



vrienden van
RWANDA

**2025-
2030**

Friends of Rwanda
Foundation

POLICY PLAN FRIENDS OF RWANDA FOUNDATION

2025-2030



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The foundation

The origin of the foundation's work goes back to 1907. The German Presbyterian Church started missionary work in three villages in Rwanda. One of those three villages is Kirinda in West-Rwanda. In the First World War Germany loses its colonies and Rwanda is placed under Belgian authority (1916). In 1962 Rwanda becomes independent. In the same year the hospital in Kirinda was built under supervision of Dr. Van Hasselt. In that hospital Elone Hellemans (now our honorary board member) worked for many years as director of the nurses' school. Besides her work she became active in education for the poorest children in the area. To formalize money flow and support she founded the foundation 'Friends of Rwanda' in the Netherlands in 1989.

The foundation has about 400 friends and befriended institutions who feel closely involved in the work of the foundation. The ties often go back decades. They are friends who have been active in Kirinda themselves, friends who were born in Kirinda, Rwandans who now live in the Netherlands and friends who feel involved with the work of the foundation for some other reasons.

Purpose of the Foundation

The aim of the foundation is to support Rwandan children who come from the area around Kirinda by providing education at our school (nursery and vocational school) and providing financial support to students in secondary, higher and university education. Furthermore, the foundation supports the inhabitants of the area in providing primary necessities of life (food, care, education). Examples are: contribution to pay the cost of health insurance and contribution to the cost of a national school feeding program.

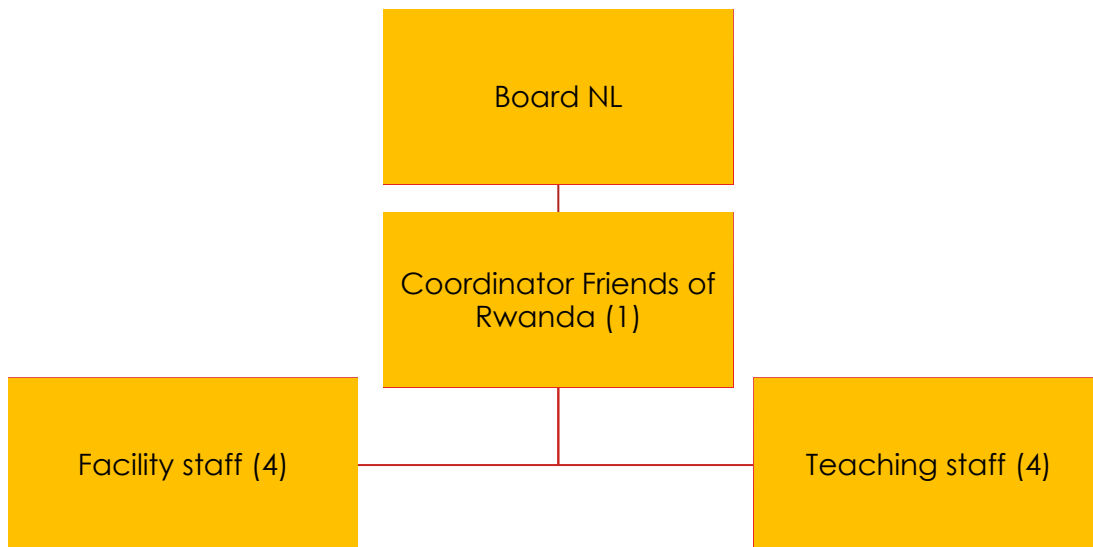
The foundation focuses on the poorest children and their families. At this moment the foundation supports about 200 students.

Board

The foundation is recognized as an International Non-Government Organization in Rwanda. The plans are being tested by the Ministry of Education in Rwanda. This ensures that our activities fit within the intended development of the government. Board members periodically visit the activities in Rwanda and speak with regional and local stakeholders with the aim of tailoring the activities as much as possible to local needs. The coordinator represents the foundation in Rwanda on the basis of a power of attorney from the Dutch board.

The Dutch board has 7 members:

1. President
2. Secretary
3. Finance
4. Fundraising
5. Communication
6. Liaison Officer (2)



Sustainability

Our foundation endorses the SDGs (Sustainable Development Goals). These are seventeen goals to make the world a better place by 2030. The SDGs have been agreed upon by the countries that are members of the United Nations (UN), including the Netherlands. The goals were set on the basis of global input from organizations and individuals.

The Sustainable Development Goals started in 2015 and will run until 2030. They are a global compass for challenges such as poverty, education and the climate crisis. They are the successors to the Millennium Development Goals, which ran from 2000 to 2015. Rwanda has integrated the SDGs into its national development agenda through the 'Vision 2050' and 'National Strategy for Transformation' (NST1). By coordinating our work with the government, we therefore contribute to achieving these goals to the best of our ability.

The activities of our foundation focus on the fourth goal: quality education.

Because primary education is already doing very well in the world, this goal focuses on primary, secondary and tertiary education. By 2030, all boys and girls in the world should be able to finish primary and secondary school. All men and women must also have access to affordable vocational, technical and higher education.

Activities in the Netherlands

Fundraising

The necessary resources are collected in the Netherlands. The donations come from natural persons and institutions (private individuals, schools, churches, municipalities, Rotary, thrift store, legacy, packaging, etc.). The board pursues a frugal financial policy: Almost all resources can be used for the purpose of the foundation. There is a large group of loyal donors to the foundation, but it is aging.

In this policy period, the policy in the Netherlands is explicitly aimed at self-management of the team in Rwanda; the Dutch board wants to govern on the basis of an annual plan that is drawn up by the team in Rwanda on which periodic reports are made. This prevents the Dutch administration from becoming too involved in operational tasks in Rwanda.

Communication

Traditional and new media are used for communication. At least 2 times a year a newsletter is distributed among the friends of the foundation.

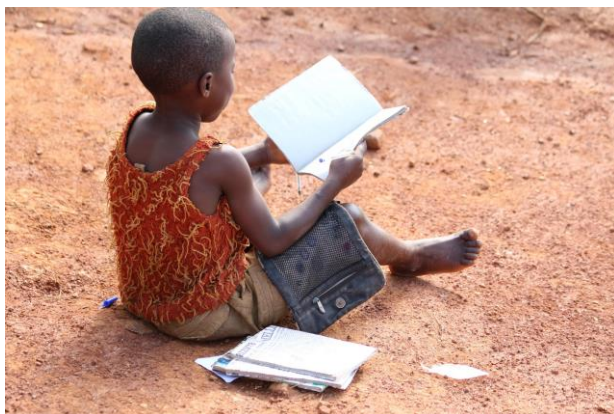
The foundation maintains contacts with the Rwandan embassy in the Netherlands and with the Dutch embassy in Rwanda. Our ambition is to further expand the network for the purpose of fundraising.

Remuneration policy

The board of the foundation works on a voluntary basis. This means that no financial or other compensation will be provided to board members or other parties involved. Expenditures incurred will be reimbursed on the basis of agreements made within the board. The foundation constantly strives to minimize costs.

Facilities in Rwanda

The foundation has various real estate properties in Kirinda. There are a few buildings, including a school: 'Centre Umubano' where preschool education is given, an Early Childhood Development Center (ECD), a vocational school with two classrooms, a meeting room and an office/warehouse. The other buildings are also used for educational activities. Furthermore, there is sufficient land available to expand the activities if necessary.



Activities in Rwanda

Every year, the treasurer, in collaboration with the coordinator, draws up a plan with the activities and budgets for the coming year (fiscal year as of July 1). This plan is submitted to the Dutch board and the Rwandan government for approval. Once every 5 years, a multi-year plan is drawn up. This is necessary for recognition as an International Non-Government Organization (INGO). The foundation focuses primarily on the following activities:

Alphabetisation

Education is given to adults who want to learn to read and write. Combating illiteracy contributes to the development of the area.

Nursery school

Toddlers from the surrounding area can go to the kindergarten at the Centre Umubano and to the Early Childhood Development Center. There are always many applications, the kindergarten is run by several particularly capable and enthusiastic kindergarten teachers.



Secondary education and vocational school

To give young people a better chance of finding a job in society, we support secondary school students in two ways:

- 1) Financial support to students who are in secondary education elsewhere (boarding school).
- 2) Provide facilities for young people in our own vocational school. The foundation currently has a sewing workshop. In consultation with the government, we periodically look at possible expansion of the training courses, of course within our possibilities.

Students Higher professional education and Universities

The foundation provides financial support to students from the Kirinda area who are following higher professional or university education. Usually this is in the capital Kigali where the students stay internally.

Selection of students

Our support focuses on children from poor families but who are promising because of their good school results. The students are selected by our coordinator in Kirinda in consultation with the local government. In this way, our foundation makes it financially possible for these children to develop their talents. During their studies, the students are closely monitored, including the school results.

Accountability and reporting

The foundation's financial year runs from October 1 to October 1, the same as the school year in Rwanda. Annual reports are drawn up in which the financial situation in the Netherlands and in Rwanda are accounted for. An short report with explanatory notes will be included in the newsletter. Based on the annual accounts, a budget for the coming year is determined. Every quarter, the coordinator reports to the Dutch Board on the progress of the activities based on the agreed annual plan. This report is discussed in the board and where necessary, corrective measures are taken.

Planning 2025-2030

Activities

For the coming years, we have formulated the following key areas and activities:

1. Reorientation of our activities on our own complex (sewing, carpentry). It is investigated to what extent the current supply of education matches the demand and the best job prospects. In January 2025, this was discussed with regional and local government officials in Rwanda. Meeting government requirements for quality and curriculum is a necessary prerequisite.
2. Strengthening governance in Rwanda with the aim of improving self-management and implementation of the management cycle in Rwanda.
3. Maintenance and expansion of the pool of donors. The current pool of donors is aging. That is why we are investigating new possibilities of resource acquisition.
4. Designing the communication and connection with the donors in a contemporary way.
5. The regular support of students at university and high school. These students come from the Kirinda area. It depends on the size of the donations, but the aim is to maintain and possibly expand the current numbers given the growing demand and need.
6. The continuation of the training center in Kirinda. This means that we pay salaries, maintain buildings, provide training, select students, etc.
7. Financially supporting activities that promote well-being in the work area, such as the school feeding program and paying for health insurance.

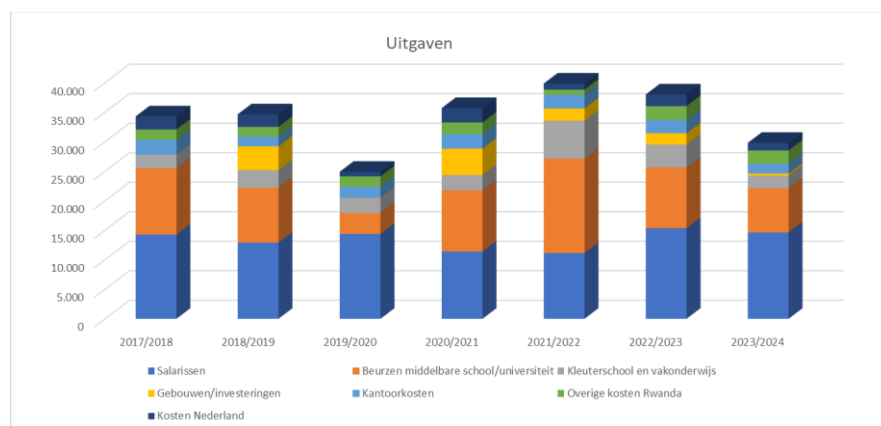
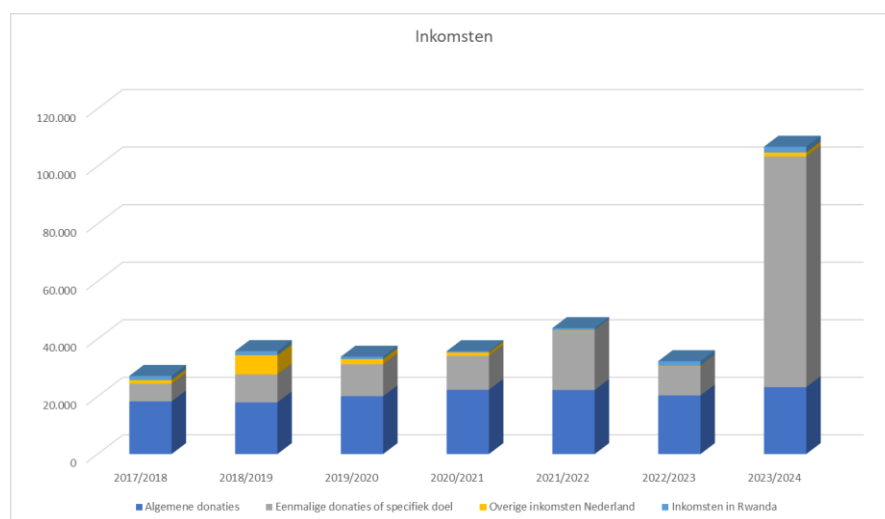
Progress on these seven key-areas is periodically monitored by us on the basis of information made available by our team in Kirinda.

Balans en resultaat

Jaarrekening 2023/2024- Begroting 2024/2025 Vrienden van Rwanda							
Inkomsten (EUR)				Uitgaven (EUR)			
	Begroting 2024/25	2023/24	2022/23		Begroting 2024/25	2023/24	2022/23
Inkomsten in Nederland				Uitgaven in Nederland			
Donaties en bijdragen eenmalig		80.188	10.100	Kosten nieuwsbrieven/website enz		1.034	1.310
Algemene donaties		23.246	20.374	Kosten vriendendag		0	305
Verkoop (-/- inkoop) Rwandese artikelen		868	146	Bankkosten/rente		240	361
Bankrente		508	0				
Subtotaal inkomsten in Nederland	50.000	104.808	30.621	Subtotaal uitgaven in Nederland	2.000	1.274	1.976
Inkomsten in Rwanda				Uitgaven in Rwanda			
				Salarissen personeel	18.000	14.626	15.350
				Zorgverzekering	500	82	359
				Overige personeelskosten	500	455	576
				Studiebeurzen middelbare scholieren	9.000	7.033	9.201
				Studiebeurzen studenten universiteit	1.000	462	1.095
Early Childhood Development		14	86	Kleuterschool	1.000	621	1.148
Schoolgeld kleuters		138	140	Groente/vee	1.200	1.132	1.479
Groente/vee		471	145	Naai-atelier	500	375	1.241
Naai-atelier		1.228	1.285	Aanschaf naaimachines	1.500	0	1.794
Diversen		150	0	Onderhoud gebouwen	400	369	138
				Bureaukosten Kirinda	2.000	1.651	2.255
				Advocaat	0	0	299
				Disaster contribution	0	1.708	769
				Overige kosten	300	0	271
				Bankkosten	100	15	67
Subtotaal inkomsten in Rwanda	2.000	2.000	1.656	Subtotaal uitgaven in Rwanda	36.000	28.531	36.039
Tekort			5.738	Overschot	14.000	77.004	
Totaal inkomsten	52.000	106.808	38.014	Totaal uitgaven	52.000	106.808	38.014
Balans per 30-09-2024							
Activa (EUR)				Passiva (EUR)			
Leningen aan personeel in Rwanda		0	197	Stichtingsvermogen begin boekjaar		73.971	78.550
				Valutaverschil/afronding		556	1.159
				Overschot/Tekort (-)		77.004	-5.738
Middelen in Rwanda		9.108	6.883	Stichtingsvermogen einde boekjaar		151.531	73.971
Middelen in Nederland		141.736	67.992	Nog te betalen salarisverhoging		1.500	0
				Vooruitontvangen bijdragen herstel schade noodweer		0	1.101
Nog te ontvangen		687	0				
Totale activa		151.531	75.072	Totaal vermogen		151.531	75.072

Samenstelling inkomsten/uitgaven afgelopen jaren

Inkomsten	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Algemene donaties	18.294	17.936	20.114	22.337	22.268	20.374	23.246
Eenmalige donaties of specifiek doel	6.138	9.745	11.084	11.787	20.675	10.101	80.187
Overige inkomsten Nederland	1.265	6.664	1.818	1.166	111	146	1.375
Inkomsten in Rwanda	1.473	1.449	811	459	721	1.656	2.000
	27.170	35.794	33.827	35.749	43.775	32.277	106.808
Uitgaven	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Salarissen	14.268	12.894	14.379	11.404	11.137	15.350	14.626
Beurzen middelbare school/universiteit	11.232	9.322	3.544	10.380	16.006	10.296	7.495
Kleuterschool en vakonderwijs	2.300	2.966	2.585	2.577	6.430	3.868	2.128
Gebouwen/investeringen	0	4.047	0	4.466	2.077	1.932	369
Kantoorkosten	2.516	1.653	1.892	2.500	2.294	2.255	1.651
Overige kosten Rwanda	1.763	1.637	1.737	1.937	887	2.341	2.260
Kosten Nederland	2.219	2.124	767	2.443	1.026	1.972	1.276
	34.298	34.643	24.904	35.707	39.857	38.014	29.805



Financial forecast

Inkomsten	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Algemene donaties	22.000	21.000	20.000	19.000	18.000	17.000
Eenmalige donaties of specifiek doel						
Overige inkomsten Nederland	1.000	1.000	1.000	1.000	1.000	1.000
Inkomsten in Rwanda	2.000	2.250	2.500	2.750	3.000	3.000
Totaal	25.000	24.250	23.500	22.750	22.000	21.000
Uitgaven						
	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Salarissen	19.000	19.500	20.000	20.500	21.000	22.000
Beurzen middelbare school/universiteit	10.000	10.000	10.000	10.000	10.000	10.000
Kleuterschool en vakonderwijs	4.200	4.200	4.200	4.200	4.200	4.200
Gebouwen/investeringen	400	500	500	500	500	500
Kantoorkosten	2.000	2.000	2.000	2.000	2.000	2.000
Overige kosten Rwanda	400	500	500	500	500	500
Kosten Nederland	2.000	2.000	2.000	2.000	2.000	2.000
Totaal	38.000	38.700	39.200	39.700	40.200	41.200
Te funden	-13.000	-14.450	-15.700	-16.950	-18.200	-20.200

This overview presents the annual deficit that remains after settlement of regular income and expenditure. This deficit must be covered from funds that have yet to be raised. At the beginning of this plan period, the financial reserves show a surplus of approximately € 50,000,-. These can be used to cover deficits in the coming years. If the funding is positive, it will give extra financial space to contribute to the health insurance of residents of Kirinda and/or scholarships of numerous students who want to take up further study. In the latter case, we will enter into multi-year commitments. There must then be some certainty of continuity in the funding.