Annual Report 2022



WWW.MACHEO.NGO INFO@MACHEO.ORG

VISION

"A SOCIETY WHERE CHILDREN LIVE HAPPILY IN A SAFE, CARING AND STIMULATING ENVIRONMENT THAT PROMOTES THE BEST OF THEIR POTENTIAL."

MISSION

"TO EMPOWER AND PROTECT VULNERABLE CHILDREN AND THEIR COMMUNITIES, SO THAT THEY CAN LEAD A BRIGHT FUTURE."

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Introduction

'I am excited to present to you Macheo's year 2022 annual report' here.

It has been a year of transition and growth. Like Macheo, Kenya has kept on recovering from the effects of the Corona pandemic and experienced highly anticipated elections with a peaceful transition to new leadership. Kenya's poverty rates are going down, from 36.5% in 2005 to 33.4% in 2022. At 1.9 % per year, population growth has been on the decline.

However, 54 million total population in 2022 means an annual increase of 1 million people. Kenya has a very young population facing many challenges.

As Macheo, we aim to be there for the most vulnerable in society that we can actually help, mostly these are children suffering but with at least one willing caregiver.

When there is no willing caregiver, the government needs to help in legal processes to address this. We assist the government.

When there is a caring caregiver, there are possibilities to help them to provide for their children. They just need some support, encouragement or guidance.

We are humbled to be priviliged to be there for them, as often as we can.

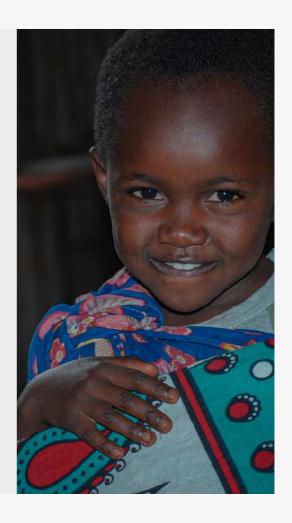
We are humbled

Being here in Kenya, working daily with motivated and dedicated colleagues, to experience how lives are being changed and how people are given second chances, fills me with a lot of gratitude for everyone who helped Macheo achieve what we achieve.

The Macheo family is big and growing.
This includes all volunteers who help raise funds for Kenyan children, especially in the Netherlands, United Kingdom and United States of America. It also includes all our partners who trust Macheo with resources to be able to help.
And, crucially, it involves all teachers, child protection officers, judiciary, police, hospital staff, etc, that we work with on a daily basis.

Thank you all so much, we are humbled by your trust.

Marnix Huis in 't Veld co-founder, managing director Macheo in 2022



About Macheo Childrens Organization



FOREWORD

Every day we have existed since 2005 we are confronted with the reason why we exist. We live with our clients and walk the journey with them. The people we work for are strong people, who often want the same we want for ourselves: a better life for their children and themselves.

Only difference between us and others is that we were lucky in the "lottery of life". Because of that, we are now in a position where we can lend a helping hand, an encouraging word, or just the company of walking a few steps together.

We can only do this because of the help of many supporters and partners, we are so grateful for your support!

This annual report aims to inform you about our progress and impact in 2022.





The year 2022

A REFLECTION ON THE BIG CHANGES IN 2022

2022 has been an eventful year. Nevertheless, a few major events stand out.

Changes in management

Two Management Team members took up new positions in other organisations after giving their best to Macheo for many years. A few months later we were joined by Celine Kamsteeg to strengthen our fundraising, This became the start of a small fundraising department with 2 colleagues.

On the 1st of October, Sarah Mbira joined Macheo as Operations director. This marked the trajectory that will see Sarah take over as managing director in January 2024.

Co-founder and current managing director Marnix Huis in 't Veld will continue in 2024 as director of business development, focusing on fundraising, communication and monitoring & evaluation.

These are big changes and opportunities for Macheo and we are all confident we are moving in the right direction.

We increased reach by growing our budget and impact by partnering with government departments and other organizations to reach more children and families in need. For example, Macheo got government waivers in hospitals in the provision of health care. We also had the judiciary of Thika mobilising various stakeholders to visit Macheo. This created visibility and credibility and also built networks for the benefit of the communities we serve. Also, a big medical camp was organised in Macheo's compound which benefitted over 200 people

New ways of helping

We feel responsible for maximizing impact for the clients who look to us for a chance to improve their lives.

This drives us to constantly develop and improve.

In 2022 two initiatives were piloted, and with adjustments both were successful.

We started a new pilot intervention to help **youth** find **employment**. Through presentation skills, cv writing, self confidence, basic computerskills, etc we help them increase their chances on the labour market. We see youth unemployment as one of the biggest challenges facing Kenya. In 2023 this will be a full part of our operations.

Next to this we started with our **Family Needs Based Method**. A new way of working that creates much more flexibility, focus on holistic results and fosters much more cooperation.

2022 is the year in which it proved itself to be possible. In 2023 we are further refining the methodology.

It is our belief and hope that, this way of working will be more and more important in the future for Macheo.

Our impact in 2022

THE INTERVENTIONS WE APPLIED TO HELP CLIENTS



We admit children into the Centre in Thika for protection and care.

It is our goal that on average a child will spend only 6 months in our residential care. While in our care we focus on 3 crucial aspects: working with the family and child to make it possible for children to return home safely, healing of trauma, and -of course-providing the children with a safe and stimulating environment for the period they live under our care. The purpose of our residential care is to provide a safe and secure environment for the rescued children as we prepare to return a child back to a loving family in the community.

After reintegration the **reintegrated children** and their families are still followed up and supported.

In some cases children can be placed into alternative family care & foster care, when available this is a much preferred option compared to temporary residential care.

Abandoned babies can be placed into

Macheo's baby house, from where they will move back to their biological, or extended, families or to adoption with Kenyan families.

With regard to abuse & neglect cases we work both to rescue children who are victims and stop the situation, we usually make a follow up with the juvenile justice system to ensure that justice is given to the abused children. We also work on prevention by giving children and adults information on children's rights and how to act to prevent, resolve or report.

Emergency family support can be given to families in case of an urgent crisis, to provide some relief, so that we can work together on a better future after people have regained their ability to focus on the longtime solutions.

Payment of school fees happens to ensure children, with a big emphasis on adolescent girls, are helped to access education. stay in school and prevent pregnancies and early marriages.

Our impact in 2022

THE INTERVENTIONS WE APPLIED TO HELP CLIENTS

Uniforms and **desks** can form critical barriers for children to enter school. By providing these we remove these barriers.

When children start their education late, they need some extra help to catch up. This prevents later drop out. Remedial teaching can provide this extra encouragement and attention to increase chances of children joining primary school at late age.

Healthcare is not accessible to everyone in Kenya. The barriers could be legal, financial or emotional. Macheo encourages clients, assists financially, and also lobbies for waivers of medical bills. This way, in 2022, we have been able to secure access to medical services and medication for 1,153 caregivers and/or children through our Individual health support work.



Malnourishment poses a serious threat to the longterm body and brain development of young children. We have employed a nutritionist who advises mothers on nutritional issues, provides supplements, monitors progress and can also refer to medical help if needed.

Preventing stunting has a lot to do with deworming and we provide that to children in the public schools we work with.

Many of our clients face mental health challenges which can be addressed through individual or group counselling. Macheo's team of qualified counsellors provide therapy, individually or in a group setting, which can - for example - be a family experiencing a traumatic event together. Group counselling can also be a class where certain behaviours or ideas need to guided.

Our impact in 2022

THE INTERVENTIONS WE APPLIED TO HELP CLIENTS

Often the root cause of parents being unable to provide well for their children is their economic situation. We help caregivers to start a business or find employment through the Family economic empowerment intervention.

Reproductive health and life skills training aims at equipping youth with knowledge about their reproductive health. We aim to prevent early sexual activity, menstrual poverty and teenage pregnancies.

16,259 Primary school children also learnt life skills through our **Sports & Games** work in schools.

Teenage mothers face several challenges at the same time, at a very young age. Macheo helps them in the journey to becoming loving and stable mothers, while navigating this difficult, usually unwanted, transition from childhood to motherhood. A decent place to live is crucial for the health and dignity of families. We assist with house repairs, beddings and other necessary items. This way we improve their **physical** living conditions.

School infrastructure in 2022 has carried out three projects; one kitchen and 2 toilet blocks were constructed by Macheo in public schools.

Through our work for vulnerable primary school children in the **School feeding** intervention 4,482 children received **lunch** at school and 6,575 children received **breakfast**. We have carried out this noble task in close cooperation with the Ministry of Education and provided this in 28 public schools, serving vulnerable children. Through sharp choices and efficient operations, Macheo has been able to provide a healthy lunch for only 26 Kenyan Shilling per day, and breakfast for 4 Kenyan Shilling.



Board & Management

THE PEOPLE DRIVING MACHEO IN 2022, SUPPORTED BY 82 FULL TIME AND 39 PART TIME COLLEAGUES



CELINE KAMSTEEG



JAMES MBARIRE
MONITORING & EVALUATION



JOAN MBURU
CHILD CARE, CHILD
PROTECTION, MENTAL
HEALTH



JULIE KARWITHA



KELVIN NTHENYA



MARNIX HUIS IN 'T VELD
MANAGING DIRECTOR



SARAH MBIRA
OPERATIONS DIRECTOR



SETH MWANGI
HEALTH, FOOD & NUTRITION

Macheo's board in 2022 has fulfilled its role of independently supervising and guarding Macheo's government. They have been a source of inspiration for Macheo's Management Team and have appointed the independent auditors, approved the budgets and received the audited accounts.

We are grateful to them. The board in 2022 consisted of:

- Josphat Ngaira Musembi, chairman
- Jennifer Wanjiru, treasurer
- Dirk-Jan Koeman, board member

Macheo's Management Team has seen changes in 2022.

We started the year with a team of 6: Anastacia Kimemia, Annastacia Mwenzwa, Joan Mburu, Julie Karwitha, Marnix Huis in 't Veld and Seth Mwangi. Celine Kamsteeg joined Macheo during the year.

On 1st of October Sarah Mbira joined Macheo as Operations Director, working together with Marnix Huis in 't Veld to become Macheo's Managing Director on 1st of Janury 2024

On 31st december there were 82 staff members with a full time contract and the school feeding intervention also employed 39 part time cooks.

Financials in 2022

THE STATEMENT OF FINANCIAL POSITION

Financially 2022 has been a good year for Macheo.

We have further professionalized our fundraising and this has yielded results. The accounts have been audited by an independent, qualified and registered accountant and have been deposited with the NGO Coordination Board as required by Kenyan law.

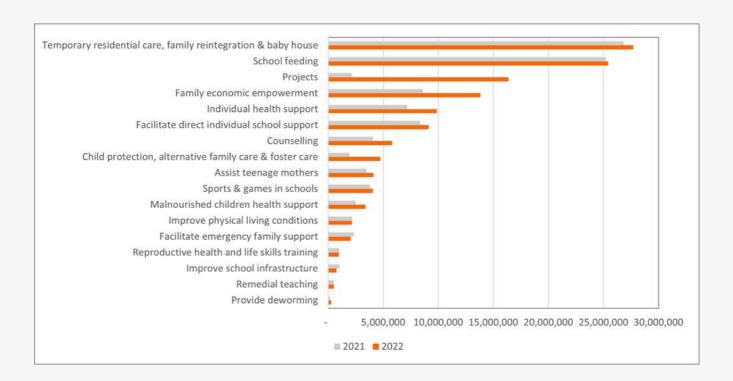
The financial statement is as below:

Statement of financial position	2022 (KSHs)	2021 (KSHs)
Non-current assets:		
Property, plant and equipment	36,074,091	28,489,305
Current assets:		
Trade and other receivables	5,823,785	934,622
Cash and cash equivalents	22,857,520	13,911,611
Total assets	64,755,395	43,335,538
Current liabilities:		
Trade and other payables	1,963,775	1,706,977
Funds:		
Property & equipment / capital fund	36,074,091	28,489,305
Accumulated / general fund	2,648,242	2,215,875
Restricted funds	24,069,287	10,923,380
Total funds & liabilities	64,755,395	43,335,538

Financials in 2022

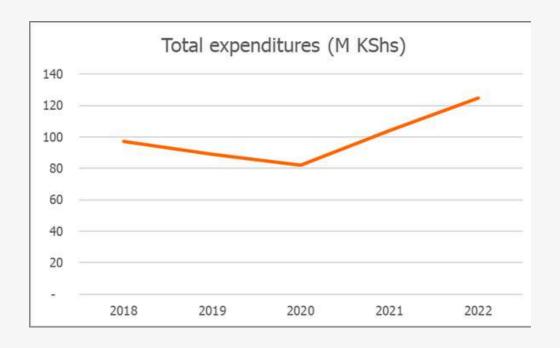
THE EXPENSES PER INTERVENTION

Almost all interventions have grown in 2022 compared to 2021. Largest expenditures are in "temporary residential care, family reintegration & baby house" and in "School feeding". The projects in 2022 have been 12 in total with a wide variety. We have been able to invest a lot in our own working infrastructure, which was long overdue, but under projects is also for example a child who needed heart surgery and one-off projects for children with special needs.





Macheo growth in expenditures



Compared to 2018 Macheo's expenses have grown with 28%, compared to last year with 20%. Aim for 2023 is to maintain this growth percentage.



Stories of clients & colleagues

MACHEO AIMS TO CHANGE PEOPLE'S LIVES, HERE ARE SOME EXAMPLES OF THE PEOPLE WHO TAKE UP THAT TASK AND SOME PEOPLE WHO HAVE BEEN HELPED



In this chapter we tell the stories of 3 colleagues; Sarah, Julie and Nancy. Their journey in Macheo shows what we stand for. Sarah represents a stable future; she will become Macheo's next managing director from 1st of January 2024.

Julie's path shows how careers can follow personal passion and dedication. She is constantly encouraging others to find their passion.

Nancy is a perfect example of how you can overcome limitations with dedication and hard work. We are all so proud of her.

Stories like Naomi's and Purity's give us the motivation every day to do what we do, to do it well, and to try to help more.

WE BELIEVE IN KNOWING WHAT WORKS, WHY IT WORKS AND HOW WE CAN IMPROVE.
THAT GIVES US A LOT OF FOCUS ON DATA.
BUT EVERY DATA POINT IS A HUMAN STORY.
WE WILL AND SHALL NEVER FORGET THAT.

Sarah Mbira

MACHEO'S NEW OPERATIONS DIRECTOR



"I joined Macheo in October this year with the aim of continuing to make a difference in the lives of children, having done that for the last 25 years in different capacities in my previous employment. Although I have just recently joined Macheo, I'm not completely foreign to its work because I've had numerous interactions with representatives of Macheo in circles that we shared and also collaborated on a number of issues where our work was complimentary to the other's efforts. In fact, I had the privilege of contributing to its establishment when the founders of Macheo came to consult and benchmark at my previous organization.

Therefore, my integration into the team has been smooth not only because of the support I have received from my colleagues but also the interactions we've had and the good working relationship built in the past. Even with that said, I have to acknowledge the growth in both size and impact that characterizes Macheo today. I have been amazed by the methodical approach and use of technology and data in shaping and implementing its programs, and I have to admit it is something I am learning to get used to. My role at Macheo is comparatively similar to my previous role. However, I have new goals and objectives in mind that I am set to achieve at Macheo that also align, unsurprisingly, with Macheo's long-term goals. I intend to share my experience, skills, and knowledge with the team, which will benefit our clients more. I intend to enhance networking and collaboration with other institutions, governmental and non-governmental, to raise impact. Additionally, I'm looking forward to fostering an environment at Macheo that is innovative, adaptable, and responsive to the complexity and ever-changing needs of our clients and emerging challenges.

I am proud to say that I have already accomplished a lot in conjunction with my colleagues in a short amount of time. We have rolled out a new model – Family Needs-Based Model – that guarantees optimal impact to a family in a more holistic way. We laid down work of developing the 2024-2028 Macheo Strategic Plan, and spearheading this initiative, so far, has been a fulfilling experience. We are also in the initial stages of planning for the 2024 financial budgeting, and the work done so far is promising, based on the projections. It is both my hope and dream that Macheo continues on the path of growth so we can reach more vulnerable people. This dream is tied to our ability to increase our funding base and better our financial health. It is also important for the future that Macheo's

succession plan is continued so that, at no point there exists a knowledge gap. Otherwise, I am grateful for the opportunity to work with such a dedicated team of people who are passionate about making a difference. I am confident that we will continue to make great strides in the years to come."

I AM GRATEFUL FOR THE OPPORTUNITY TO WORK WITH SUCH A DEDICATED TEAM OF PEOPLE WHO ARE PASSIONATE ABOUT MAKING A DIFFERENCE.

Julie Karwitha

NEEDS ASSESMENT AND EVALUATION

"Needs assessment and Impact Evaluation has been busier this year than ever. There have been additions, if not changes, in the way we run operations.

With the partial implementation of the new Family Needs-Based Model, our focus is on the whole family as opposed to the existing model, where we provide services per child per intervention based on their needs at the time. This new model provides the family/client with the choice/say on how to best support them in alleviating their situation. The result is an approach that is both more effective and efficient, holistic, and sustainable.

We have managed to employ this model in one area purposely to monitor its effectiveness. The progress has been encouraging; we have seen the impact of this model in places where it has been done. The impact, due to the simultaneous undertaking of multiple interventions at once, could take a shorter period to monitor and evaluate. We are looking to roll out to all the areas we serve by the end of 2023.

We still see a discrepancy in data between needs identification and impact evaluation. The clients we identify with needs are still many in comparison to those we evaluate the impact of services delivered on. This directly speaks to the level of vulnerability and need being more than the available resources. There is also the issue of funding gaps between interventions, where some are funded more than others. We try to address the funding issue through networking with other like-minded organizations, community, corporate, and government institutions – however, there is still room for more engagements and partnerships to fully take control of this situation.

Our long-term commitment towards Needs Assessment and Impact Evaluation is to make a difference in the lives of children and families, and that means getting better at what we do. We take a big interest in the root cause of some of the challenges our clients face and point to the interventions needed to address them with the aim of having a sustainable impact."



"WE ARE
GRATEFUL FOR
THE SUPPORT OF
OUR DONORS
AND PARTNERS,
AND WE LOOK
FORWARD TO
CONTINUING OUR
WORK GOING
FORWARD"

Nancy Njuguna

SOCIAL WORKER

"I am currently a social worker but previously worked as a security personnel at Macheo. I saw firsthand the impact that Macheo was having on children's lives, and I wanted to be a part of that. As a mother, the idea of directly impacting children's lives is almost natural to me, but the fact that I got encouragement from my colleagues, most being social workers themselves, motivated me greatly.

When I started working at Macheo as a guard, my goals were to make sure that the children were safe and to help them feel comfortable in their environment. I also wanted to learn more about the organization and the work that they were doing. My experience as a guard helped me in my work as a social worker in a few ways. First, it gave me the opportunity to interact with children and learn about their challenges. Second, it gave me a sense of the organization's mission and values. Third, it gave me the opportunity to develop my communication and problem-solving skills. As a social worker, I have faced a number of challenges.

Some of the challenges include: dealing with difficult cases, such as child abuse and neglect, working with children who have experienced trauma, and navigating the complex systems that can impact children's lives. Despite these challenges, my commitment to helping children overcome the challenges they face and the belief that every child deserves a chance to reach their full potential kept me going.

Macheo has been a great support to me in my work as a social worker. The organization has provided me with training, resources, and supervision. I have also been able to connect with other social workers who share my passion for helping children.

I am so grateful for the opportunity to work as a social worker at Macheo. I am proud of the work that we are doing, and I am excited to see what the future holds."



Naomi

CLIENT IN MACHEO'S YOUTH EMPOWERMENT PROGRAM

"My name is Naomi, and I am a 22-year-old mother of one. I recently graduated from the youth employability program at Macheo, and I am so grateful for the opportunity.

THE PROGRAM HAS
CHANGED MY LIFE. I AM
NOW IN A POSITION TO
PROVIDE FOR MY DAUGHTER
AND TO HELP MY FAMILY

Before the program, I was struggling to find a job. I had a certificate in criminology, but I couldn't seem to get my foot in the door. I was living with my aging parents, and my mother was doing casual jobs to provide for us. I was starting to feel hopeless. But then, I was linked with Macheo's youth employability program. The program was everything I needed. I received career coaching, training, and support. I also learned about reproductive health and menstrual hygiene, which is something I am passionate about.

The program helped me to build my confidence and to believe in myself. I was able to secure a job with a USAID-sponsored program called "Dreams." I am now mentoring adolescent girls and offering guidance on reproductive health and menstrual hygiene. I am so grateful to Macheo for the opportunity. The program has changed my life. I am now in a position to provide for my daughter and to help my family. I am also in a position to comfortably pay my bills. I am so proud of myself for overcoming the challenges that I have faced. I am a strong woman, and I know that I can achieve anything I set my mind to. I encourage my peers who are struggling to find a job to reach out to Macheo. The program is life-changing."



Purity

CLIENT



"I came to Nairobi in search of a better life for my family, but things were not easy at first. My husband developed a drinking problem and started neglecting our children. He would often beat them and scold them, and they were not getting enough to eat. One day, my neighbors called me and told me that they had taken my children to Nairobi. I was so worried about them, but I didn't have any money to go and get them. Thankfully, Macheo came to my aid. They helped me to get my children back, and they provided us with food, clothing, and a place to live. They also helped me to enroll my children in school. I am so grateful to Macheo for their help. They have made a huge difference in my life and the lives of my children. I am so glad that they were there for us when we needed them most.

My children are now doing well in school, and they are no longer being neglected or abused. They are happy and healthy, and I am so proud of them. I am also proud of myself for overcoming the challenges that I have faced. I am a strong woman, and I know that I can provide a good life for my children.

Thank you, Macheo, for helping us to rebuild our lives. You have made a difference in our lives, and we will never forget your kindness."



Plans for 2023

A YEAR OF HIGHER RESULTS AND MORE FOCUS ON STRONGER SYSTEMS

In 2023 Macheo will again strive to grow and help more children. Creating more impact can be done in several ways: grow financially, work more efficiently, become better at what we do and become more resilient to shocks.

We aim to grow financially mostly through enhancing partnerships with more and new funding partners. We will continue to professionalize in fundraising and networking. The budget target for 2023 is 175M Kes.

Working more efficiently depends a lot on the quality of staff and the information they get from our financial and monitoring & evaluation systems to know what works and against which costs.

Becoming better at what we do has two aspects:

- to choose better who to help and who not to help, a very difficult choice but probably the moment in our process that determines our impact most;
- to perform better when we carry out our interventions and to choose more wisely which interventions work together best in which situations.

To be able to focus on growth we must create a stable environment. Shocks disrupt this stability. These shocks can be financial, changes in management, or being surprised if systems are unreliable.

In 2023 we will improve further in creating more solid safeguarding, financial, communication, fundraising, HR and crucially - monitoring & evaluation systems.

All this will be done while preparing for a big change in Macheo's leadership.

We are confident for the future and are grateful for all the lessons we have learned and every moment where we have been guided by board members and funding partners. Macheo is achiving much more than we could ever have dreamt of when we started in 2005. The trend of growth and soldifying our systems shall continue in 2023.

We will still be guided by the same deeper wish we started with: to have a society where children live happily in a safe, caring and stimulating environment that promoteds the best of their potential.





Macheo Netherlands Foundation

THIS SECTION GIVES INSIGHTS IN THE GROWTH IN STICHTING MACHEO NEDERLAND

At Macheo we are blessed with so many things that enable us to do good: an inspirational founder who has led us to great heights, a professional team in Thika doing the tough jobs, loyal funding partners committed to finance our interventions, and structures, processes and procedures to work effectively and efficiently. This infrastructure hasn't come easy. It is thanks to the hard work of hundreds of people since the start of Macheo in 2005.

The realization that Macheo is standing solid came a few years ago, at the time when we acquired the CBF quality mark. It made us realize that we have everything in place to scale our work. By raising more funds, the standing organization can double or triple the number of vulnerable children help. When I visited Thika this year I had the chance to sit with Macheo's management team while they were in the process of strategic goal setting. It was a pleasure to see how their self-confidence enables them to leverage Macheo's assets and scale the social impact for Kenya's poorest families.

Helping vulnerable children will never be an easy task, but if there is one team that is equiped and has an exceptional drive to help, it's Macheo's! The impact created in 2022 is evidence of this great potential, as we saw the number of supported children rise by ~50%. The many years of experience and the structured collection of data on our interventions has helped Macheo to better understand the mechanics of helping. As a result, Macheo is now comfortable to committing to performance targets, promising funding partners to increase the wellbeing scores of children in families to an acceptable level in 6 months. A true innovation in charity!

Shortly after my return from Thika we finally had the opportunity to bring a large part of our support network together and celebrate 15+ years Macheo. For the board of Macheo NL, the event in Amsterdam was an absolute high that literally brought Macheo together. In the beautiful Amstelkerk, Marnix updated us on the amazing growth we have seen in fundraising, organization and impact. We jointly played the Macheo Game to experience the tough, life-determining decisions that area social workers in Thika have to take every single day. And we met Sarah Mbira, who started as director Macheo Kenya in 2022 and to whom Marnix has been gradually transferring his responsibilities.

Having so many friends of Macheo in one room offered a great opportunity to say thank you to Annemieke Keizer, who has been active for 15 years and who will now transfer the role of Secretary of the Board to Roger Feyts. I want to, once again, thank Annemieke for everything she has contributed and I'm so glad that she will continue to stay involved in one capacity or another. In Roger, we have a solid successor as Secretary. He has been involved for many years and he will, no doubt, realize a smooth transition of responsibilities.

All-in-all the event offered a very productive and pleasant afternoon, after which we left Amsterdam inspired to realize the next phase of Macheo in which we will create better chances in life for even more Kenyan children.

Thanks to everyone in Macheo's support network for making this possible!

Best Regards,

Barth de Klerk Chairman Foundation Macheo Netherlands barth@macheo.org



The 2022 board consisted of

- Annemieke Keizer (secretary)
- Diederik Klop
- Lonneke Versteegh
- · Michiel Hoogerwerf
- Roger Feyts
- Sarie Katsman
- Sander Tulfer (treasurer)
- Sophie Laubert
- Wilma van der Linden



Contacts



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