

Mission and Vision

Mission:

The Imibala Stichting The Netherlands was founded in 2022 with the sole intention of supporting the Imibala Trust which is dedicated to transforming the lives of school-aged children impacted by impoverished circumstances in South Africa. Our mission is to provide comprehensive programs that empower children to overcome educational barriers and realize their full potential, thereby creating a positive and lasting impact on their future.

Vision:

We envision a future where all children, regardless of race or creed, have equal access to quality education and opportunities for personal growth. Through our holistic programs, we strive to break the cycle of poverty and empower children to become confident, resilient, and successful individuals who contribute meaningfully to society.

At Imibala Trust, we firmly believe that investing in children's educational journey is a catalyst for transformative change. By addressing the unique challenges they face, we aim to equip children with the necessary skills, knowledge, and support to thrive academically, emotionally, and socially. We are committed to making a substantial and measurable difference in their lives, both in the present and as they prepare for a promising future beyond school.

As a registered South African non-profit organization, we embrace inclusivity and diversity, ensuring that all children, irrespective of their background, benefit from our programs. By providing a platform for their growth and development, we strive to uplift communities and create a more equitable society where every child has the opportunity to succeed.

Problem statement

Imibala aims to address the issue of poverty among school-aged children in the townships and impoverished areas of South Africa. In these areas, children often face significant economic hardships that hinder their access to quality education and overall well-being. The following provides an overview of the social issue and relevant data and statistics:

1. Poverty in South African Townships:

- **Townships:** Townships in South Africa are historically marginalized areas characterized by inadequate infrastructure, high unemployment rates, and limited access to basic services.
- **Economic Disparities:** Townships often experience higher poverty rates compared to urban and suburban areas, exacerbating socio-economic inequalities.
- **Impact on Children:** Poverty significantly affects children's education, health, nutrition, and overall development, perpetuating a cycle of disadvantage.

2. Education Challenges:

- **Lack of Resources:** Schools in townships often lack essential resources, including textbooks, proper facilities, and sufficient teaching staff, impacting the quality of education.
- **Limited Access:** Many children in townships face barriers to education, such as long distances to schools, safety concerns, and financial constraints.

- Dropout Rates: Poverty-related challenges contribute to higher dropout rates among school-aged children in townships, limiting their future opportunities.
3. Nutrition and Health:
 - Malnutrition: Poverty-stricken areas face higher rates of malnutrition among children, leading to stunted growth, developmental delays, and compromised cognitive abilities.
 - Healthcare Access: Limited access to healthcare facilities and services in townships affects children's well-being, leading to higher instances of preventable diseases and health issues.
 4. Relevant Data and Statistics:
 - Poverty Rates: According to Statistics South Africa, the poverty rate in South Africa was approximately 55.5% in 2020, with townships being disproportionately affected.
 - Education Disparities: UNESCO reports that only 37% of South African children from the poorest 20% of households complete secondary education, compared to 77% from the wealthiest 20%.
 - Nutritional Challenges: The South African National Health and Nutrition Examination Survey (SANHANES) revealed that 27% of children under the age of five experience stunted growth due to malnutrition.

These data and statistics highlight the urgent need to address poverty among school-aged children in South African townships. By targeting this social issue, Imibala can work towards improving educational opportunities, providing essential resources, enhancing healthcare access, and promoting holistic development for these vulnerable children.

Theory of change

At Imibala, our theory of change is centered on empowering children impacted by impoverished circumstances to break free from the cycle of poverty through holistic programs that nurture their dignity, self-esteem, and potential. By creating a safe and supportive villages, we provide an environment where children can flourish and develop vital life skills, resulting in improved academic performance and long-term positive outcomes.

Short-Term Impact: Through our holistic approach, Imibala focuses on improving children's dignity, self-esteem, and well-being. By offering a safe and happy space within our villages, children experience a nurturing environment that instills respect, grace, and courtesy. The immediate impact is evident as children enrolled in our programs demonstrate improved academic performance and enhanced life skills. Their growth and progress are evident in their classroom achievements and overall development.

Medium-Term Impact: As the journey continues, the positive influence of Imibala Trust extends beyond academic success. Our programs foster personal growth, resilience, and a sense of possibility. By emphasizing each child's potential rather than their disadvantaged background, we cultivate self-belief and motivation. This medium-term impact is visible as the first generation of Imibala children, now alumni, return to our villages as volunteers and ambassadors. These successful and healthy adults serve as role models, inspiring younger children by sharing their own transformative journey and providing a relatable connection.

Long-Term Impact: Imibala Trust's long-term impact is realized through the sustainable transformation of lives. As the number of villages expands, the ANBI status in the Netherlands becomes even more critical in facilitating growth. With each village, we create opportunities for more children to escape the cycle of poverty and experience the power of education and support. Over time, the long-term impact becomes evident as our alumni become active contributors to

society, serving as Imibala ambassadors and role models. Their success and resilience inspire younger children, creating a ripple effect that nurtures a generation of empowered individuals who break free from the constraints of poverty.

Through our theory of change, Imibala Trust aims to make a profound and lasting difference in the lives of children. By fostering their dignity, self-esteem, and potential, we empower them to thrive academically, emotionally, and socially, ensuring a brighter future for themselves and their communities.

Programs

1. Sponsor a child program

The Imibala Trust has 21 partner schools in the Western Cape, of which 12 are Primary and 8 are High schools as well as 7 primary schools and 4 high schools in the Eastern Cape. The beneficiaries of the Sponsor A Child programme are identified by the Primary School communities and verified by a Schools Liaison Team. A verification form is used to determine those children in whose homes there is little or no income or where there is a financial burden, and if the criteria are fulfilled.

As donations are received, they are allocated to the children who are on the system. **Donations** for this programme are regarded as an investment in the education of a child – giving them an opportunity to become the best they can be. For this reason, once the donor and child link has been made, it is hoped that to ensure sustainability and effectiveness, the sponsorship will become an ongoing commitment. With a new school uniform, children can be identified as part of the school and look like their peers. Having a school uniform, they are also more likely to participate fully in the education process. A school uniform levels the playing fields in more ways than one!

One (1) donation will ensure that each child receives a full school tracksuit, a pair of leather school shoes, a jersey, a rain jacket, socks, underwear, a t-shirt and a school bag with basic stationery.

2. Creative and performing art programs

There are currently 700 learners participating in these programmes. The majority of classes take place after school from 14h30 until 16h00. The Creating and Performing Arts Department has a dedicated team of staff and volunteers who plan exciting and stimulating experiences that encourage children to discover and develop creative skills in a way that is not always possible at school. Volunteers truly form an integral part of the Creative Arts Department. They nurture the children and help them with life-skills wherever possible.

Individuality, creativity and encouragement all contribute to the full experience of the Creative and Performing Arts Department at Imibala. At the end of every year there is a “Village Celebration” to showcase the work done by the children during the year. Proud parents and school staff are invited to be wowed by what has been achieved by their children.

The programs are:

- Art
- Ballet
- Modern dances

- Music
- Pottery

3. *The Learner Advancement Centre*

The learning advancement centre offers academic and personal development programmes to learners who attend our partner schools and houses a library and four classrooms, one of which is equipped with 22 computers.

The focus of this department is to provide programmes that are complementary to the school curriculum and add value to each child's developmental journey. Programmes are targeted at both primary and high school learners and offer them a range of opportunities: Computer-enhanced Mathematic lessons, LEGO play, coding, life skills, and leadership development.

More recently, Learner Advancement has launched two projects aimed at preparing young matriculants for the world of work, particularly related to the hospitality industry. The overarching aim of this department is to ensure that all Imibala learners leave school ready and prepared for their next steps. This is achieved through a learner-centred educational approach that focuses on empowering learners to take charge of their personal development.

Learner Advancement is an exciting and very dynamic space in the Imibala suite of projects. Through the generosity of donors, several pilot projects allow Imibala the privilege of testing opportunities and developing material for longer-term programmes.

4. *Play therapy*

Through are various programs we identify children with traumas. In collaboration with the social workers at the school and after parental approval, the qualified play therapists at Imibala provide play therapy for the children. Unfortunately, this program is growing at a rapid pace which exposes the challenging circumstances in which the children must live. It is estimated by the schools that 70% of the children in township schools have some form of trauma.

5. *The Imibala AWARD program:*

This program has been implemented in 2023. The program identifies children that come to Imibala who show extra skills, such as Art, dance, music, academic skills or leadership/ life skills.

The children are identified from age 8 and will be entered into the program helping them to further enhance their skills thus giving them a competitive advantage in their future endeavours. The children will automatically then be eligible to obtain bursaries for better primary schools, high schools and university studies of their choice.

Target beneficiaries

The children that are selected from for the Imibala programs are:

- Age 8 and up
- Any gender
- From impoverished backgrounds
- In basic need of clothes

- Show interest and or talent in one of the programs at Imibala
- The children identified by the schools
- Imibala provides transport for all the children from the schools to Imibala and back.
- The Imibala village has 24 hour security on site and provides a safe and happy space for the children.
- All the children receive a nutritious meal during their visit.
- A yearly evaluation process takes place with all the school principals involved and all schools have entered a memorandum of understanding with the Imibala trust.

Measurement and Evaluation

Imibala works with a sophisticated ZOHO data management system that captures all the data of the children participating in the process. These data are analysed on a monthly basis and, evaluated, and short-term measures ensure immediate action as well as strategic long-term data-driven improvements. The Imibala organisational structure is “flat” and enables the organisation to adapt swiftly and efficiently.

Our financial reporting system with strictly followed budget-driven dashboards enables us to intervene and an accurate and immediate basis. All of Imibala’s financials are audited on a yearly basis.

Partnerships and collaborations

Our key strategic partners are the schools as well as collaborations with other charities, local companies and large corporate partners both National and International. A charity of this size cannot sustain itself without a 2:1 ratio of staff and volunteers. Imibala Trust employs 27 fulltime staff members and has 67 active volunteers.

Schools: The school principals are the key role players in the success of the various programs, they select the children and function as our sound board and communicate with the parents and guardians on Imibala’s behalf. The school’s social workers are key role players when it comes to trauma counselling through our Play therapy programs where the ultimate objective is to help each needy child.

Other charities: They provide assistance with teaching and identifying children that can apply for the world of work programs. Benchmarking is a powerful tool between charities and Imibala prides itself to be on the forefront of these collaborations.

Local community and entrepreneurs: It is important to know what is happening “on the ground”. Imibala recognizes the significance of involving parents and the community in supporting children's education and well-being. Imibala has a vast network of local entrepreneurs and is active in the various communities it serves.

Large national and International partners: They enable us to grow the programs through financial support as well as training programs through their CSI departments. Communication takes place at CEO level.

Volunteers: Imibala provides training programs for volunteers on an ongoing basis, a charity cannot operate on a large scale without highly motivated volunteers.

Marketing and communication strategy

The marketing goal is to create brand awareness for our charity, convey the mission and vision of our charity and improve donor acquisition through intense donor engagement.

Imibala is active on various social media platforms:

- FaceBook
- Instagram
- Websites (www.imibala.com ; www.imibalasummorgala.com ; www.imibala.org)
- Newsletters
- Personalised communication

The target audience is diverse which is why Imibala is active on various platforms and prides itself on strong personalised communication. Imibala Trust has a young team of professionals who are following the daily changing trends on social media.

Imibala organises various fundraising events with emphasis on raising funds and creating national and global awareness for the Imibala foundation.

Furthermore, the Imibala Trust has a dedicated office committed to personalized donor engagement, regular feedback and full transparency on financial status, accountability and measurables.

Financial Model and Sustainability

The Imibala Trust in South Africa currently has 771 individual global sponsors of which 352 are EU sponsors. The Imibala Trust in South Africa was established 22 years ago and has proven its financial sustainability over the years.

There is an endowment fund in place of 18 Million rand as a security blanket and various fundraising events take place every year to ensure a steady financial income stream.

84532 children have been sponsored so far and many children who came to Imibala in the early years have come back to Imibala as volunteers, making the process going “full circle”. They are enjoying good jobs and are providing for their own families. Multi-generational impact is the key word and Imibala is proud to be able to provide many Imibala ambassadors who are living proof.

The Imibala Trust has a presence in the UK and is in the process of starting a foundation in the USA to further ensure and secure donation income streams.

Below is an overview of the Budget forecast for the Imibala Stichting The Netherlands for the next 5 years:

IMIBALA STICHTING THE NETHERLANDS						
<i>Budget forecast</i>						
BUDGET AMOUNT IN EURO						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income	193 000	200 000	200 000	200 000	200 000	993 000
Donations for programmes hosted by The Imibala Trust in South Africa	163 000	100 000	100 000	100 000	100 000	563 000
Fund raising event	-	70 000	70 000	70 000	70 000	280 000
Sponsor-a-child uniform programme	30 000	30 000	30 000	30 000	30 000	150 000
Expenses	37 211	39 011	41 978	45 173	48 611	211 984
Accounting and administration	1 076	1 162	1 255	1 355	1 465	6 313
Bank charges	360	389	420	455	490	2 114
Computer/printer	950	-	-	-	-	950
Rent paid	19 200	20 730	22 388	24 180	26 114	112 612
Staff expenses	600	630	660	690	725	3 305
Salary	12 000	12 850	13 750	14 715	15 745	69 060
Travel	2 785	3 000	3 240	3 500	3 780	16 305
Telephone	240	250	265	278	292	1 325
Net surplus	155 789	160 989	158 022	154 827	151 389	781 016

Governance

1. Board of Trustees:
 - Imibala operates under the oversight of a dedicated and diverse Board of Trustees.
 - The Board comprises individuals with expertise in fields such as fundraising, finance, and community development.
 - The Board members are selected based on their commitment to the organization's mission and their ability to provide strategic guidance, oversight, and accountability.
2. Governance Policies and Procedures:
 - Imibala has established comprehensive governance policies and procedures to ensure transparency, integrity, and responsible decision-making.
 - These policies cover areas such as conflict of interest, financial management, risk management, board member roles and responsibilities, and ethical standards.
 - The organization adheres to relevant laws and regulations governing non-profit organizations and regularly updates its policies to align with best practices.
3. Financial Stewardship:
 - Imibala maintains the highest standards of financial stewardship.
 - The organization ensures the proper management and allocation of funds to maximize the impact of its programs and initiatives.

- Financial statements are prepared and audited annually to provide transparency to stakeholders and donors.
4. Program Monitoring and Evaluation:
 - The charity implements robust monitoring and evaluation processes to assess the effectiveness and impact of its programs.
 - Key performance indicators are established to measure progress towards organizational goals and to inform decision-making.
 - External evaluations may be conducted periodically to provide an independent assessment of the charity's programs and outcomes.
 5. Stakeholder Engagement:
 - Imibala values the input and collaboration of its stakeholders, including beneficiaries, donors, partners, and the local community.
 - Regular communication channels are established to solicit feedback, share updates, and engage stakeholders in the organization's decision-making processes.
 - The charity maintains transparency and accountability in its operations and ensures that stakeholders' voices are heard and considered.
 6. Compliance and Legal Obligations:
 - The organization complies with all applicable laws, regulations, and reporting requirements.
 - Legal obligations, such as registration as a non-profit organization and adherence to tax regulations, are fulfilled.
 - The organization maintains proper documentation and records to demonstrate compliance and facilitate transparency.

By adhering to strong governance practices, Imibala ensures responsible and effective management, accountability to stakeholders, and the ethical delivery of programs and services to support impoverished school children.

Risk Management

Risk Identification:

Imibala acknowledges the potential risks associated with its operations, including financial, operational, legal, reputational, and programmatic risks. Risks specific to the organization's activities may include inadequate funding, supply chain disruptions, safety concerns, regulatory compliance, and stakeholder perceptions.

Risk Assessment and Mitigation:

Imibala conducts regular risk assessments to evaluate the potential impact and likelihood of identified risks. To mitigate financial risks, Imibala diversifies its funding sources, actively seeks grants, and establishes long-term partnerships with donors and corporate sponsors.

To address operational risks, Imibala maintains contingency plans and backup suppliers to ensure uninterrupted services, implements safety protocols, and conducts regular maintenance of infrastructure and equipment.

Legal and regulatory risks are managed through compliance with relevant legal and regulatory requirements for ANBIs in the Netherlands, maintaining proper documentation, and engaging legal counsel when needed.

To protect its reputation, the charity emphasizes transparency, accountability, and ethical practices in all its operations, ensuring the highest standards of governance and reporting.

Monitoring and Reporting:

Imibala establishes a system for ongoing risk monitoring and reporting to relevant stakeholders, including the board of directors, staff, donors, and regulatory bodies.

Regular reporting mechanisms are implemented to communicate identified risks, mitigation strategies, and any significant changes or developments to ensure timely decision-making and proactive risk management.

Staff Training and Awareness:

The organization recognizes the importance of staff training and awareness in risk management. All staff members receive training on risk identification, reporting procedures, and mitigation strategies relevant to their roles and responsibilities. Regular communication channels are established to foster a culture of risk awareness and encourage staff to report any potential risks or concerns.

Continuous Improvement:

Imibala is committed to continuous improvement in its risk management practices.

The organization conducts periodic reviews and evaluations of its risk management processes to identify areas for improvement and implement necessary adjustments. Lessons learned from past experiences and external best practices are incorporated to enhance the effectiveness of risk mitigation strategies.

By incorporating a robust risk management framework, Imibala aims to minimize potential risks, protect the interests of its beneficiaries and stakeholders, and ensure the continuity and sustainability of its programs and initiatives supporting impoverished school children.