

2017



PARTNER PROSPECTUS

PROGRAMS, VISION, AND OPPORTUNITIES

BACKGROUND AND ORGANIZATIONAL OVERVIEW

INTRODUCTION

All of us at The Small Things (TST) are so honored and thrilled that you are interested in becoming a partner in our work, building loving families for orphaned and vulnerable children, and creating pathways out of poverty for hardworking parents. In this pack, I'll give you a brief overview of all of our programs in Tanzania and their impact, as well as a breakdown of ways you can help in the opportunities section. Please ask to see an appendix with a summary of relevant research that backs up our model. Read on to learn more about our work, and welcome to the TST family!

-Bekka Ross Russell, TST's Founder and Executive Director

MISSION

THE SMALL THINGS (TST) believes in building and supporting happy families, in all their various shapes and forms. We create sustainable, participatory and evolving care plans for orphaned and vulnerable children and families in the Meru district of Tanzania. Working with the community, we aim to empower our clients and bringing together **SMALL ACTS FROM AROUND THE WORLD TO CREATE BIG CHANGE.**



-TST MISSION STATEMENT

OBJECTIVES

- To keep families together through our **Family Preservation Program**, with educational and income-generating programs, aiming to enable long term self-sufficiency, independence, and empowerment
- To provide safe, loving, long-term residential homes at **Nkoaranga Orphanage** and **Happy Family Children's Village** for orphaned children unable to be reunited with family
- To support vulnerable children across the community in reaching their **highest potential** through ensuring excellent education, nutritional support, healthcare, and access to opportunity.
- In the long term, we aim to become an umbrella organization, providing **training, start-up and long-term support for family preservation services across the country**, in partnership with existing orphanages and residential care facilities.

PROGRAM SUMMARY

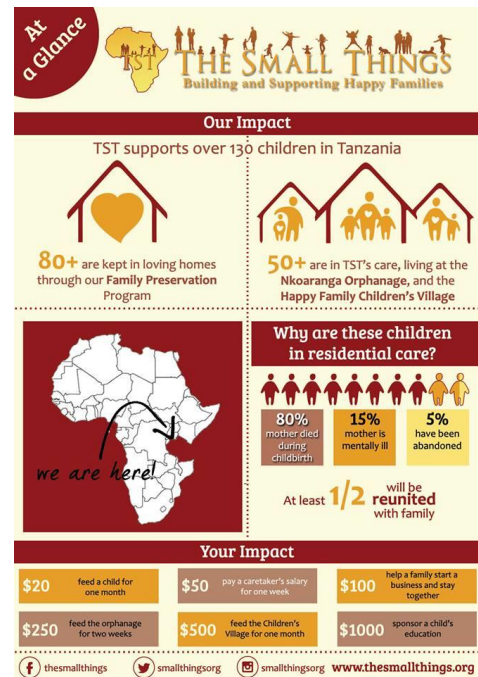
HOLISTIC MODEL

Every child, and every family, is different, and many move through several different programs during their time with us. Together, we create evolving, participatory care plans that meet the kids' needs in the way that makes the most sense for that child and family. All of our programs are led by Tanzanian staff and supported by expatriates, as **local leaders** best understand the needs of their own community. Being embedded in the community this way helps us to deliver our services with dignity – giving chances, not charity. While there are many organizations running individual programs similar to some of ours, it is **extremely rare for a single organization to be able to work with children and families holistically.**

RESIDENTIAL CARE

TST cares for babies and children who are abandoned or orphaned through our partnership with **Nkoaranga Orphanage**, while striving to reunify as many of them as possible with relatives. At the orphanage, we provide a loving environment, high caretaker ratios, excellent nutrition and medical care, preschool, and family reunification services for children from newborns to age three.

At **Happy Family Children's Village** we have already completed construction of housing for up to 30 orphaned children, who live in small, family-style homes with loving caretakers, deeply embedded and integrated into their community. These children attend day school while living, eating, studying, and generally living as a normal family would in the community. We are in the process of constructing one further house, increasing our capacity to 45 children, and expect to continue to expand over time, as demand dictates. We currently have 27 children in residence ranging from four to thirteen years old, and plan to continue to provide safe, loving homes for them until they reach adulthood.



FAMILY PRESERVATION PROGRAM

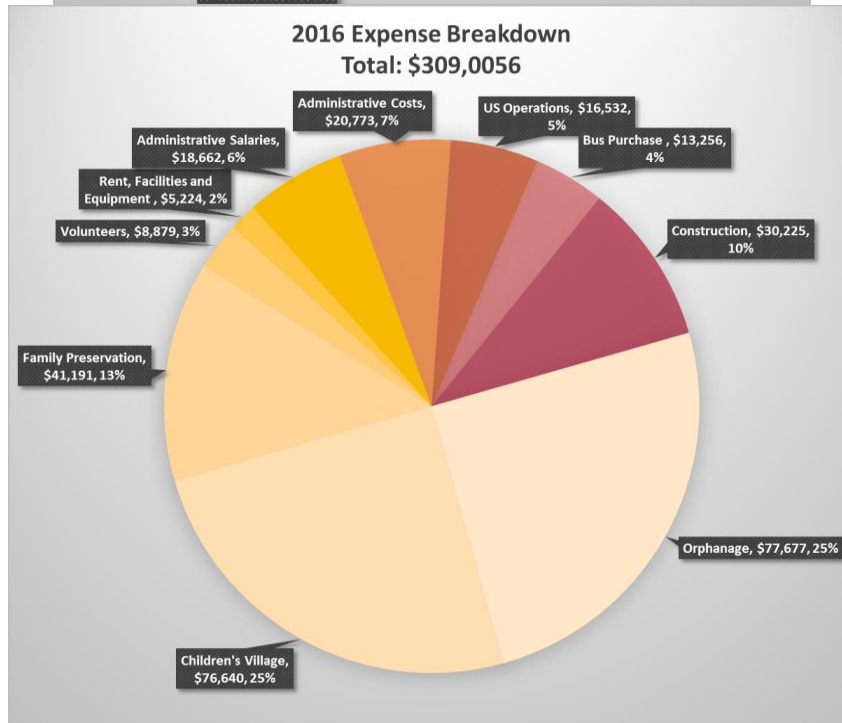
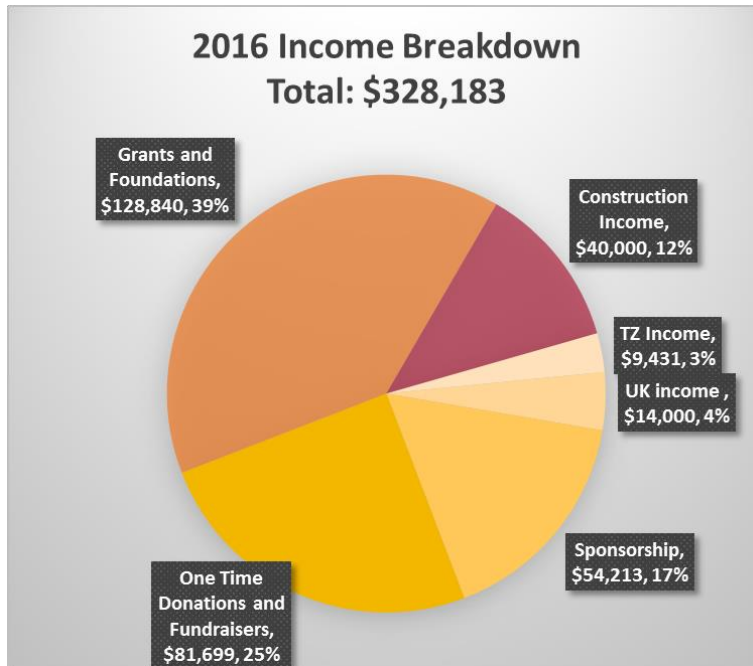
Poverty is never an acceptable reason for a child to be in an orphanage. Our **Family Preservation Program** stabilizes families in danger of having to give their children to an institution, and helps children already in residential care to return home. We do this through basic **business education**, ongoing mentorship and monitoring, **microfinance** start-up grants, and ongoing loans for successful entrepreneurs. Our **organic garden** not only provides healthy

food for the children in our residential care, it also helps to train and provide for vulnerable families (often widows and widowers) struggling to build better futures for their families. Our clients have use of various plots for a growing season, and are provided with education and all inputs needed for success. The families use the produce both to feed their children and fight malnutrition, as well as selling any surplus to seed further business ventures.

At our newly opened **community center** at HFCV, we have a large **library** and space for **adult education classes** that will be open to the community. These will span a wide range of topics, including business classes, basic health and nutrition, English and computer classes, income-generating crafts, farming and animal husbandry, and any other topics for which we can find capable teachers. The teachers will be a mix of local experts and volunteers visiting from all over the world. The library will also be available to the entire community, free of charge, to encourage ongoing education, and we also plan to run drop-in tutoring sessions on weekends for schoolchildren throughout the community. Also at the newly opened community center, we will be providing high quality **day care and preschool** on a sliding scale to families in need, to enable parents to start and maintain businesses without sacrificing their children's care. High quality preschool will also give many of these children a head start that they otherwise could never have received.

FINANCIAL OVERVIEW

Because TST is deeply embedded in the community and focused on empowering local staff on the ground, we are able to operate effective programs for over 100 children and employ about 45 staff, all on a budget that would barely cover 2-3 employees and office space in the developed world. Below, please see a summary of our income and expenses for 2016. We are happy to provide more detail upon request!



IMPACT AND VISION

IMPACT SUMMARY

TST has cared for over 130 children just since January 2015, about 50 living residentially at Nkoaranga Orphanage and Happy Family Children's Village, with the other 80 supported in their families. Many (if not most) of the children now living at home would have ended up in residential care, or worse, without our intervention.

Through the opening of the community center, we expect to be able to expand our reach by at least 100% in the next 12 months, if not more. The day care already has over 30 children on the waitlist, and there is enormous interest in the tutoring and adult educational options as well. Through the garden, business training, and microfinance, we have kept more than 40 families together to date, with more than 80 children growing up in families where they belong, rather than in residential institutions. By the time these families graduate from our Family Preservation Program, they've **increased their income from an average of \$14/month to over \$100/month**. Since our reunification initiative launched, we've returned 13 children who were previously in the orphanage to their families, **increasing orphanage reunification rates from less than 5% to over 50%**.



The children living at Nkoaranga Orphanage and Happy Family Children's Village have thrived measurably, many overcoming serious trauma and health issues, and continue to excel at school and at home. We have also sought out and located living relatives for almost all of them, and most are able to spend a week or two during the school holidays with their extended families, with proper support and oversight from our organization. They are truly happy, healthy, incredible kids with huge potential, thanks to partners like you!

2017 AND BEYOND

The last quarter of 2016 saw the opening of our community building and expansion of Family Preservation Program elements, including the launch of our daycare, adult education initiatives, library, and social enterprise project. We now expect to be able to approximately double the number of individuals we are able to positively impact in the community, and deepen our engagement with existing outreach families. By the end of 2017, we hope to be ready to launch our first Family Preservation Program partnership, helping to keep children with loving family members through microfinance and business development support, and returning as many eligible children as possible home from residential care. This will involve training for bridge staff between partner organizations and ours, both at our facility and on-site, as well as some level of cost-splitting with our partners. We believe that orphanages without Family Preservation Programs will become a thing of the past, and we aim to be at the forefront of that reform, helping existing high-quality residential care programs to transition to a more sustainable and emotionally healthy model.

STRATEGIC PLAN AND VISION FOR THE FUTURE

3 YEAR

Nkoaranga Orphanage: Within three years, we aim to transition Nkoaranga Orphanage to an exclusively short-term institution providing crisis care, with a 100% reunification rate, whereas all children known to need long term care will enter Happy Family Children’s Village immediately. This will aid attachment and long term mental/emotional help for all the children. We also aim to have built an isolation room and reformed the current facilities to allow us to take in HIV+ or otherwise medically fragile infants.



Happy Family Children’s Village: By this time, TST expects to have completed construction of at least 5 children’s houses, with space for up to 75 children, and have a long-term plan for how many houses will be needed. The first children from Happy Family Children’s Village will be beginning secondary school, and we will have created a full-fledged “launch pad” program to prepare them for the transition to adulthood.

Family Preservation Program: We aim to have a fully formed Family Preservation and Adult Education program serving at least 100 families annually. We will also have created a model and first partnership to expand these programs to across Tanzania and potentially East Africa, over time. We also aim to have a fully functioning partnership with Nkoaranga Hospital or another medical organization, helping to address maternal mortality in the area.

5 YEAR

Nkoaranga Orphanage: We don’t expect significant changes to be required at Nkoaranga Orphanage after the transition discussed in the 3 year plan.

Happy Family Children’s Village: Within 5 years, HFCV should have reached its full size and be functioning as a happy, loving home for children from newborns (without reunification prospects) through secondary school. The first children will be getting ready to attend vocational school or university, and we will have a full sponsorship program ready to help them meet their long-term goals and transition successfully into adulthood.

Family Preservation Program: We aim within five years to have a fully established model and several partners for seeding Family Preservation Programs across Tanzania and East Africa. This will involve some level of startup funding, training both at our facility and on-site for orphanages and residential care homes, as well as ongoing mentorship, guidance, and quality control.

FAMILY PRESERVATION SUCCESS STORIES

JEMIMA AND DAVID

David is one of the children we have helped to keep at home with his loving mother. Jemima was homeless when she had him, and soon after his birth was worried they would both die of starvation. After being denied a spot in an orphanage for her son, since she was still living, she confessed tearfully to a nurse at our partner hospital that she was planning to abandon the boy somewhere she knew he would be found, so that he could survive. She was referred instead to our program, and now runs a successful soap business, frequently carrying her healthy son, David, on her back. By buying in bulk in town and repackaging it into single-use packs, she has been able to generate steady and significant profit to support herself and her son. Jemima was one of our program's first graduates!



GODSON, MAUREEN, AND FARAJAH



Godson's wife passed away during childbirth with her younger daughter, Farajah, in 2014. While he and his mother (the girls' grandmother, or Bibi) were able to take over care of their older daughter, Maureen, Farajah was admitted to the orphanage as a newborn. TST was so impressed by Godson's work ethic and dedication to his daughters that we hired him as a guard, and ensured Maureen began preschool at the orphanage. In early 2016, Maureen started attending Amani School with our residential children, and at two years old, Farajah returned home to live with her loving sister Baba, and Bibi! While working with us, Godson has also learned English and basic childcare skills, and is eager to take part in our adult education opportunities at the new community center. We are so proud of this beautiful little family!

AFRASION, PRAYGOD, NAUREEN, THOMSON, PATRICE, AND PATRICIA

Afrasion is a widowed mother of PrayGod (19), Naureen (14), Thomson (8), and the twins Patrice & Patricia (both 3). Her husband died and she was struggling to support herself and her children, especially as she needed to be at home to look after her young twins. After her husband died, Afrasion and her children were homeless until one of her husband's brothers gave her a room at his house. She started a small business selling vegetables, but she wasn't making enough money to support her family. Working with TST, she has been able to set up a successful clothing business. After receiving business training and a grant of just \$100, she has been able to increase her monthly income from about \$6 to over \$100 by establishing a clothing business and a small vegetable business. Now, she is able to fully support her family without help for rent, food, or school fees!



PARTNERSHIP OPPORTUNITIES

ANNUAL SPONSORSHIPS

INDIVIDUAL CHILD ANNUAL SPONSORSHIPS

Build a life-long relationship through sponsoring one child at Nkoaranga Orphanage or Happy Family Children's village. You will receive quarterly updates including photos and news from the children, as well as updates on their health and development, and drawings and letters once the kids are old enough.

- **\$2,200** - Formula, food, caregivers, medical care, preschool, and enrichment activities for one child 0-3 years old at **Nkoaranga Orphanage**
- **\$2,800** - Education, transport, food, caregivers, medical care, and village integration/enrichment activities for one child 4-13 years old at **Happy Family Children's Village**.

FOOD ANNUAL SPONSORSHIPS

Provide the highest quality formula and food for the wonderful children in our care!

- **\$7,500** - **Formula, food and vitamins** at Nkoaranga Orphanage for 25-30 children, newborn to age 3.
- **\$7,500** - **Food and vitamins** at Happy Family Children's Village for 25-30 children aged 4-13
- **\$5,000** - **Organic garden sponsorship**, covering all cost for seeds, organic fertilizers, and classes from local experts on effective agricultural techniques.
- **\$20,000** - All of the above

EDUCATIONAL ANNUAL SPONSORSHIPS

Through this type of educational partnership, we can provide high quality education to all of the children in our care, at our partner school Amani English Medium School for residential children, and at local English Medium or government schools for reunified and outreach children. You can also support the preschool programs run by TST at our community center and at Nkoaranga Orphanage, and our adult education projects.

- **\$40,000** - all **school fees for ~80 school aged children** from Happy Family Children's Village and TST's Family Preservation Program.
- **\$50,000** - the above plus **all gas and maintenance** for the TST schoolbus

- **\$60,000** – all of the above plus TST and orphanage **preschool programs** (or \$10,000 to sponsor preschool programs alone)
- **\$75,000** – all of the above plus TST the library, adult education, and vocational training (or \$15,000 to sponsor adult education alone)

FULL PROGRAM SPONSORSHIPS

Cover all costs for one or several programs for the course of an entire year, making a huge difference for orphaned and vulnerable children and families in need.

- **\$50,000** – All expected administrative, fundraising and non-program costs for the organization for one year. This covers the salaries of our fundraising and administrative staff, as well as office supplies, utilities, rent, travel, and other supplementary expenses. Having grantmaker support for these costs allows us to expand our capacity and focus 100% of dollars given by small donors on our mission.
- **\$50,000** – All expected costs for operation for TST's Family Preservation Program for one year. This includes all expenses for the children and families in the programs, plus the cost of visits and shared program expenses, including items like transport and staff whose job stretch across more than one department. It does not include any costs for fundraising or non-program related expenses.
- **\$75,000 or \$150,000 for both**– All expected costs for operation for Happy Family Children's Village or Nkoaranga Orphanage for one year. This includes all expenses for the 25-30 children at each site, plus site maintenance and shared program expenses, including items like transport and staff whose job stretch across more than one department. It does not include any costs for fundraising or non-program related expenses.



ONE TIME SPONSORSHIPS

CONSTRUCTION SPONSORSHIPS

Endow a tree, room or building in honor of someone important in your life.

- **\$5,000** – Planting one **Memorial Grove Tree** in honor of a loved one who has passed away. Includes a granite memorial plaque at the site with the deceased's name and years of birth/death
- **\$30,000** - Construction and necessary medical equipment to build a fully functional **isolation room**, allowing Nkoaranga Orphanage to care for HIV+ and other medically fragile infants and children. Also covers training for staff members assigned to one-to-one care for these infants. Naming rights included.
- **\$50,000** – Construction and furnishing of a **new house at Happy Family Children's Village**, housing 12-15 children plus loving caretakers in a family-style environment designed to stimulate happy and healthy childhoods. Includes naming rights.



EDUCATIONAL FUND

Help us to create an application-only continuing education fund for the best achieving students from our residential and outreach programs to fulfill their highest educational aspirations!

- **\$25,000 and up** – Creation of a **long-term tertiary scholarship fund** for exceptional students

FAMILY PRESERVATION PROGRAM SEED FUND

Our long term goal is to scale and spread our innovative, holistic model to other facilities currently providing residential care for orphaned children. This type of program “seeding” would involve either hosting a staff member from the partner orphanage or hiring a social worker together, so they are able to learn how our model works on the ground, followed by provision of teaching and assessment materials, ongoing monitoring and mentoring, as well as some degree of financial assistance (matching funds or grants phased out over time)

- **\$50,000 and up** – Start up and ongoing support for partner programs at other residential facilities

FOUNDER'S STORY - BEKKA ROSS RUSSELL

In 2010, after finishing my undergraduate studies at Tufts University and at twenty two years old, I arrived in Tanzania for what turned into a year of volunteering, little expecting to fall hopelessly in love with the children of Nkoaranga Orphanage. I expected even less that I would end up adopting two of them, my daughter Zawadi and son Saimoni, or that I would wind up in Tanzania for six years - three years on and off, followed by three years full time. A chance encounter, a mention from a fellow volunteer about this little orphanage I should check out so I could volunteer on my day off from teaching, ended up turning my entire life upside down - in the best possible way.



Mama Pendo (Martha Ayo), whose name literally means Mama Love in Swahili, has managed and run the orphanage since 1987, starting several weeks before I was born. She has provided the most incredible, loving environment for hundreds of children, many of whom would have died without her help. During the early years, due to financial constraints, they could only care for kids up to age three, after which time they were returned to the village - whether or not there was anyone there who could care for them. Between a third and a half ended up abused, neglected, or dying within a year. Although Mama Pendo personally adopted several children, there were many more she could not save, and it is



clear that that loss still haunts her, decades later. In about 2008, an organization was founded that helped to send the children to boarding school after they aged out of the orphanage at five years old. However, it was clear to Mama Pendo, to me, and to many others that the kids were suffering. Abuse is rampant in these environments, and our children were not exempt. During that first year, we had many teary heart-to-hearts, dreaming about real, loving homes and bright futures for the kids we both loved, but unsure if it would ever be more than a pipe dream.

The Small Things was founded at the end of that first year, with the help of several other former volunteers and professionals with relevant experience, with the initial goal of providing supplemental support to the orphanage and the incredible and dedicated mamas who have spent their lives caring for children in need. In the first two years, while I was finishing my degree, we funded projects including installing a well and water filters, solar lighting, and hiring supplemental staff to cook, clean and look after premature infants. It was a start, although far from enough for me to be satisfied.

After two years studying International Development at the London School of Economics, while spending all breaks and vacations at the orphanage, I returned to Tanzania full time to see if we could empower the community, and the orphanage leaders to do more than provide a band aid of temporary orphanage care. But more important than anything, I was going to become a mom. To take home the two children who had stolen my heart, who had neither father nor mother to be reunited with later, who I had spent years bonding with, who broke my heart every time I left. Adopting them actually made my commitment to all the other children even stronger - I couldn't take each of them home, no

matter how much I wanted to. But I could give them *homes*, even if not mine, and I remain determined to do so.

Today, Zawadi and Saimoni have been home for more than three years, and have zero doubt in their mind who Mommy is, and how deeply I adore them. We have grown from the original orphanage partnership to provide deeply loving homes with committed, long-term caretakers, for as long as the other children need, at Happy Family Children's Village. We now have over a 50% reunification rate, which means more than half the children entering our care will eventually be able to live with relatives, thanks to TST's Family Preservation Program. This represents an increase of over 1000% compared to 2010, when I began this work! The children's morbidity and mortality has plummeted and achievement of developmental milestones has steadily increased. Between children in residential care and those living with relatives, we now support over 130 kids and have created pathways out of poverty for more than 40 families. Even better, our team is now managed by incredible Tanzanian staff on the ground, including Mama Pendo, empowered leaders stepping up to make a difference in their community. I couldn't be more proud of the work my amazing team has achieved, and we have so much more to offer, with your help.



I hope by now you have a clearer view of how our organization works, why our holistic model is necessary and unique, and why I am so deeply passionate about these children's welfare – as well as all the myriad ways you can make a difference! As you can see, money goes incredibly far on the ground in Tanzania, and you can make a truly incredible mark on the world for far less than it would take in many other places. I know that you have a million choices about where to contribute your hard-earned money. Every one of our partners has individual passions and needs, and you might aim to focus on one program, honor loved ones, or maximize tax benefits while making the world a better place. I am here any time to answer all your questions and talk about your options! Together, we'll figure out the best way to move forward, to make the biggest possible impact on the lives of the incredible children and families we work with. Thank you again for helping to make their futures a little bit brighter, and, again, welcome to our family!



With love and enormous gratitude,

A handwritten signature in black ink that reads "Bekka Russell".

PS: Call me any time with questions or ideas about how we can improve children's lives together! I'm at (475) 331-0505 or Bekka@thesmallthings.org. We'd also love to welcome you and your family to Tanzania!