

MEMORANDUM OF UNDERSTANDING

between

Catharina Foundation Netherlands (in Dutch: Stichting Catharinafonds)

and

Catharina Foundation Namanga

Context

Situation:

- Area: working terrain is Namanga Division, part of Kadjado Central Constituency. This is a mainly Maasai community with more mixed tribal and regional cultures in Namanga Town.
- Schools: now there are (in estimate) 35 primary schools in the division (10 supported already by Catharina Foundation), and an estimate of 80 to 100 ECD's. There are also 5 secondary schools, most private and boarding. There is 1 public secondary boys-school (Kiluanji) and a start up of Namanga mixed day secondary school (since 2007).
- Enrollment/catchment is estimated at average 50% on ECD-level and in primary schools. Enrollment in secondary education is scarce.

Challenges faced:

In 5 years time a doubling of capacity is needed on all levels of education (ECD, primary and secondary), apart from a needed polytechnic school for professional training and education.

Mission, goals and developmental approaches Catharina Foundation:

Our mission is to support the Namanga region and its (mainly) Maasai population and in realising the UN-Millennium goals for their specific situation, in which improvement of education is a prime aspect. In this, we are striving for sustainable self-supporting situation of the Maasai-population in the region, in reaching a fair share of global wealth distribution. We also strive for an optimal mix of new opportunities offered by education and the strengths of traditional Maasai cultural aspects and values, within the changing environmental conditions and cultural composition.

Our goals are:

- improve participation in education, specifically of girls, in ECD, primary schools and secondary education (both general and vocational);
- improve level of education: higher academic levels, specifically end terms standard 8;
- improve changes of disadvantaged, specifically mentally handicapped;
- enhance societal and civic participation, of elders, parents, chiefs.

We are concentrating on three main lines of developmental support:

- capacity building: strengthening of self support capacity and self responsibility and strengthening policy making and operational capacities of NGO and its network, including regional government, and of the schools and their stakeholders
- building and school facilities: financing and realising class rooms, dormitories, staff housing, water supply, and additional food supply in times of scarcity;
- quality improvement: competence development of teaching staff, supply of teaching materials and methods, books/library.

A specific focus is at education for handicapped children, in building Special Needs Units and workshops for vocational education for the handicapped.

Catharina Foundation Organization structure

Catharina foundation has a double structure, consisting of a Kenyan/Namanga Division and a Dutch branch:

- Netherlands: Catharina Foundation Netherlands (In Dutch Stichting Catharinafonds)

- Kenya: The NGO Catharina Foundation Namanga and the operational organisation in Namanga.

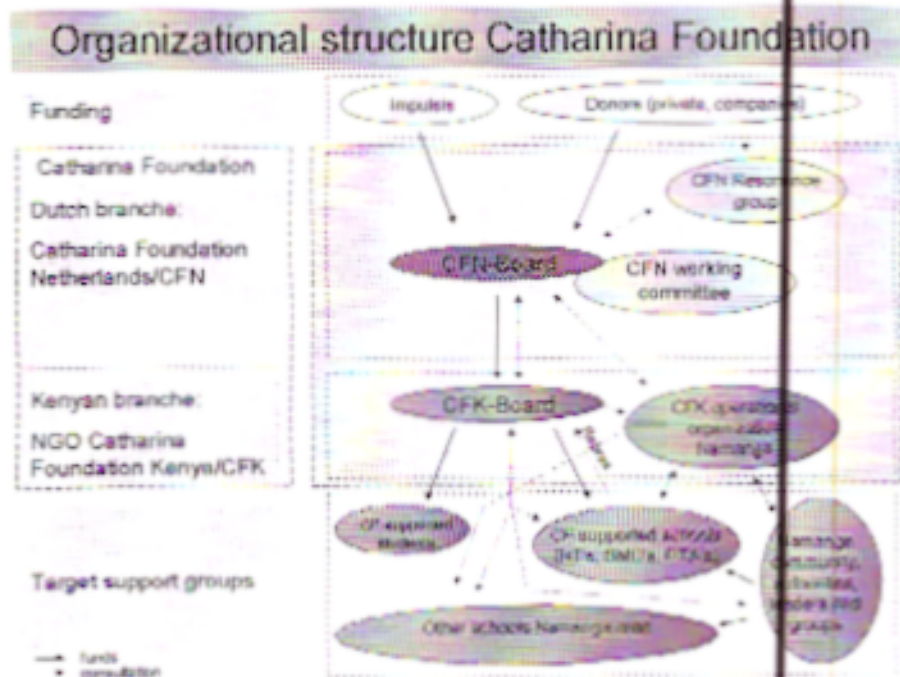
Catharina Foundation Netherlands (CF Netherlands)

The most important focus of the Dutch branch is on the raising of funds for the support of the schools we want to help, canalized via NGO CF Namanga.

Specific roles of CF-Netherlands are:

- formulating policies on the semi-long run (3 years) and yearly operational policy plans and year-budgets;
- national and international representation to obtain support for the mission and goals of CF;
- constructing a strong group of reliable sponsors, both private and from business enterprises;
- raising funds for projects.

The Dutch branch consists of a board (minimum 3 members), all volunteers. Its operational actions the board is supported by a number of flexible workgroups. Twice a year the policies are discussed with a resonance group representing the sponsors.



Catharina Foundation Namanga (CF Namanga)

Catharina Foundation Kenya's most important focus is on the implementing of strategies as determined in dialogue, but formally authorized by CF-Netherlands, and resulting projects. CF Namanga is the implementation partner of CF Netherlands.

Specific roles of CF Namanga are:

- local coordination of the implementation of projects;
- keeping accurate financial reports on funds received and expenditures made
- timely reporting of finances and progress in projects to CF Netherlands;
- local representation to reinforce the position CF Namanga, to build up a strong local/regional network and to obtain support for the Strategic Development Plans of the

schools (such as lobby at CDF, the constituency development fund and divisional authorities), to foster project realisation;

- collecting relevant data of the schools, related groups and the area CF works in (Namanga Division) necessary to properly determine a strategy, together with CF Netherlands;

CF Namanga consists of an NGO-board and an operational organisation:

CF Namanga board:

- CF Namanga is a formally registered NGO, which operates under the appropriate Kenyan regulations for NGO's
- The board consists of a minimum of 7 board members (volunteers) who represent the necessary expertise and the network to regional parties in South Kenya, Namanga Division. Board members are Namanga area representatives able to reinforce the CF Namanga network and other representatives proposed by several related parties (schools, head teacher, school management teams) which are represented;
- To underline the cooperation between CF Netherlands and CF Namanga, the secretary of the Dutch Catharina board is always formal member of the CF Namanga board, and as such has the right to co-decide on all issues and receives all documents (agenda, minutes) of the meetings. He receives agenda and other relevant documents at least one week before the meeting, and afterwards the draft-minutes.
- Appointment of board members is done by selecting of interested and qualified persons. When appointing new board members, a recommendation is presented to CF Netherlands board, which has to authorise this appointment.

CF Namanga Operational Organisation:

- In Namanga area an operational coordination and support organisation is constructed, which aim is to coordinate the development projects. The structure of this CF-OO will be determined by a process of growth, which is monitored frequently regarding the state of affairs and possible support needed. At this moment (September 2010) the CF-OO will consist of:
 - a local coordinator with specific tasks in project coordination and financial representation (supported by an administration office);
 - a capacity building officer, who's main task is to develop and implement all capacity building activities;
 - a field support assistant, paying specific attention to community relations
 - some support staff to assist the CF-OO's operations
- Formal and financial agreements
The CF OO employees are employed by CF Namanga board, which operates as formal employer. Employees are hired based on written employment contracts. Initially these contracts are temporary (1 year, 1 January 2009 - 31 December 2009). Based on a mutual evaluation (performance interview individual and as a group) a decision will be made regarding continuation in the consecutive years. Salaries and organisation costs will be covered by CF Netherlands to CF Namanga, as far as fund raising allows.
- Communication and reports
The coordinator of CF-OO reports directly to the CF Namanga board. In practice, contact with the secretary of the CF Namanga board is direct and frequent. Every month a financial report and a project progress-report are made by CF-OO and discussed in the CF Namanga board.

Prevention of corruption and misconduct

All means raised by Catharina Foundation Netherlands are either from private or company donations or from public government support of these. This lays an extra responsibility to prevent all risks of financial misconduct and/or corruption. To minimize these risks all CF Namanga Board members and all staff hired by the board (either temporary or on contract) are required to sign to anticorruption and misconduct statement.

Responsibilities and distribution of authority

- ***Middle-long term policy plan:***
Choices regarding policy and strategy are determined in a three-year (middle long term) policy plan. This plan is based on open minded discussions, both in and between the boards of CF Netherlands and CF Namanga, and on discussions with and feeding from the schools (head teachers, SMCs, PTAs, community representatives and parents) and with the local leaders (chiefs and government representatives such as AEO, DEO, DO, counsellor et cetera).
These discussions supply the relevant information and direct the policy lines to be followed in the next three-year period. Concept plans are drafted and discussed and advice and suggestions for adaptation are seriously considered. The final authority regarding the middle-long term of the policy plan is with the CF Netherlands board, taking into account all relevant information and reactions given.
- ***Budgets and yearly project planning:*** Every year, before January 1st, an agreement is made between the boards of CF Netherlands and CF Namanga, directly related to the project planning linked to it. In the new budget, the results of the running year are taken into account. The financial situation (expected profits of donations and sponsoring, both institutional and private/business) determines mainly the total size of the budget for that year. The final authority for determining the yearly budget, both amounts and projects, lies with CF Netherlands board.
Priorities as indicated by the schools, discussed collectively in the circle of schools and proposed to the CF Namanga board, are discussed there. The weighed priorities are presented as an advice to CF Netherlands, and are the most important guiding line for choices regarding projects and expenditures. The CF Namanga board is responsible for giving this advice to CF Netherlands regarding priorities that are to be determined.

The agreed upon budget dictates expenditures in the year it concerns. This means no expenditures can be done which are not part of this budget. If extra expenditures are needed, a specific request has to be made to CF Netherlands which has to authorise this proposed expenditure.
- ***Monitoring and reports:*** The CF Namanga board reports to CF Netherlands every month regarding the expenditures and the progress of projects, and about possible adaptations and new aspects to be taken into account. Within 30 days of the end of each month these update reports are drafted, discussed and made available to the CF Netherlands board. They are discussed here and reactions are returned.
Failure to adhere to these reports, in content or in deadlines for delivery, leads to a delay in funding of CF Namanga.

Communication between CFN and CF Namanga

Effective and efficient communication is essential for the functioning of CF. We propose the following communication agreements:

- ***Operational questions:*** Operational contact regarding the projects, needed information and practical financial questions takes place between the CF Netherlands secretary and the CF-OO coordinator; the CF Namanga secretary and the chairman are kept up to date via cc-mails or verbally (by the CF-OO coordinator).
- ***Policy and budgets:*** Policy issues and anything related to this, such as budget, board composition, CF Namanga's employers role and the hiring and firing of CF-OO staff, and main policy lines to be followed, are discussed directly between CF Netherlands and CF Namanga board.

Reports and monitoring: financial and progress reports

Based on the year budget and the planned projects a report format is made. This format contains all current and planned projects that are executed in the current year, and budgets assigned to each project.

These monthly reports are made by CF-OO, directly after the end of each month. Operational procedures for this are as follows:

- all transactions, larger or small, must be accounted for. If small cash transactions are made (less than 1000 kes), record of this is kept in a petty cash book. If larger always an invoice is required;
- all financial documents are provided to the accountant as soon as possible after closure of the month, but not later than a week;
- the accountant makes an overview before the 15-th, and sends it to the board/treasurer;
- the board discusses and approves the financial report
- the CF-OO general coordinator drafts a progress report, and also sends this to the CF Namanga board for discussion and approval; before the 15-th of the next month
- the board sends both approved reports to CF Netherlands, before the 1-st of the next month.

Monitoring of goal achievement results

Every year, at the end of the school year if the exam results are available as well as the enrolment data of the next year, a CPI report is made (Critical Performance Indicators). This CPI report contains central achievement data, such as:

- the catchment level (total population of students in the catchment area contrasted with the amount of students attending school):
 - ECD age (4-6 year)
 - St 1-st 4 age (7-10 year)
 - St 5-st 8 age (11-14 year)
- In ECD's (all 'feeding' ECDs):
 - number of students (boys/girls)
 - number of students in the 'top class' that continue to primary school (transfer rate)
- Primary school:
 - number of students per standard level 1 to 8, and for boys and girls
 - drop out rate st 1-4 and st 5-8, for boys and girls
 - St 8 KPCE-level, boys and girls
 - Number of st 8 students going to high school

Agreed upon:

On : (date)

By the following parties:

Catharina Foundation Netherlands:

Chairman:
mr Ward Dekker

Secretary:
mr Jeroen Pool

Treasurer:
mr Hans Roerink

Catharina Foundation Namanga:

Chairman:
mr Sjaak Nannes

Vice-chairman:
mr Daniel Lantel

Secretary:
mrs Lois Pulei

Treasurer:
mrs Mary Marasua