is the need of project..... 11
 - 4.1.4 Visit project 11
 - 4.2 Formulating 11
 - 4.3 Contract phase 11
 - 4.4 Implementation and monitoring 12
 - 4.5 Evaluation phase 12
- Annex Rules of The Board..... 14





1. Mission and Vision, Policy and Strategy

1.1 Vision

A world in which children do not have to foot the bill, but have enough to eat, are healthy, can develop at school, be equal and grow up in a safe, loving environment and have a fair chance of a future.

1.2 Mission

Supporting development projects with the target group of vulnerable/vulnerable (orphan) children financially and/or through knowledge, based on the pyramid of Maslow.

1.3 Policy and strategy

1.3.1 Current situation and developments in the region 2017-2021

Stichting Benjamin is active in the countries of Kenya, Tanzania and Indonesia (Bali) where various projects are supported. Spread over 2 regions East Africa and Bali.

Kenya: Benjamin Foundation is active in Kiambu and Kilifi county. Kenya is a country on the rise, but unfortunately still a very large gap between a rich top layer and a large poor layer. There's a lot of corruption that only makes the rich richer. Most of the people still live in rural areas and depend on their harvest. Unfortunately, there is often a shortage of water and a shortage of good agricultural techniques and knowledge. Agriculture is the cornerstone of society. If agriculture becomes more efficient and produces more, then there will be no more hunger and this large group will also have more to spend, which will also increase sale of other products and services and create a positive spiral throughout the economy. Due to the low morality/education, there is a lot of abuse, which usually children suffer from. Also, the old cohesion between families, clans, etc. has partly fallen away and has become more individualistic. Kenyans feel more involved with their tribe than their country, which leads to contradictions. Women often still have many children, often with different fathers. For example, 70% of families are one elder family (usually only the mother). Education and information are very important in combating poverty and greater cohesion within communities, so that more help is made for each other. The trend from the Kenyan government is to help children as much as possible in the home situation and to take in as few children as possible in children's homes for more than 3 years. The country is becoming more and more developed e.g. roads etc.

Tanzania: Benjamin Foundation is active in Tanzania in Kagera near Bukoba. In this region there is generally enough water for agriculture, but knowledge is still lacking especially in the field of nutrition. There is still a lot of corruption in Tanzania, but there are developments that they are being tackled more. There are no major contradictions between different tribes and more cohesion between compatriots and communities, which helps each other more. Morale is higher than in Kenya, making abuse less common. In Tanzania, in particular, education in all levels is still far behind the Western world and the surrounding countries. This translates into the steady growth of the country. The country can hardly train its own management layer yet. Managers who are there are often from neighboring countries or have studied there. The president has further isolated the country in recent years and there is less freedom to say what one wants, now that he died in 2021 it is uncertain what will happen next.



Indonesia: Benjamin Foundation is active on the island of Bali. In Bali, the biggest problem is poverty. One is largely dependent on tourism, which has been very declining due to a number of attacks in the past and corona. Right now, that's growing again. There is quite a lot of precipitation and access to water. Nutrition is generally not a problem, but the high cost of education is. As a result, parents send their children to children's homes so they can go to school there. However, the reason why children in Kenya go to a home (due to dangerous situation at home) does not apply here. In addition to education, medical procedures are also very expensive looking at income. In Indonesia, genetic influences cause many abnormal growths in children.

2017-2022: In recent years, the Benjamin Foundation has mainly focused on vulnerable (orphan) children, in most cases looking at the holistic picture of childcare in children's homes (nutrition, education, (medical) care, etc. and a number of projects entirely focused on health and nutrition, in addition, Stichting Benjamin has also started to focus on children and young people with intellectual/physical disabilities. These are always existing projects with a local organization, usually run by a Western person, but not necessary. Over the past 5 years, Stichting Benjamin has also devoted a lot of time to capacity building within the projects by their project advisor who spends a large part of the year in the projects. This includes well-organized transparent accounting, clear budget and monthly forecast update, policy and management, Monitoring and Evaluation and reporting and project management. During this period, project visits were made between projects to learn from each other, general meetings and training attended by all in East Africa.

In Bali, the children's home has finally been handed over to another organization Widhya Asih, which will continue to use it as a children's home, so the entire focus is now on health care there.

1.3.2 Policy 2022-2026

No new major projects will be added to the current portfolio in the coming years. In the current projects, the Benjamin Foundation strives for continuity, stability, efficiency and quality improvement.

Stichting Benjamin wants to continue building capacity in the coming years to further strengthen the projects. We also think it is important to continue cooperation between the various sponsored projects so that these projects can continue to learn from each other and strengthen each other and possibly specialize in certain parts. Especially for projects that work in the same region and have a similar target group. This makes it possible to work more efficiently and to help more children with the same budget. The way of reporting, budgets and M&E will also be further harmonised, so that projects work more equally. Just like using Apps for evaluation and impact measurements. It will become increasingly important to identify the root cause of problems in which the target groups find themselves in order to be able to work specifically on solutions with short-term, targeted interventions.

To achieve this, Stichting Benjamin will continue to organize training courses (especially in East Africa) between partner organizations and cross learning between projects. We are also looking at the (further) development of an App that can be used for all projects. The project advisor will continue to visit all projects in Kenya and Tanzania regularly and will hold monthly review meetings for evaluation and adjustments to the follow-up of the year. The project advisor in Bali will also continue to monitor the projects.



In addition to the fixed projects, the Benjamin Foundation will free up 10% of the "fixed project" budget for small 1-year project applications. Which can make more often an application, but are discussed annually. These projects do not have to fall within the fixed region, but they do have to fall within one of the following five groups.

The Benjamin Foundation will focus on 5 main areas:

1. Holistic approach to children (short-term stay children's home)
2. Education & development and skills
3. Medical (psychological and physical)
4. Empowerment parents (economic and educational)
5. Raising awareness

In **Bali**, the Benjamin Foundation continues to focus on the medical side through existing projects such as the medical bus that visits various homes and remote villages and sponsoring facial operations through the Smilehouse for vulnerable children.

In **Tanzania and Kenya**, the Benjamin Foundation is increasingly focusing on short interventions in which it is clear which problem is at play, with clear objectives/goals and a final result and evaluation (impact measurement). It is also important that the parents/caregivers and community (including government) also contribute and/or participate according to their capacity and are held responsible for the well-being of their own children. In doing so, we want to give organizations more flexibility in how they want to spend the money (as long as within our target group and objectives), so that they can use the amount where the need is highest and the largest number of children can be helped with the greatest impact at the lowest possible cost.

Stichting Benjamin does not do (new) construction projects, and mainly focuses on operational costs. However, the Benjamin Foundation considers maintenance very important for the current buildings.

2. Structure of the foundation

2.1 Income

The income comes from 1 sponsor of our parent foundation.

After consultation, it is possible for Dutch donors who support the same projects to transfer amounts to Benjamin, i.e.m. ANBI status, so that those 1 to 1 are transferred to the project in question. However, Benjamin Foundation wants to do more on networking in order to be able to enter into collaborations with other (family) foundations to link them to current partner projects or to forward applications that we cannot process. To help the partner projects raise more sponsor income in order to help more children.



2.2 Board of the Netherlands

2.2.1 Tasks and responsibilities

The board of Stichting Benjamin Netherlands currently consists of 5 people, who are responsible for the (daily) implementation. The 3 official tasks of chairman, secretary and treasurer /vice-chairman are in the hands of 3 persons. Furthermore, there are 2 board members with no direct task. The secretary is responsible for creating the agenda and minutes and The Chairperson chairs the meetings and the Treasurer is ultimately responsible for the financial settlement of the administration and annual report and audit. Furthermore, there is a project advisor, who monitors projects for a longer period of time to monitor them but above all to guide them through capacity building.

2.2.2 Working method

Meetings

The board of stichting Benjamin Nederland meets at least 3 to 4 times a year, in which we meet about the progress of the current projects, any new projects, the mutual cooperation. The meeting around September is to discuss the budget allocation and our own budget for the next year. In general, projects receive a fixed amount for the duration of their contract or if just started a growing budget to performance after yearly evaluation.

New projects

It has been decided not to take on new major projects in the coming years. However, there is an annual budget of 10% for one-off small projects. These do not have to fall within the defined region. However, priority will be given to projects in the region in the event of equal evaluation of criteria. Small 1-year projects are not in principle visited by a board member. Projects are assessed by objective (see 5 main groups), reliability, innovation and impact.

Monitoring

Each fixed project is visited at least once every 1.5 years, depending on the phase in which the project is currently (new or already long relationship). In the beginning, this can be up to 2 to 3 times a year depending on the need of Benjamin's project/wish. Monitoring the projects will be distributed as much as possible among the different board members (according to availability), so that all board members get to know all the projects and each can look at them in a different way (within objectives and guidelines of Stichting Benjamin). There will also be supervision and capacity building by a local representative of Benjamin, with multiple physical or online meetings.

2.3 Governing abroad

2.3.1 Foundation and board Benjamin Bali and Kenya

Both boards have been dissolved, local control has been chosen by project advisors in both East Africa and Bali, but funds is transferred directly on an annual or quarterly basis.



3. Way of working/Policy

3.1 Objectives

What:

Supporting local projects for vulnerable (orphan) children financially and/or through knowledge transfer (capacity building).

The following components can be considered:

One-off sponsorship (room for new applications)

One-off projects with a duration of less than 1 year can apply for a maximum of 10,000 dollars.

1. Education: improving and access to education, clothing/teaching materials/exams/etc.
2. Medical: Surgery of children, improve overall health children (e.g. also physio), education and mental/mental health care (such as counselling). This can also be for adults if they are unable to take care of their children due to their illness.
3. Family empowerment: economic and social empowerment from families to self-reliance.
4. Creating awareness for the problems of certain target groups.
5. Renovation or purchase of assets/equipment aimed at one of the above 3 points.

Structural sponsorship (no new projects)

1. supporting projects in whole or in part in their operating costs which fit within the four groups mentioned. This may be on the basis of a sponsor per beneficiary for a given intervention (based on costing per beneficiary) for an x number of beneficiaries.
2. We prefer shared sponsorship of projects so that they do not depend on a donor. Benjamin doesn't want to pay more than 50% of the total budget.

It is not the goal of the Benjamin Foundation to set up projects themselves but to look for local partners. These are always existing projects, or projects set up by an external organization.

Why:

In the world there are still, many children growing up in an unequal, unsafe situation, without caregivers, with a lack of nutrition, health care and education. More and more personal initiatives are being set up in various countries, which want to improve one or more of these topics. This requires funds .

When:

A structural project is first supported for 1 year by project advisor and board (after studying the project plan) with an option to extend for 1 year or 3 years. The project plan must include a clear exit strategy when the objectives have been achieved.

Where:

Projects can be found worldwide or request help, but for good manageability/monitoring of the projects, the projects have been chosen to bundle all fixed projects. 2 areas were chosen:

1. Indonesia (Bali)
2. Eastern Africa (Tanzania, Kenya)



One-off small project applications are processed from outside these regions. However, equal evaluation prefers projects from within the region.

How:

The request for supporting a project will always have to be done by the project.

Target:

Vulnerable (orphan) children* aged between 0-18 years**.

*

Vulnerable children, are children from families that are unable, to provide the children with their basic needs (food, drink, safety, health care and education). The emphasis is on orphans (no parents, or with 1 parent).

**

If the child is not yet on his own two feet when reaching the age of 18, the child will be supported even further until after obtaining a secondary school diploma/vocational training/follow-up operation. However, no new children are admitted over the age of 18.

There are also interventions that indirectly help children in this target group but are given directly to the parents/ caregivers. These are allowed, but only if there are 1 or more vulnerable children who are completely dependent on this person.

Who does what:

Projects are led by local initiatives/organizations (preferably a Western input/management). We take care of a (part) of the funds and often we support the projects with knowledge and guidance.

3.2 Success factors/indicators

For Stichting Benjamin, a number of success factors are important.

1. The project has a project plan and strategic policy, with clear goals and a plan on how to achieve these goals. Annual plans are made annually and annual budget.
2. In addition to having a positive impact on the immediate target group, the project also has an impact on the environment and contributes to an improvement in the local economy/prosperity by purchasing materials and products mainly locally and stimulating employment through the project.
3. the project should not have a negative impact/side effect on the local situation and should have a high level of support among the local population and administrators (chief, mayor, village elders, etc).
4. The project is the best possible solution for the local situation, corresponding to the culture, and in the best interests of the child in accordance with the Convention on the Rights of the Child. This means that it is first looked at that the child grows up in a home situation (with parents, 1 parent, immediate family, a host family, a family home, a children's village or a children's home in this order).



5. It is preferable to bring the help to the child instead of the child to the help. In general, safety, in lacking, is the most difficult to bring to the child, since this requires a change in behavior among the parents/caregivers or sometimes even a cultural change.
6. When placing outside the family situation/living environment, it is important that the child keeps in touch with his parents/family/living environment and religion and that all actions are aimed at placing the child back with the family/parents. Of course only, if this is in the best interests of the child.
7. The child should be free in preserving and practicing his religion, as this is important to return to the family.
8. The project is transparent and communicates in a timely and complete manner about both successes and failures.
9. The project uses the concept of quality management, and constantly evaluates (itself) and introduces improvements and works innovatively.

3.3 Budget and overheads/expense allowance

It is not legally possible to pay board members a salary for their board activities, but for other activities someone can be hired for a fee.

Board members can declare their expenses incurred for the foundation such as:

1. Travel costs (plane, km fee € 0.19/km, taxi)
2. Accommodation costs (hotel and meals, or when staying in a project a fixed fee per day depending on the country)
3. Expenses for envelopes, paper and ink
4. Postage.

Further overheads are:

1. Promotional costs (Website, business cards, etc)
2. Management costs: Accounting/administration/notary fees
3. Communication costs
4. Advice/Legal/contracts support (lawyer's fees)
5. M&E costs (supervision and capacity building)

Below is an indication of the cost structure in percentage terms.

	Part	% of the budget
1	Projects fixed	80%
2	One-off projects	8%
3	Capacity building	6%
4	Monitoring and evaluation	4%
5	General expenses	1%
6	Unforeseen	1%
7	Total budget	100%

1. Existing projects with 1 to 3 year contracts.
2. New one-year projects.
3. Project supervisor for capacity building, initiating cooperation projects and training.
4. Travel expenses and accommodation costs, reports and supervision



5. Website, printed matter, paper, postage, accounting fees, notary fees, etc.
6. Unforeseen for absorbing price increases, exchange rate fluctuations, etc. If not used, the amount is reserved for the following year.

4. New projects

When a project or organization comes to Stichting Benjamin for funding, the following steps are important to arrive at a good consideration as to whether or not to sponsor the project.

4.1 Identification

4.1.1 Policy, objectives of project organization

What are the policy and objectives of the project. These are in line with our own objectives, if these are different, the project will not suit our foundation. Also align the policies and objectives with those of the government of the country, where the project is located. If there is no agreement with the government, the chances of success are low. What are the risks of the project and how feasible are the objectives.

4.1.2 Target group

This also applies to the target group, it is important that it corresponds to the target group as we have formulated it. The project also meets the needs of the target group and a good assessment takes place.

4.1.3 What is the need of project

What does the project want from us, is this a one-off financing, a continuous financing or want to make use of our knowledge / expert or a combination. Does this need correspond to our policy and fit this need within our budget.

4.1.4 Visit project

If the above parts are unanimously considered positive by the board, a project advisor will visit the project several times (+/- 4 times). Where this person gains insight into the complete functioning of the project. For one-off donations, no visit takes place, unless this can be done in combination with other projects.

4.2 Formulating

After a positive recommendation and report from project advisor has been received by the board, the decision will be made on the basis of the submitted budget and extensive Project Plan in which way and whether Stichting Benjamin will support the project.

4.3 Contract phase

After this decision, a contract will be drawn up by a positive decision with regard to the duration of the sponsorship, amounts, deadlines and conditions.

In principle, a contract is concluded for the first time for one year, with an option to extend from 1 year to a maximum of 3 years (depending on the mid-term evaluation). 6 months before the expiry of the contract will be evaluated and decided to renew that contract



again for 3 years or less, which will be communicated at least 3 months before the end. For one-off projects, a contract is concluded or a donation is made without a contract immediately after a positive decision.

4.4 Implementation and monitoring

Various methods of monitoring will be used during the term of the contract.

Progress report

1. Four annual (quarterly) reports from the project, or for short projects a progress report and 1 final report. The following shall be reported in this report:
 - a. **Financial:** both the income (of all sponsors) and total expenses to be displayed per period, in addition the budget, the difference compared to the budget and in case of violations of more than 10% lower or higher an explanation per cost item. Is one in line with the budget. In addition, an overview of the budget for Benjamin and how much of it was spent.
 - B. **Progress:** the progress of the project is in line with the planning in achieving the objectives, any adjustments in the activities (which do not affect the end goal, but only the working method). A short update can be given per objective or activity in combination with the target group.

Financial reporting/budget

1. Monthly report with budget vs actual results and number of beneficiaries and forecast for the rest of the year with a management letter with explanation.

Visiting the project

All permanent projects are visited at least twice in the first year, of which the 1st time within six months, by as many different board members of Stichting Benjamin as possible. During these visits, the organization will be monitored on all facets and look at how everything works in practice. This is not a control but a way to show our interest/commitment in the project and to want to think along in solving any challenges.

A report is made of these visits for the rest of the board of Stichting Benjamin and only forwarded to the project after their agreement.

After the first six months, a global decision can already be made whether the contract will be renewed after one year for a maximum of 3 years, or whether the sponsorship will stop, or if there is too much doubt the project will be extended by 1 additional year to arrive at a good decision.

If the project receives an extension of 3 years, which means that the project is in line with its objectives and is developing satisfactorily, the project will be visited at least 2 more times in those 3 years.

In principle, one-off short projects are not visited.

4.5 Evaluation phase

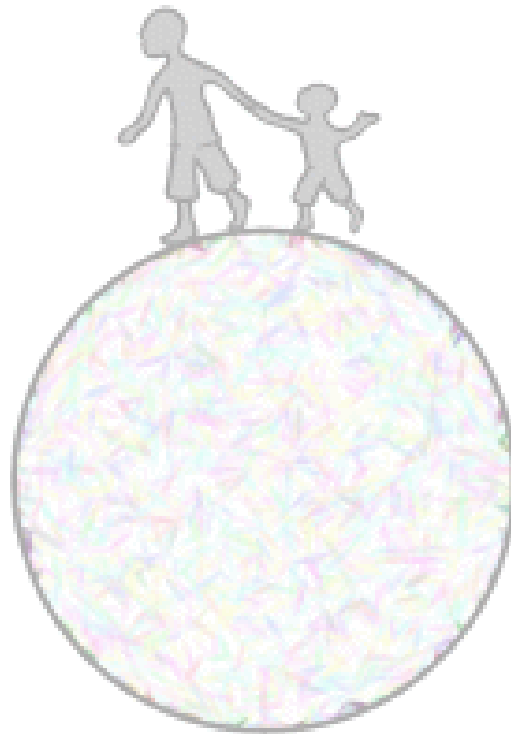
The Evaluation consists of 2 parts.

- An internal evaluation within Benjamin prior to the evaluation with the project.
- At the end of a project, a final visit will be made in which a comprehensive evaluation will take place on the basis of the results achieved. Even if a project is not completed, but the funding stops, a final evaluation will take place. This will look at whether all the objectives have been achieved and, if necessary, that targets have not been met.



There is also talk about mutual cooperation (which may also be discussed more often in the interim), how it is experienced on both sides. Finally, we will look at whether the organization/project will/can be worked with more often in the future.

- After this evaluation, the results will be discussed once more internally with all Benjamin board members.





Annex Rules of The Board

- Board members are expected to commit and act in the interest of The Benjamin Foundation and its policies and objectives.

Visits to projects

- Projects may not be visited privately by board members until the board has been informed and this does not adversely affect the relationship.
- Board members who visit projects have a function of monitoring/evaluation and are allowed to send a report with findings and recommendations to Benjamin's board on the basis of this. Only after their consent this report may be sent to the project. During the visit, findings may be discussed in a general sense with the project, but in the form of a dialogue.

Private financial aid

- Projects or parts thereof may not be supported privately in any way in cash (unless there is permission from the entire board), neither third parties/external organizations through Benjamin's projects.
- Children and employees of projects may not be given private money, on behalf of Stichting Benjamin.

Dealing with project (staff/children)

- Board members must comply with the applicable rules in all projects and, if desired, sign for them (v.b. child protection policy, safeguarding policy)
- Employees and children should all be treated equally.

