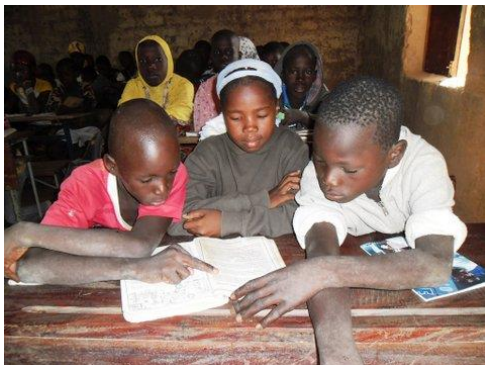




LEARNING OPPORTUNITY FOR EVERYBODY!



POLICY PLAN 2017-2021
– update 01.07.19

Van Doorn Foundation

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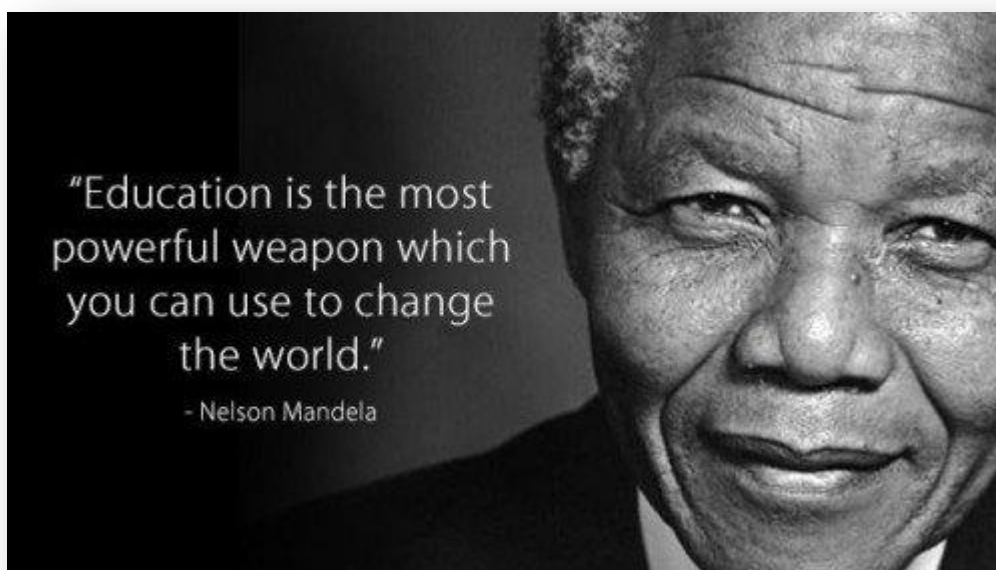


Introduction

The policy plan of the Van Doorn Foundation is annually updated and renewed every five years.

This fourth policy covers the period January 2017 - December 2021. The previous policy plan was evaluated and the principles for this policy plan identified in a special board meeting in March 2016 in the Africa Museum in Berg en Dal, The Netherlands.

This policy plan indicates the goals the Foundation has set for the period mentioned and how the Foundation intends to achieve these goals.



This policy covers the following topics:

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Goal and mission

The **goal** of the Van Doorn Foundation is to improve the self-sufficiency of vulnerable and disadvantaged youth in developing countries by providing access to education.

The **mission** of the Van Doorn Foundation is to enable vulnerable and financially disadvantaged youth in developing countries to pursue (vocational) training, in order to increase their chances to find jobs and to provide for themselves and their families.

The Foundation wants to contribute to the fight against poverty and sees education as an important tool in the battle against it. A (professional) training increases the chance of a job or profession and thus allows providing wholly or partially in someone's livelihood.

The Foundation implements its mission by funding the training / education of individuals belonging to the Foundation's target group and by entering into partnerships with organizations pursuing a similar objective.

Target groups

The Foundation distinguishes the following target groups:

1. Vulnerable and financially less fortunate young people (12 to 25) in developing countries that cannot pursue a vocational education without financial support, but are capable and well-motivated..
2. Local organizations in developing countries wishing to make education accessible for vulnerable and / or disadvantaged young people but who cannot achieve this goal without (financial) assistance.

Partners

In addition the Foundation has the following important partners:

1. Sponsors and donors (both companies and individuals) that allow the Foundation - mostly with a financial contribution - to achieve its objective.
2. Organizations with similar objectives as the Van Doorn Foundation, with which it can cooperate.

Flashback

The Foundation has 15 years of experience with study funding. Since its inception in 2001, 250 young people received a scholarship:

- In Asia (Indonesia - Sri Lanka - Nepal) 100 young people received scholarships that gave them the opportunity to attend secondary school, lower, middle and higher vocational training or university education. Among them about 60 orphans in Papua (Indonesia) that can pursue training at various schools and some 10 disabled children from a hostel in Colombo (Sri Lanka) who obtained access to special education.
- In Africa (Kenya - Uganda - Tanzania - Rwanda - Senegal – Ghana - Gambia) 150 young people received a scholarship among them about 55 young people from poor families from the slums of Nairobi (Kenya) got access to the Outering High School.



Other achievements of the Foundation in the past five years include:

- In Nairobi (Kenya) the purchase of school furniture improved access and quality of secondary education for young people from the slums;
- In Dagoretti near Nairobi (Kenya) the construction of a craft school provided about 50 street children access to training in car mechanic, electrician, tailoring, knitting and embroidery;
- In Lodwar (also in Kenya) towards to the border with South Sudan the purchase of teaching materials improved the training of teachers;
- In Colombo (Sri Lanka) grants improved access to special education for the mentally handicapped improved;
- In West Java (Indonesia) grants and purchase of school furniture improved access and quality of vocational training for school dropouts;
- In Kigoma (Tanzania) with financial support from Share4More (Rabobank employees' participation fund) a vocational training centre was established for girls whose parents were deceased to HIV / AIDS;
- In Mwanza (Tanzania) a professional training centre was established especially for young people who risked ending up in prostitution / crime;
- In Mugumu (Tanzania) a training near a 'Safe House' was established where girls fleeing for female genital mutilation and other gender-based violence, find a safe shelter;
- In Shinyanga (Tanzania) vocational training centre was established for the most vulnerable young people in society: school dropouts, orphans, the disabled and young people with HIV / AIDS;
- In Homa Bay (Kenya) a centre for horticultural education was established for orphans from the Lambwe Valley;
- In Koforidua (Ghana) the purchase of teaching aids (tool kits) provided unemployed youth an opportunity to attend an internship and subsequently setting up their own business;
- In Noukoura (Mali) with financial support from Share4More and the Fair Share Foundation basic education was made accessible to girls and primary education was expanded with lower horticultural education;
- In Nakifuma (Uganda) a professional training centre was established for unemployed rural youth.

In 2012 only 10% of the scholarships were for vocational education, 90% were for general secondary and university education. In 2016, 70% of the scholarships were granted to vocational training or professional education. This is a result of the Foundation decision in 2011 to put more emphasis on the funding vocational training, because the chance to get a job with such training is greater.

Also the support of local organizations with an educational objective has in recent times gradually shifted from supporting institutions for general education towards supporting institutions that enable more specifically vocational training for vulnerable and disadvantaged young people.

It is an ongoing challenge to reach vulnerable and disadvantaged young people who are less familiar with the Internet and are therefore less able to submit themselves an application for study funding. The Foundation is therefore constantly looking for solutions.

To filter the right target group from the submitted applications we adapted in 2016 to the application forms, to allow better to assess the family and income situation and living conditions of applicants. By using a scoring system we are now better able to filter the most vulnerable and disadvantaged young people from the applicants.



Organisation

The Foundation has a board, advisors and contact persons in the target countries who all work as volunteers. None of them receive a remuneration or reimbursement for travel or accommodation expenses. The organizational culture is informal and decisions are taken by consensus.

Board

The Board (consisting of six board members) meets at least once every three months and discusses the policy implementation, identifies actions and strategies and distributes the action for policy implementation.

Applications for study and project funding are not discussed in the board meetings. Applications for study and project funding are managed by the secretariat of the Foundation. The secretariat sends twice a year (June and October) all applications (for study and project finance) received until that date to the board members who are then asked to rate / score the applications. Based on the combined score / rating of all board members, applications are accepted or rejected.

For project funding the Board appoints, depending on available capacity, a board member to take responsibility for the provision of the necessary technical assistance, fund raising or monitoring.

Intermediaries

For the sake of a good and clear communication and to prevent corruption and malpractice in the case of study funding, contacts are identified with the relevant educational institutions. These contacts will be asked to judge the urgency of study funding and to inform the foundation on student registration and progress of the student's education. The Foundation pays the tuition fees directly to the educational institution, in local currency, on the bank account of the institution.

In the case of project funding, contacts are identified with local authorities. Through these contacts, the local government is asked to consent to the proposed project activity. The project funding is in principle paid directly to the suppliers of goods, in local currency, on the bank account of the supplier.



Communication policy

The Foundation is a voluntary organization, with an internal culture and communication that it is characterized by informality. Because the people involved are not many (six board members and three advisors) internal communication is mainly done through email and the four annual board meetings.

External online communication is for the Foundation of great importance for fundraising particularly for the "small projects". Sponsors and donors have to be approached, to be encouraged to donate but also to be kept informed of what happened to their contribution.

In its external communications, the Foundation wants to present itself with a clear profile:

The Van Doorn Foundation:

- is a small voluntary organization;
- makes virtually no overhead (e.g., work-visits on own account, website building and hosting by means of sponsorship, etc);
- collaborates with local partners;
- focuses on small projects with substantial and lasting impact
- is a reliable partner (does what it says);
- has a clear mission and objectives and actively seeks to achieve them;
- has no political ambitions and has no politically sensitive viewpoints;
- emphasis on positive action (not deliver on what is not, but trying to achieve what is desired).

The objective of external communication by the Foundation is:

- increase brand awareness of the Foundation
- attracting fans, sponsors and donors
- providing sponsors and donors an opportunity to posting up (CSR) with the Foundation
- keep interested parties (especially intermediaries, sponsors and donors) informed of the activities of the Foundation (in particular with respect of the use of funds collected)
- provide disadvantaged young people in the target countries that meet the criteria for an individual study funding, the opportunity to submit an application
- provide education-related institutions in the target countries that meet the criteria for a financial support, the opportunity to submit an application

To support the implementation of this policy the Foundation prepares each year, since 2012, an annual communication action plan. This action plan specifies how communication will contribute to the objectives of the Foundation (required activities, resources, etc.).

Sponsors will be offered the opportunity to posting up with projects of the Foundation. The Foundation gives also attention to her sponsors, e.g. using its (online) communication means provided that no extra costs have to be made.



Ambitions 2017-2021

Student funding will be granted in principle only for lower, secondary and higher professional education. This earlier chosen strategy will be continued as general secondary and higher / university education for young people from the slums in many cases only results in white collar unemployment.

In the coming policy period extra efforts will be put into reaching vulnerable and disadvantaged young people who have no access to or are not familiar with the Internet but who would like to follow a vocational training. The Foundation will among others ask the training institutions with which it works already together and organizations that support for instance street children, to be an intermediary for these young people.

Supporting local organizations should make vocational training better accessible to vulnerable and disadvantaged youth. The Foundation will, in this policy period, more seriously see to it that this is indeed realized.

Furthermore, the Foundation will support local organizations that have vocational education goals with:

- technical assistance;
- financial means for the procurement of teaching and learning aids; and
- setting up apprenticeships and internships programs for on-the-job training (so that the labour market becomes better and easier accessible for young people).

For this reason, the Foundation is seeking concrete ways to cooperate with organizations that can play a role in this. Examples include the organisations Tools for Solidarity, Gered Gereedschap, Tool to Work and Tools to Change, all organizations that could eventually provide (refurbished) equipment and tools to the local organisations that are supported by the Foundation.

Study Funding

The Foundation will in principle only consider applications for study funding vocational and professional training¹. Applications have to be submitted three months before the start of a study or training. The submitted applications will be reviewed no later than two months before the start of the study or training. The applications are assessed using a scoring system on the following aspects:

- Age
- Gender
- Family, income and living conditions
- Learning capacity²
- Type of education or training
- Cost of education or training
- Job or work prospect

The Foundation is funding lower vocational or craft training (such as for carpenter, bricklayer, electrician, mechanic, hairdresser, tailor), secondary vocational or professional training (such as for bookkeeper, cook, computer technician, nurse, midwife) and higher professional education (such as for teacher, medical doctor, architect, horticulturist, etc.).

¹ Vocational training and professional education is defined as any form of practical and theoretical education which prepares for exercising a profession, trade or employment, or teaches the necessary skills for such a profession, trade or employment.

²For higher education, the applicant's prior education will be reviewed to assess the applicant's learning capacity for the study (and not eg. because of too low marks chooses for an expensive private education).



The maximum study funding (scholarship) per student per academic year has been set at € 500. The Foundation only contributes to the study expenses or tuition fees (and not for accommodation and cost of living). The Foundation also does not fund school fees or tuition fees arrears.

The Foundation will allocate in 2017 an amount of € 9,000 (\pm 30 scholarships) for study funding, a budget that will gradually increase to € 12,000 (\pm 40 scholarships) in 2021.

Grant agreements will be signed with the students that have been awarded a scholarship, in which among others the reporting obligations are defined (accountability for the expenditure of funds) and duties to make material available (videos, pictures, articles) for fundraising purposes.

Beneficiaries of study funding or alumni may act as ambassadors to encourage sponsors or donors to support the Foundation. The Foundation will explore in the coming years the best way to implement this policy.

Geographical focus

The Foundation will focus its support on young people in Africa. And, since the Foundation considers it important to maintain contact with the educational institutions and projects it supports and wants to be able to visit them regularly, the Foundation has, out of capacity considerations, decided to focus on seven countries, namely Cameroon, Ghana, Kenya, Mali, Tanzania, Uganda and Zambia.

Project Funding

The support that the Foundation offers to local organizations with vocational education goals may consist of:

1. Technical assistance (to prepare a policy plan, business plan, training modules, financial administration and management of the institution) and
2. Financial support for starting up new vocational training programmes (e.g. start-up costs, purchase of teaching and learning materials, equipment and tools, the initial month's salaries of teachers, etc.).

The Foundation will in principle not provide financial support to the construction of new schools or classrooms.

The main criterion to support local organizations is to improve *accessibility of vocational education for vulnerable and disadvantaged youth*. Accessibility has primarily to do with the fees youth has to pay for vocational education. The targeted amount of school fees will be an important criterion in assessing applications for project funding.

Accessibility has also to do with the availability of training centres. The Foundation may give priority to e.g. the establishment of new training programs in areas where these are not yet offered or not offered to the underprivileged. The provision of bicycles for pupils / students also belongs to the possibilities.

The Foundation also wants to pay special attention to increasing employment opportunities by assisting local organizations in developing apprenticeship and internships for on-the-job training. This may facilitate access to the labour market. Providing tools in the form of a micro-credit is another possibility which allows young people to start up their own small businesses.



When assessing applications for project funding, the Foundation will pay attention to:

- Experience of the organization
- Recognition of the organization
- Availability of a policy plan for the organization
- Insight in the finances of the organization
- Type of project (aimed at vocational training / professional education)
- Project costs
- Feasibility and sustainability of the project
- Accessibility vulnerable and / or disadvantaged youth

The maximum project funding amounts to € 5,000 per project. The funding of multiple small projects, one after the other, for the same local organization belongs to the possibilities.

The Foundation will allocate an amount of € 20,000 (4 projects) for project funding in 2017, a budget that gradually will increase to € 24,000 (6 projects) in 2021.

Grant agreements will be signed with local organizations that have been awarded a grant, in which among others the reporting obligations are defined (accountability for the expenditure of funds) and duties to make material available (videos, pictures, articles) for fundraising purposes.

Beneficiaries of project funding may act as ambassadors to encourage sponsors or donors to support the Foundation. The Foundation will explore in the coming years the best way to implement this policy.

Geographical focus

Similar as for study funding, the Foundation will focus project funding on seven countries in Africa, namely Cameroon, Ghana, Kenya, Mali, Tanzania, Uganda and Zambia.



Financing

The annual budget of the Foundation will grow during the next policy period from € 29,000 in 2017 (i.e. € 9,000 for scholarships and € 20,000 for project subsidies) to € 36,000 in 2021 (i.e. € 12,000 for scholarships and € 24,000 for project subsidies).

Sponsors and donors

The Foundation has several partners (enablers) in connection with fund-raising, each of them requiring its own approach:

- *Potential, private donors and sponsors from the inner circle of family, friends and colleagues of Board members.* They will have to be approached as much as possible in the manner that is customary in the relevant relationship (direct, verbal, social media, etc.) and preferably at least by the person that has the personal relationship.
- *Potential, private donors and sponsors with whom there is no personal relationship* are mainly approached using crowd funding and fundraising activities and events (for instance a fundraising action on King's Day, at school, in a sports club, in connection with birthdays / anniversaries, etc.) for which the Foundation uses social media.
- *Businesses and Charity Funds* that are actively approached by the Foundation with requests for funding. With (larger) sponsors a person within the Foundation will be designated as relationship-manager and through him / her most / direct communication will take place regarding project funding (e.g. progress reports, financial accounting, etc.). A permanent contact person who builds a relationship with the sponsor gives confidence and a better chance of maintaining the relationship.

Basically, anyone can become a sponsor, with the exception of the parties that have goals or carry out activities that are contrary to the philosophy of the Foundation, or with a proven negative image that can cast a slur on the image of the Foundation. In those cases, the Foundation reserves the right to waive the sponsorship.

Fundraising

The Foundation takes a large part of the financing for its own account and from the Addo Kranendonk Fund. The external fundraising for the Foundation is limited to financing 2 projects (± € 8,000 per year)

- by submitting funding applications to charity funds and / or companies; and / or
- by organizing events, fundraising campaigns, crowdfunding (e.g. at Christmas, King's Day, etc.).

Instead of fundraising for full financing of two projects, funds may also be raised for partly-financing of several projects (for example, by raising funds for toolboxes, sewing machines, etc.).

To support the implementation of this policy, the Foundation draws a fundraising strategy for the same period (2017-2021) and annually a fundraising action plan. The aim of this strategy and action plans is to annually materialize the aspirations and the necessary activities.



Financial plan

The Foundation withdraws annually an amount for study funding and overhead from its deposit (founder's contribution capital at the establishment of the Foundation, consisting of proceeds on sale of shares and real estate of restaurants). The annual bank charges, mailbox and web hosting costs of the Foundation are estimated at € 1,000. Projects are funded from the Addo Kranendonk Fund and by sponsors.

The budget of the Foundation is presented in the table below:

	2017	2018	2019	2020	2021
STUDY FUNDING					
Scholarships	30	35	40	40	40
€	9,000	10,000	11,000	12,000	12,000
VDS	9,000	10,000	11,000	12,000	12,000
Sponsors	0	0	0	0	0
PROJECT FUNDING					
Projects	4	5	6	6	6
€	20,000	22,000	24,000	24,000	24,000
VDS	4,000	8,000	16,000	16,000	16,000
Donors	16,000	14,000	8,000	8,000	8,000
OVERHEAD					
Webhosting, bank charges, etc.	1,000	1,000	1,000	1,000	1,000
TOTAL	30,000	33,000	36,000	37,000	37,000