

ANNUAL REPORT 2023

Macheo Children's Organization



This annual report is dedicated to
"Eunice" and all girls like her



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INTRODUCTION

When Maureen Kromowirjo, my co-founder, and I first landed in Kenya in 2004, little did we know of what lay ahead of us.

An incredible journey has led us to where we are today and where Macheo is now. Thousands of children's lives have improved because of all the support we got. Hundreds of colleagues have been able to help others while improving the lives of their own families. Hundreds of people have decided to trust us with funding, believing we had the ideas, skills, grit and ambition to keep on pushing for the improvement of children's lives.

Hundreds of children have grown under our daily care, some now as colleagues working for Macheo, keeping the fire burning.

It's an incredible journey, which doesn't stop. The work is still necessary. Still children suffer. Still children are not getting the opportunities to grow up in a safe, caring and stimulating environment.

We are here because of them, we see their pain, we see what can be done. We see what **needs** to be done.

On a personal note, 2023 was the final year for me as director of Macheo. I am extremely grateful for Sarah Mbira, and the way she has taken over. She will continue the journey, supported by the great team and network we have been blessed with over the years.

The stories of children like Eunice stare us in the face. We are here for her, because of her. Because she needs us.

I thank you all,

Marnix Huis in 't Veld
co-founder
Director 2005 - 2023



MISSION, VISION & VALUES

OUR MISSION:

“To empower and protect vulnerable children and their communities so that these children can lead a bright future.”

OUR VISION:

“A society where children live happily in a safe, caring and stimulating environment that promotes the best of their potential.”

OUR CORE VALUES:

Integrity

We behave in an honest, ethical, and trustworthy manner.

Child orientation

We display a personal, caring, professional and efficient way to respond to pronounced and unpronounced children's needs. The children's best interest is always our guiding principle.

Impact maximalization

We set ambitious goals and strive towards creating the highest possible impact for all participants with continuous improvement.

Teamwork

We show respect for the views and contributions of other team members. We listen, support and care for others. And actively build on our team spirit by reconciling conflict and adapting to the team.
See it, say it, fix it.

Professionalism

We value the expertise and skills of workmanship, take the corresponding responsibility, and invest in our professional development.



ABOUT MACHEO

Macheo Children's Organization was founded to help children in Kenya overcome and prevent suffering from avoidable or correctable circumstances.

This is why Macheo applies both corrective (to overcome) and preventive interventions.

In our corrective interventions we believe that every situation deserves an approach that does most justice to that complexity and will make the biggest difference. For these interventions we have developed a Theory of Change, a way of working that includes separation of duties and a solid monitoring & evaluation system.

The preventive interventions, aiming at avoiding harmful circumstances, are generally speaking the ones where we reach larger numbers, and where it is also harder to measure our exact impact.

We look at ourselves as the custodians of funds entrusted to us for the children who need our help.

After all, funding partners donate to Macheo to help children, and this is why we are here.

Good governance is the minimum level of stewardship that should be expected from us.

We have always met all the requirements set upon us by the Kenyan government, we are a Kenyan registered NGO with the Kenyan NGO Coordination Board (registration number: OP.218/051/2005/0410/3824)

To operate our temporary residential care facilities we are also registered as a Charitable Children's Institution by the National Council of Children's Services.

In Kenya we are governed by an independent board that currently consists of three members

1. Josphat Ngaira Musembi, chairman
2. Dirk-Jan Koeman, treasurer
3. Jennifer Wanjiru, secretary

Philosophy & Approach for individual, corrective interventions

Macheo supports vulnerable children with a tailored set of cost-effective interventions that address specific individual needs and the underlying root causes.

Macheo applies a holistic framework that considers the multiple types of needs¹ of each child we help. Our toolbox of interventions may address psychosocial wellbeing, health, education & skills, food & nutrition, shelter, care and protection - as well as the underlying root causes on family and societal level. Whenever possible, interventions are executed in partnership with local communities and authorities.

We are daily confronted with the fact that so many children around us have unmet needs. Unfortunately, our resources will always be limited and never sufficient to meet all needs. This means it will not be possible to help everyone.

Therefore, Macheo operates very consciously on how to maximize the change we make given the available resources. Our stepped approach focuses on those vulnerable children that will benefit most, giving a priority to children in their first 1,000 days and adolescent girls:

Step 1. We make evidence-based assessments and prioritize the children where our interventions will have the highest impact in well-being.

Step 2. In case we discover emergency situations during the initial identification phase, we refer these children for emergency relief, either executed by Macheo or by relevant Government functions.

Step 3. Once we have identified those in most need, we assess their strengths, development needs and the root causes of these needs. Based on this assessment, we work together with them on a plan to support and

¹ We distinguish between 7 different categories of needs derived from the Domains of Importance of the *Child Status Index*

² Macheo's interventions: <https://macheo.ngo/macheo-method/>

empower them and their families.

Step 4. Based on this plan, we use our decision tree, along with the expertise of our local social workers, to select the most effective and appropriate intervention(s)² and addressing the root causes where possible.

Step 5. We continuously make follow-ups to check how our interventions affect their needs and adjust our strategy where needed.

Step 6. Finally, we monitor the impact of our interventions by measuring our social return of investment through comparing our impact and costs.

We believe in separation of duties to create an internal push for continuous improvement. We need to always stay critical of the choices we make and the execution of the interventions we apply. The children we help should expect nothing else from us, they deserve our best efforts and the best we can offer. This is organized through a separation of duties within Macheo's program staff.

The needs assessment of individual children – and the families they live in - is done by Macheo's holistic Area Social Workers who on intake ask themselves four critical questions:

- 1. What is the problem?**
- 2. What is causing this problem?**
- 3. What can be done to address this problem and its root cause?**
- 4. Who is the best provider of this solution?**

Answering these questions leads to the decision whether we feel Macheo can and should help this child or family or whether our scarce resources are better allocated to another child or family.

When we decide to help, then this leads to internal or external referrals for children and/or caregivers to be helped. Internal referrals are done by Macheo's Area Social Workers to Macheo's colleagues who work in the Service Delivery of the different interventions. External referrals are referrals done to the Government services, to other NGO's or by mobilizing the communities. For quality assurance, our needs assessment social workers make follow ups to ensure the service delivery team provide best services to our clients.

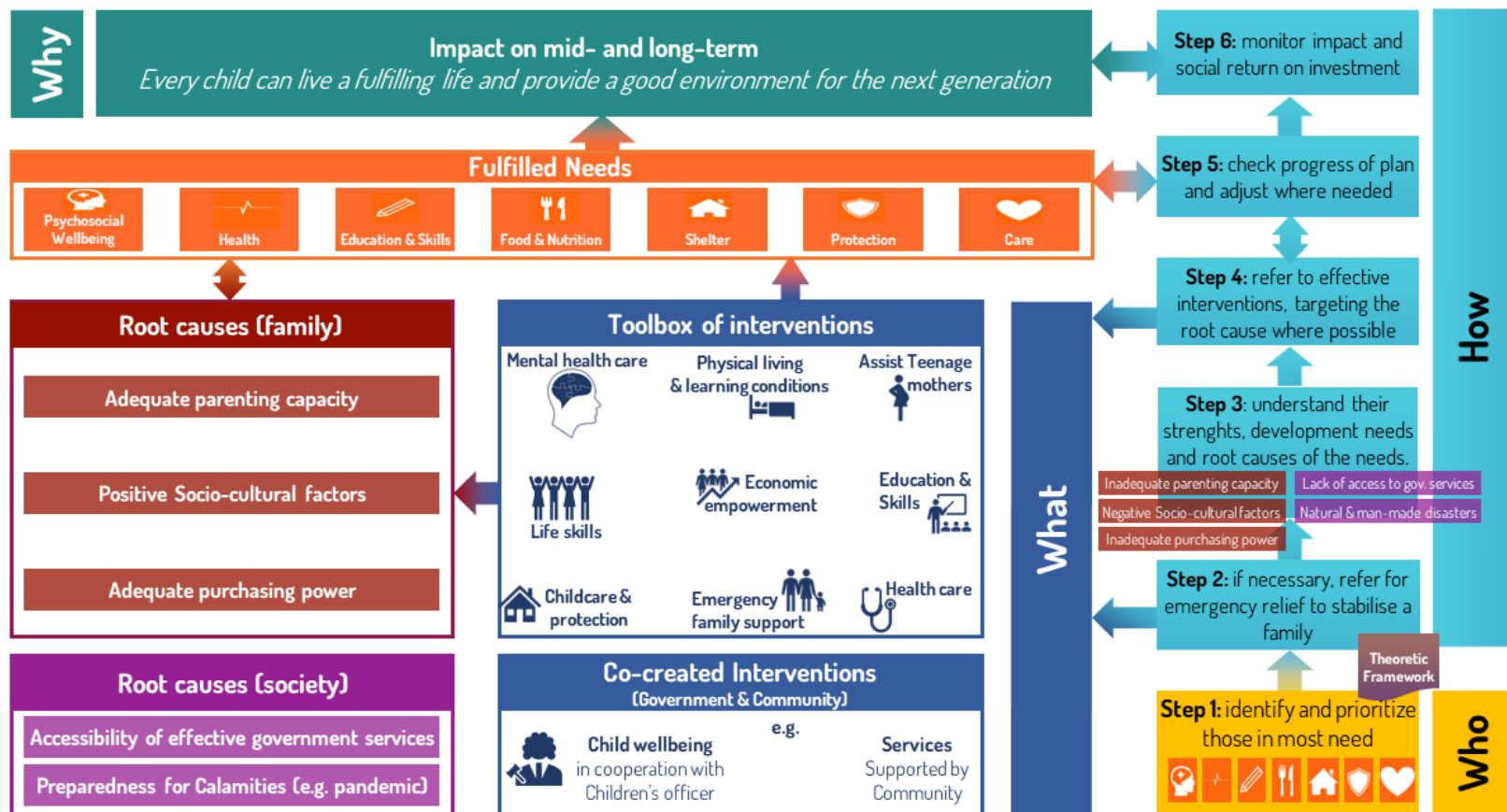
This approach acknowledges that every family is unique and has its own set of strengths, weaknesses, and circumstances that affect the child's well-being. By tailoring support to meet the specific needs of each family, we address issues more effectively and provide targeted assistance.

We work child oriented. To provide impartial protection and assistance, we must respond based on needs. This means that we do not offer just one service or intervention but give the families and children a central role in allowing them to discover and use their talents and strengths. We explicitly involve the caregivers and children in choosing the interventions that can work best for them.

Experience and research show that the healthy development of children is multi-dimensional. We believe that our solutions should be too. That is why we use a holistic approach: we focus on the situation of a specific child to determine which interventions we offer. To fully integrate this approach into our core, funding should also be needs-oriented. This means, in this methodology, we do not request for financial support for a single intervention but ask the funding partner to trust us with funding based on impact. Because we believe that children's development is multi-dimensional, we look at 7 aspects of a child's development:

- Care
- Protection
- Health
- Food & nutrition
- Education & skills
- Psycho-social wellbeing
- Shelter

This whole approach to individual, corrective interventions is visualized in Macheo's Theory of Change:



Philosophy & Approach for collective, preventive interventions

The approach towards our collective, preventive interventions is different. These interventions are mostly targeting larger groups, often through schools, where we aim to achieve a transfer of information or a change in attitude.

It is much more difficult to really measure the impact of the things we have prevented. However, from experience, seeing the response and hearing individual stories we are assured that these interventions yield significant positive results.

Macheo's collective preventive interventions are:

- Prevention of abuse & neglect.
- Provide de-worming.
- Youth employability.
- Provision of school desks.
- Reproductive health & life skills.
- Sports & games in schools.
- Improve school infrastructure.

The numbers reached in these interventions are in general higher, as shown in the next chapter. Costs are also low, making them very cost effective.

The importance of systems

Macheo's colleagues working directly with the children we serve or with their caregivers, can only function to their best when Macheo provides them with the right tools, environment, information and resources.

This happens from Macheo's Admin department, comprising of the following functions:

- Communication & fundraising
- Finance
- Human Resources
- Information Technology
- Monitoring & evaluation
- Procurement

All these distinct functions have to perform to their highest possible levels, but we also see further integration between these different functions happen in the near future.





THE YEAR 2023

Working in Kenya for these vulnerable children, inevitably has high and lows. The absolute deepest lows are loss of life and for the third time in Macheo's history, this year we lost a baby entrusted to us.

Baby Brielle Imani was born on 7th of March 2023 and was abandoned by her mother, immediately after birth.

Well-wishers rescued her to the Government Children's Office. The children's officer placed her into Macheo's care. The same day she was taken for medical examination at Thika's main hospital, and she was admitted having been found unwell. After a week Brielle was discharged from hospital and was warmly welcomed into Macheo's Baby House where she was receiving care. She was growing well and developing normally. On the 30th of May she developed complications and was rushed to the hospital in Thika. She was treated and put on medication. On 2nd June, she was taken for pediatric review and more medications were prescribed. She suddenly developed breathing problems on 6th June, and she was rushed to hospital again for treatment where she was admitted. On 8th June, her condition worsened and arrangements to be transferred to the Intensive Care Unit of a hospital in Nairobi were made. Unfortunately, Imani succumbed to the illness before the transfer was made. She was laid to rest on 14th of June, just 3 months old.



These harsh realities and losses also show the importance of the work Macheo does. Not every child we help is in a live-or-die situation, but some are. The babies we help in Macheo's baby house are fully dependent on Macheo. It's a big responsibility that we can only aspire to fill in close partnership with the Kenyan government through the children's office, hospitals, police, and judicial systems. But it's a joint effort also made possible by our supporters and our staff, who in these occurrences work tirelessly, literally day and night, to give these children an opportunity to live and eventually grow well, safe and loved. We are grateful that 19 babies, coming from comparable situation like baby Imani, were helped well and made it to loving families in 2023.

In total we have reached over 40,000 children in 2023, creating significant impact and change. We have achieved that with 103 full-time staff and 30 interns. 78% of our staff is female, average age is 37 years and on average have almost 6 years of working in Macheo.

Main achievements in 2023 have been the full implementation of the Family Needs Based Model, a new approach that creates a more holistic approach and more agency and flexibility in the application of our services. This approach has been very successful and will remain one of the focus points for further growth in the future.

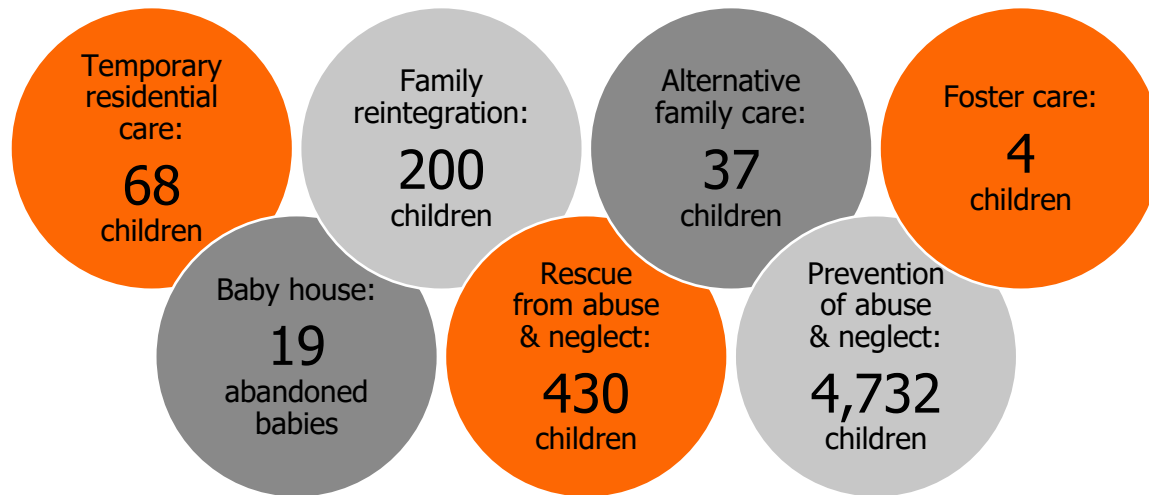
We made great strides towards further growing the organization, and we have continued investing in our systems, approaches, staffing and knowledge in communication, fundraising, human resources, accounting and monitoring & evaluation.

2023 has also prepared Macheo for new leadership, from 1st of January 2024 Sarah Mbira will be Macheo's Managing Director. In 2023 Sarah was Macheo's Operations Director. Also 3 new coordinators were appointed in 2023, thus continuing healthy leadership development. Coaching and training were offered to staff, and highly appreciated.

Circumstances have not favored Kenya in 2023. Big droughts have made our work more difficult. Crops have failed and prices skyrocketed.

We helped more children and caregivers than ever before, below graphs shows the numbers per intervention, the afore mentioned Family Needs Based approach is a combination of the below mentioned interventions:

Childcare & protection interventions, children helped:



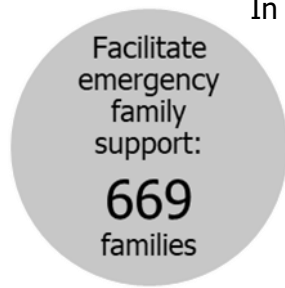
In 2023 we started a second baby house; we changed one of the houses in the Temporary Residential Care to a second baby house. The numbers in most interventions under "Childcare & prevention" are lower than originally budgeted. This is mostly due to lower need than estimated (in alternative family care and foster care) or slower legal procedures that enable children to be reintegrated or leave the baby house. Numbers in rescue are as expected.

In prevention of abuse & neglect we reached much higher numbers than anticipated, this is mostly due to much more cooperation from the public schools we work with and a higher awareness in society about the need for more empowerment and thirst for information on children's rights.



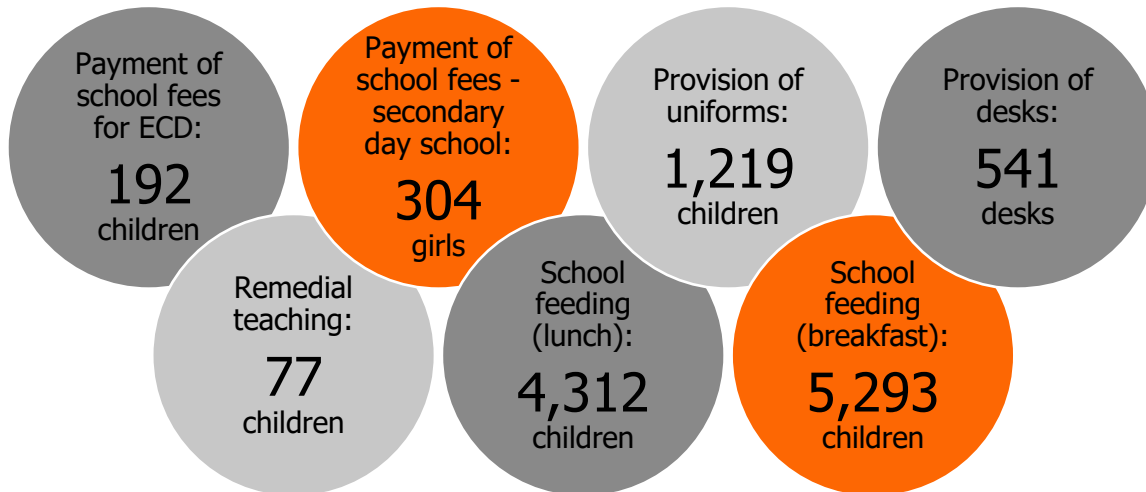
Children playing in Macheo's residential care facility, before they are being reintegrated back to their families.

Emergency family support, families helped:



In this intervention we help families with support to immediately remove some very pressing need, such as rent, food, medicine or school fees. This is necessary to enable the families and our social workers to focus on the future again. No one can make plans for the future when the immediate short-term needs are too overwhelming.

Education & skills, children helped:



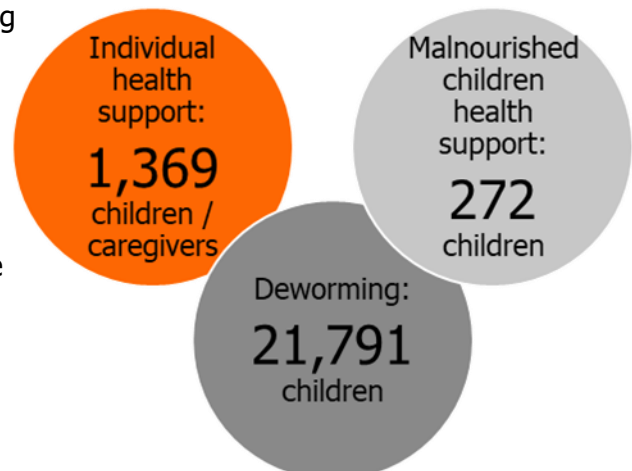
The need for Macheo's services is overwhelming and also in the interventions that focus on the education of children. We try to select carefully who to help, to use our scarce resources where they are needed most. Because of this we have made the decision to pay school fees for secondary school only for girls. This is not because we don't recognize the right of boys to get a good education, it is because the risks for girls when not in school are so different and so much bigger, chances of early pregnancies are much bigger when girls are not in school.

Healthcare, children and/or caregivers helped:

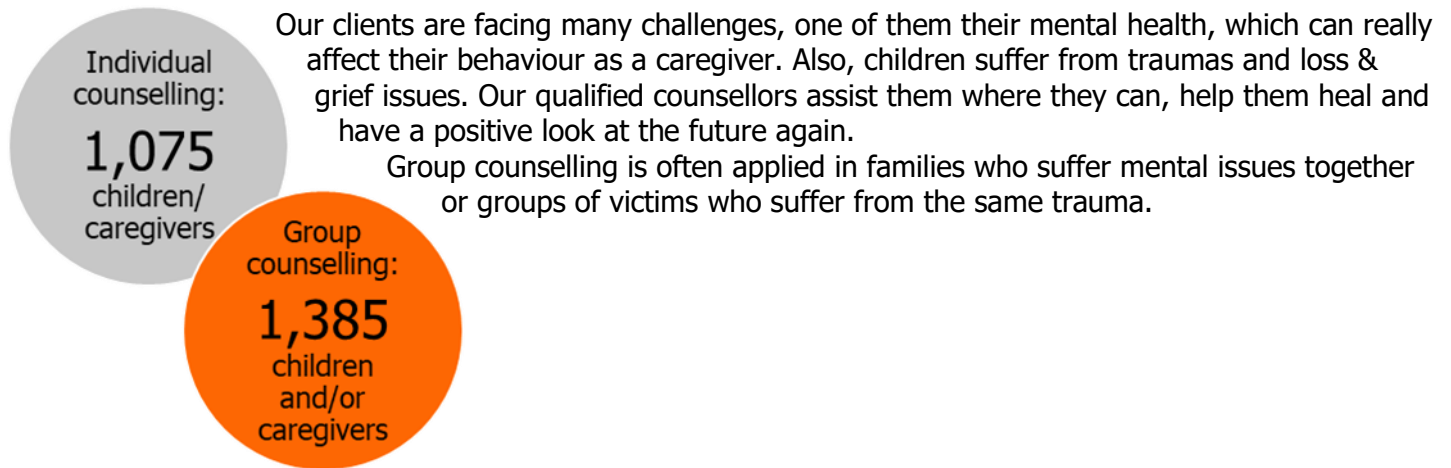
The impact of the different Health interventions have been very big this year. There has been an increase compared to 2022, though still many people are requesting Macheo to help them.

We try to increase how much we can achieve with limited resources by also lobbying actively for our clients with (governmental) health providers.

In 2023 Macheo staff far exceeded the expected amount for our clients in waivers from Government hospitals and services. In total Kenyan Shilling 2.9M were waived by the government hospitals in bills for Macheo's clients.



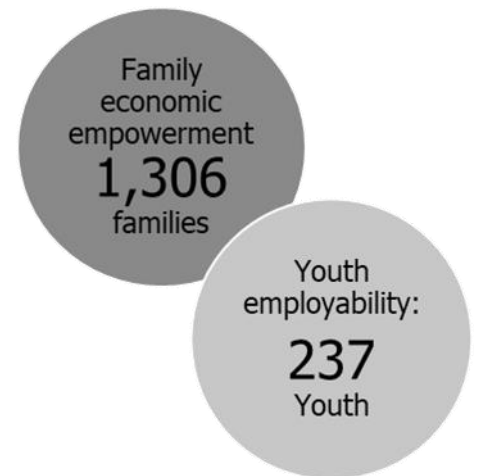
Mental health care, children and/or caregivers helped:



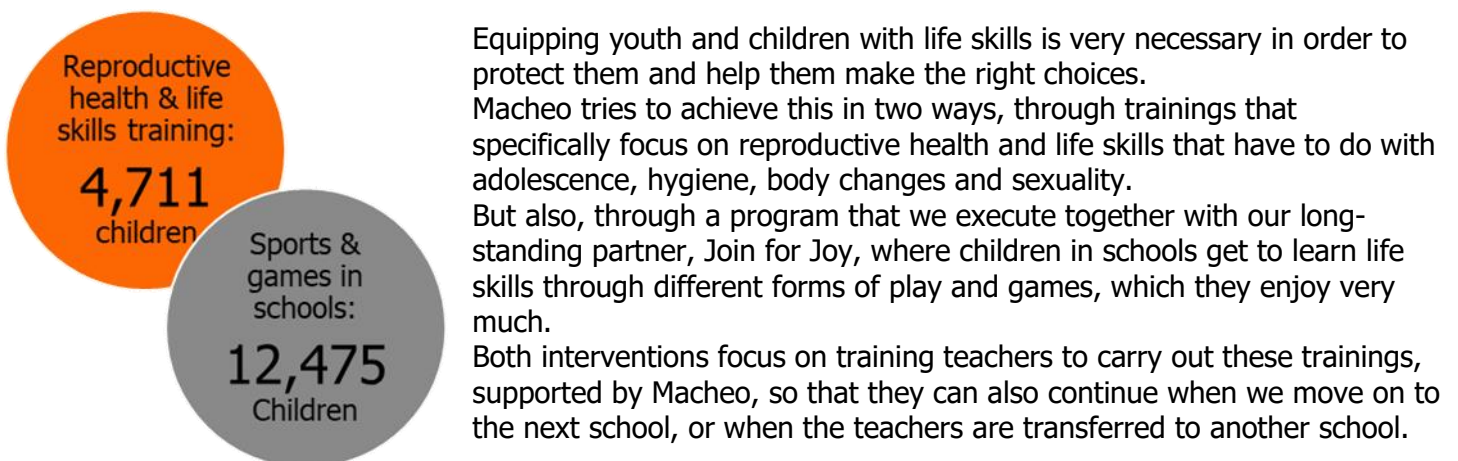
Economic empowerment, families or youth helped:

Macheo helps caregivers to provide for their children by helping them to start small businesses or get employed. We provide training, guidance and seed capital for the parents who wish – and who are able – to start a small business.

Youth unemployment is a very big challenge in Kenya and through trainings, motivation, learning skills we try to equip very vulnerable youth the have better chances of finding meaningful employment.



Life skills:



Teenage mothers helped:

The challenges girls face when they get pregnant are complex and can range from health issues, mental health issues, legal issues (especially if the father was an adult), but also family relations, future doubts about school or the decision to stop school and start working, parenting skills, etc.

Therefore our social workers who help the teenage mothers apply a wide range of different interventions. It's really tailor-made and a very individualized way of working. But given the wide range of questions we believe this is what they need and the best we can give them.

Macheo has been executing the program for over 12 years now, and the impact is very big.

Assisting
teenage
mothers:

241
teenage
mothers



Physical living & learning conditions, families helped, and school buildings constructed:

Physical living
conditions:

314
families

Improve
school
infrastructure

14
school
buildings

The circumstances in which we live and/or learn are of a very big influence. Pneumonia is the main cause of death amongst infants in Kenya, often caused by babies having to sleep on the (mud) floor. At night this gets moist and cold, this is a very unhealthy situation. Very often Macheo's work is as basic as helping people get beds and beddings. Also, here we have to choose who we help, and then we focus much on pregnant women, babies and infants.

The physical learning conditions at school play a big role in preventing school dropouts and create a better environment. In 2023 Macheo constructed 6 toilet blocks for girls and 1 for boys, also 4 new classrooms were built and 3 kitchens for school feeding.

We also improved 1 school playing field which could not be used because of big rocks.

Conclusion about the number of children / caregivers reached in the individual, corrective interventions.

In general, the numbers reached per intervention are lower than expected based on available budget, which mostly had to do with high inflation in Kenya of 9,2%. In some interventions the numbers were also affected by delays outside our control.

The cost per child/caregiver/family have also been higher than expected. But this was compensated partly by an also more favorable exchange rate.

But it's not only about how many children we help or how efficiently we help, it's also about *who* we help - and who not. Macheo is very aware of this all-important choice and aims to not run away from these painful decisions but discuss rationally and choose objectively where most impact can be created.

Apart from the direct needs, we also look at age and gender.

Below graph shows the ages and genders we have helped.

For these very difficult choices we are guided by Macheo's theoretic framework, which is public and can be found on our website.

Most impact can be created for children who are in their first 1,000 days, which is from conception till their second birthday, and for adolescent girls.

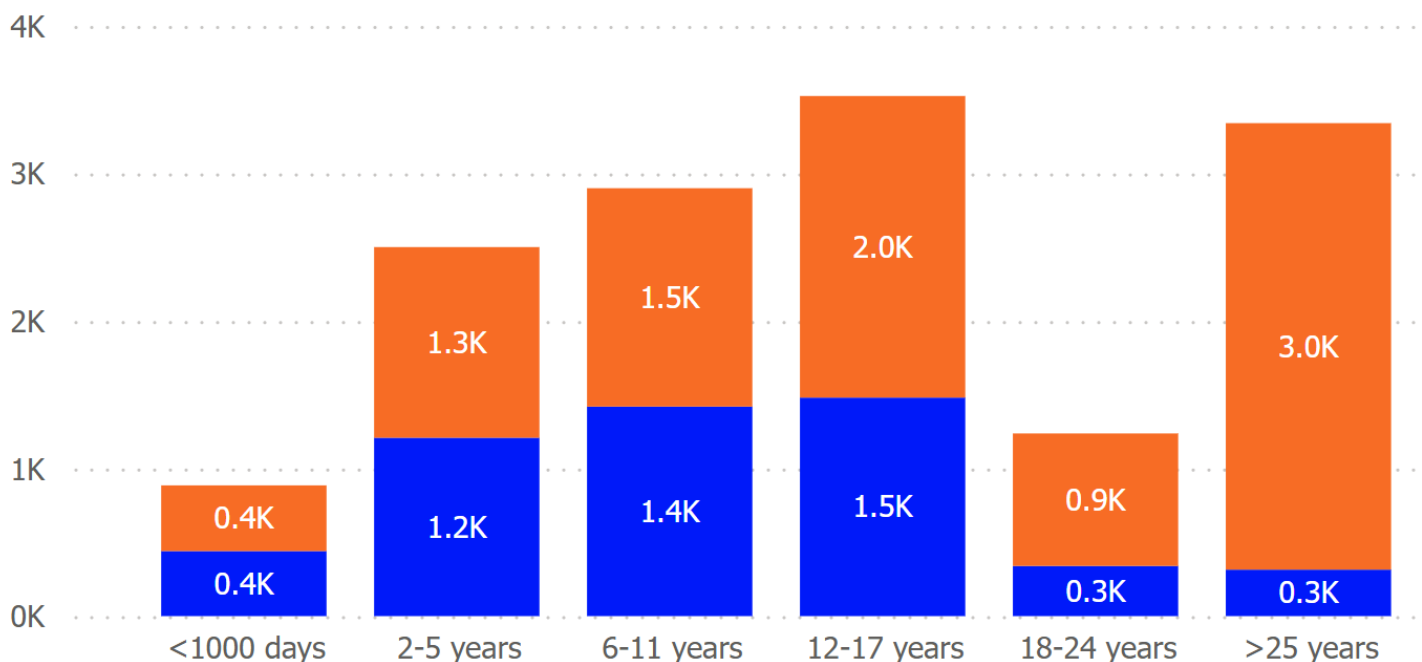
29% of the children we reached in 2023 are in one of these two categories.

Very often we help in families, through the caregiver and then of course also other siblings (outside children in their 1,000 days or adolescent girls) benefit.

For some interventions we choose purely on need, for example in all interventions under "Childcare & protection."

Age categories

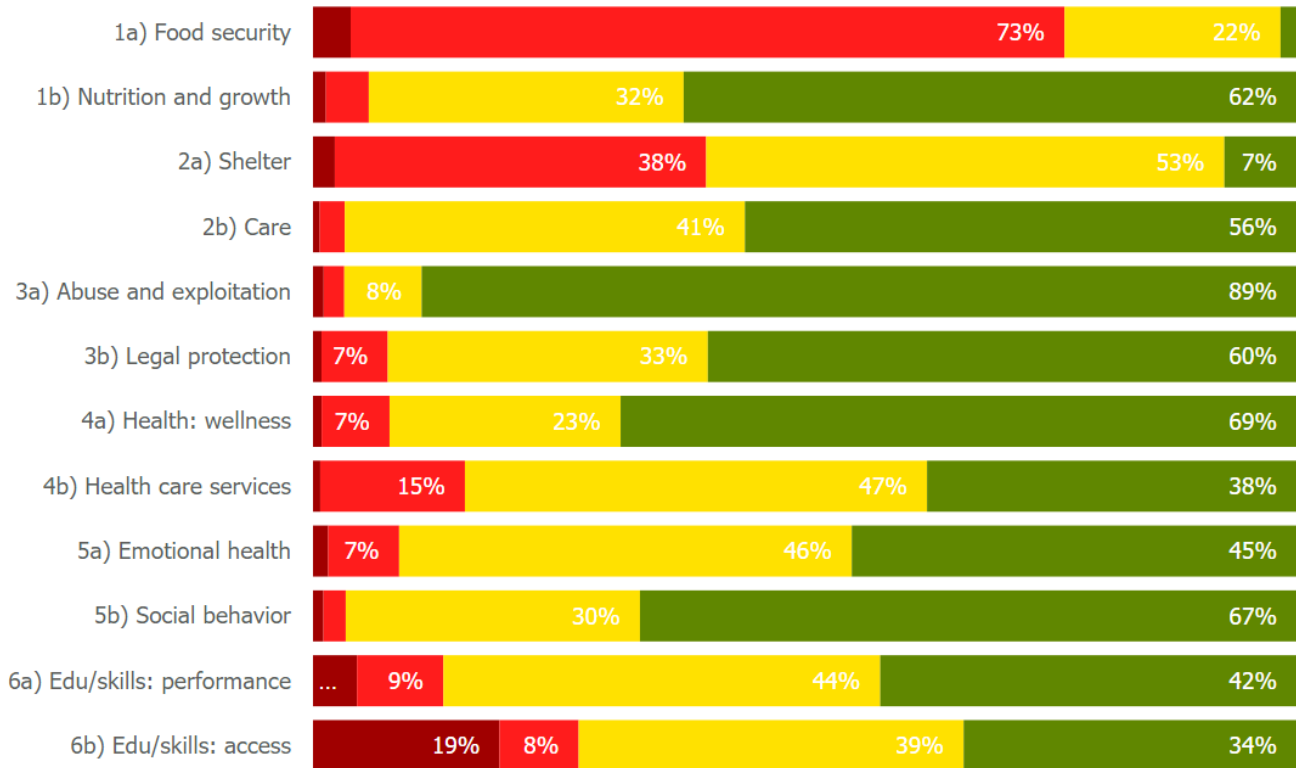
● Male ● Female



The different interventions should work together to improve the general well-being of children. This general well-being is being estimated by Macheo's Area Social Workers using a tool, called the "Child Status Index", the intake and exit ratings of the children we help are presented below.

Intake Child Status Index

● 1 = Very bad ● 2 = Bad ● 3 = Fair ● 4 = Good

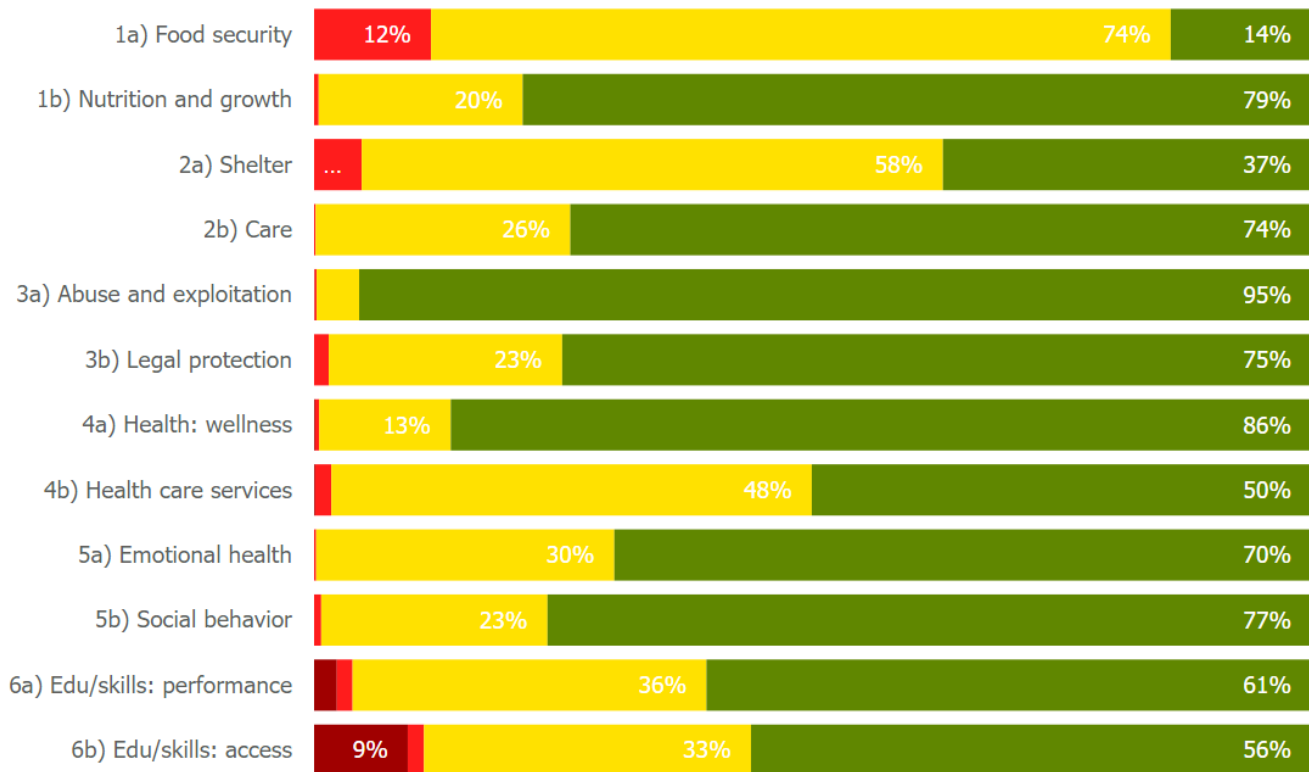


We see that in intake the situation for children is really bad in especially the domain of "food security", but also "shelter" and "access to education" are very worrying.



Exit Child Status Index

● 1 = Very bad ● 2 = Bad ● 3 = Fair ● 4 = Good



After we have worked for the children, we see a very big improvement in all domains, especially in “food security”. The situation is still not perfect, but definitely big improvements.

We are grateful for all our partners who enable us to do this work and help the children who need our help so much.

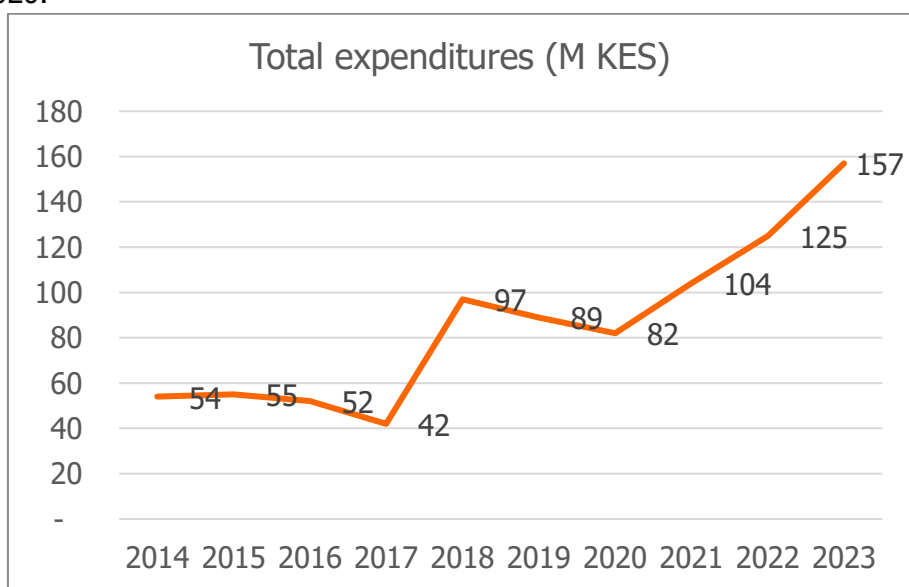
Financials in 2023

2023 has been a good another year of growth for Macheo with a higher budget available to help vulnerable children. The continued efforts in training Kenyan staff to take lead in fundraising are encouraging. Macheo’s assets have also grown, signifying further growth of the organization.

Statement of financial position	2023 (KSHs)	2022 (KSHs)
Non-current assets:		
Property, plant and equipment	33,952,801	36,074,091
Current assets		
Inventory	627,278	391,896
Trade and other receivables	18,915,162	5,823,785
Cash and cash equivalents	37,251,479	22,857,520
Total assets	90,746,720	64,755,395
Current liabilities:		
Trade and other payables	1,682,921	1,963,775
Funds:		
Property & equipment / capital fund	33,952,801	36,074,091
Accumulated/ general fund	2,245,111	2,648,242
Restricted funds	52,865,885	24,069,287
Total funds & liabilities	90,746,720	64,755,395

The full audited accounts can be viewed [here](#).

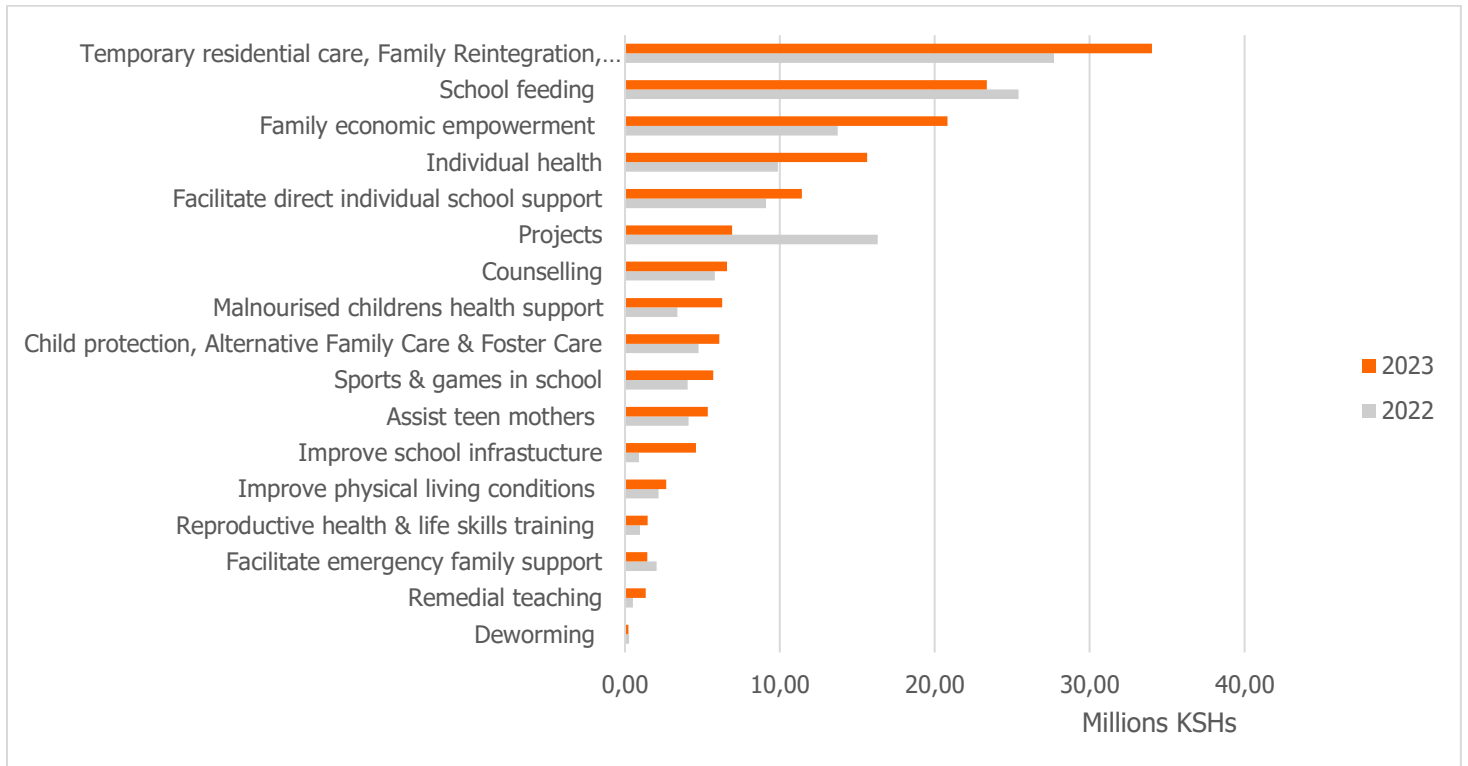
The expenditures of Macheo have tripled in the last 10 years and we are happy to see solidified growth in the organization since 2020.



Apart from school feeding and projects, all the interventions have grown again in 2023.

Financially speaking Macheo's largest interventions are:

- Temporary residential care, family reintegration and baby house
- School feeding.
- Family economic empowerment.
- Individual health support.
- Facilitate direct individual school support, payment of school fees, remedial teaching, provision of uniforms, provision of desks.





STORIES OF CLIENTS & COLLEAGUES

Eunice, teenage mother

At 10, Eunice² loses her mother. At 11 years old, Eunice becomes a mother herself. Imagine the confusion of loss, then the accompanying pain, all weighing down on an 11-year-old. Eunice is the only child, and soon after her mother's passing, her maternal grandparents assumed her guardianship.

Silent and soft-spoken, Eunice's demeanour is calm, her manner of speech pure and innocent. They live in her extended family's retreat house at the foot of Kilimambogo hills. Except for holidays, these houses remain unoccupied for most days, and only the three live there. One fine weekend, cousins and uncles came to visit. A distant cousin in his early twenties remained while others had gone sightseeing. Eunice was alone at the house. This cousin lured her into his room and defiled this little girl. He threatened Eunice not to say anything about the occurrence, but Eunice could not be bowed down – although the revelation happened a few weeks later while this man was still around. Of course, he denied his part in Eunice's story, and when the police got involved, he disappeared.

Oblivious to Eunice's pregnancy, the grandparents let the police handle the search while they went on their daily lives. This went on until Eunice became sick, displaying symptoms of pregnancy only for a test to confirm their fears. The test results complicated the situation more when the entire extended family was informed. The family advised Eunice's grandparents against pursuing justice so the matter could be resolved internally to protect the family's name and 'honour'. Their sense of responsibility towards their granddaughter conflicted with this advice. Thus, they decided to continue the chase, resulting in a family conflict that saw them evicted from one of the well-built and properly furnished houses. There is a big difference in wealth between Eunice's grandfather and his brothers, which has been the cause of their maltreatment and outcast status in the family.

Eunice learned about newborn care and nutrition through the teen mothers' intervention and received psychosocial support from counsellors and her peers, although some were a few years ahead. She gave birth to a beautiful little girl whom she named Mary, after her mother. Because Eunice is still a young girl and displayed a thirst for knowledge, she was set up to go back and finish her education. She is determined to finish her primary school, which only has a year left, and move on to secondary school. Eunice aspires to be a nurse – a dream she associates with her grandmother, who has been her greatest ally in raising Mary and teaching her the little she now knows about motherhood.

Due to their location on the rural side, the family received aid to start a poultry farm to generate income that would help to provide food and other essential needs. Since Eunice spends the day in school, powdered milk has been provided to her baby until she turned six months old. Little Mary would be breastfed early in the morning before Eunice leaves and later in the evening when she returns. She has continued to excel in school by always coming first in her class. The grandmother is still very strong in helping Eunice with raising little Mary. We continue to monitor the progress of this family with the hope that the police will bring justice to Eunice.

² To protect her privacy, this is not her real name, her grandparents have given consent that we share her story.



Jane Wangari, colleague since 2005

With only three children, I was the first caregiver at Macheo—if you don't consider Maureen and Marnix, who I found already working here, caring for the children. This was when Macheo provided a home for orphaned and abandoned children above three years old in 2005. We were housing the children in a one-floor, three-bedroom house in Landless, a few miles from our current location.

My journey with Macheo is filled with learning, rediscovery of myself and growth. As a caregiver and mother of two, I learned deeply what healthy parenting really is. Through training and the many therapy sessions we went through as caregivers, we understood what it means to care for children with different emotional needs.

Through my experience as a caregiver, my children have had the privilege of experiencing what I became, a better mother.

Working in Macheo, besides fulfilling my passion for children and witnessing them go through the phases of life, I was able to provide for my family, especially my children whom I have seen graduate with degrees from the university. To give them what I did not have growing up has been the highlight of my motherhood journey.

At Macheo, I have seen firsthand what compassion and trust can achieve.

I greatly admire the ideals of Macheo's founders of elevating people, seeing past their past and current circumstances, and trusting in the possibilities of what they could be. I transitioned from caregiving to being an assistant to the human resources office when Macheo expanded. I have worked to make the office environment fair and safe for all. I am grateful for the trust and confidence I was accorded, which I have paid with eighteen years of service with diligence and accountability.

I have had challenges in my career, but I believe that is everyone's path. I like to call them steppingstones for growth. Caring for children with severe cases of trauma and abuse has taught me to be more sensitive and understanding, which allowed the children to trust and open up to me, leading to deep healing. Transitioning to office work, where communication is essential, made me realize the importance of this skill for someone like me who is more reserved and silent.

Macheo is more diverse in so many ways than ever before. I have learnt that dealing with people is meeting them with an understanding of where our differences arise, and that calls one to be open-minded.

I am enjoying my time here. I have made meaningful relationships with people here, and I believe, I have built a community based on these relationships. I love what I do, and I am looking forward to doing more of that with Macheo.



Julia's story, client Family Needs Based Method

In the heart of a rural setting, the homestead of Julia³, a resilient 75-year-old grandmother, stands as a testament to the unyielding spirit of her family. Living under the same roof are her youngest son, Mathew, and four grandchildren: Tom 14 years old, 11-year-old twins Mike and Paul, and Joan, 10 years. Circumstances have coerced them into this life, a life far from the one they would have chosen.

The roots of their challenges run deep. Years ago, Mathew found himself alone after separating from his wife leaving him responsible for the care of his two children, Tom and Joan. Tragedy struck again when his brother's wife passed away, leaving him and his mother to take on the guardianship of Mike and Paul after their father abandoned them. Julia, a dedicated farmer, toils on her farm day in and day out, hoping to provide food for her family. Mathew also contributes to the family's upkeep however he relies on sporadic and scarce casual jobs, rendering them unable to meet the children's basic needs; food, education, and/or healthcare.

Their situation changed course when a former client of Macheo, introduced them to a compassionate and empathetic social worker. Pouring out their challenges and aspirations for the future, the family uncovered even more hardships. The children continue to face barriers in accessing government services due to the lack of birth certificates, attending school on empty stomachs, lacking proper uniforms, and sleeping on the bare floor at home.

Witnessing the depth of their struggle, the social worker referred them to Family Economic Empowerment intervention to boost their purchasing power and meet their basic needs. The family's living conditions will be addressed through Improved Physical Living Conditions intervention, providing them with bedding and the children with clothes. Recognizing the emotional toll on the children, particularly Mike, the social worker referred him to Psychosocial Support to cope with the profound loss of his mother.

Julia and Mathew have hope for the future and yearn to see the children not just attend school but succeed in life. With the strength of Macheo and your support, Julia's family will be transformed for the better helping break the cycle of poverty.



³ To protect their privacy, this is not the real name of Julia. She has approved that we share her and her grandchildren's story.

Rose Kinyanjui, colleague since 2011

I have seen Macheo grow, and growing alongside it in many facets of my life has been the greatest experience of my adult life. Like Macheo's humble beginnings, I started as a general worker on the farm. I dropped out of school after two years of secondary school due to financial constraints, but I was determined to save up and go back. I was moved to caregiving, after training, caring for children during the day.

With Macheo's support, I enrolled in adult education, bringing me closer to my current role of serving others. After a year of hard work as a day caregiver, I was promoted to caregiver in the Residential Care. I finally completed my secondary education, and in this same year, I moved positions twice: first, as a social worker in needs identification, then, as a social worker for alternative family care.

Since I joined in 2009, there have been significant improvements at Macheo. With its expansion to offer more services, there has been an upgrade in facilities as well as staffing. Initially, children lived in a dormitory setup, but this has evolved into a house setup where each house accommodates eight children, keeping brothers and sisters together, along with an adult caregiver. The number of children served has increased, and programs and services have been enhanced.

I was enrolled in a social work and community development course upon my promotion to being a social worker in temporary residential care. I advanced to being the coordinator of Temporary Residential Care and Baby House, a role I still hold to this day.

Macheo has continued to thrive immensely. I've seen improvements in data management and the implementation of positive parenting practices. Macheo has also evolved into an organization that prioritizes staff development, significantly enhancing their careers. The dedication and hard work of our staff and volunteers, both from Kenya and abroad, have been pivotal in driving this growth.

As a mother, looking after children is fulfilling. It brings me immense joy and satisfaction to witness their progress and development, growing into responsible adults. I feel proud to contribute to their well-being, to share in their happiness as they achieve milestones, and to experience a deep sense of purpose and meaning in helping them build a brighter future.

Macheo has had a profound impact on my life and my family. It has allowed me to better plan for my future as well as that of my son. I have supported my family, including my parents because of this growth that I have witnessed. I am now a proud woman with several certifications, a driving license, extensive experience in the humanitarian sector as a child protection specialist, and a vast network.

Working in Macheo has been incredibly rewarding, but it can also be emotionally demanding as each child comes from a unique background and with unique needs. It's a calling that requires compassion, patience and dedication. I am super grateful for the opportunities that I was given in the different capacities that I have served and continue to do. This has been a life-changing experience for me.



Angel's story, client from Malnourished Children Intervention

Breastfeeding and general nutrition are very important in the first half-year of a baby's developmental cycle. Imagine a situation a baby in this very critical period cannot breastfeed due to a condition she was born with. That summarizes what Angel (alias), now a year and a half old, went through in her earliest months.

Born with an opening in the roof of her mouth, Angel struggled to properly suck in milk into her delicate digestive system that depended on milk for nutrition. This condition was realized after the baby was only a week old, as she would cry excessively and spill milk through her nose whenever she was being breastfed. Born to a young mother, only 18 at the time, this came with many challenges. Not only did Sarah*, Angel's mother, come from a low-income background, but she was also in conflict with her own mother, which had to do with Angel's birth – adding more layers of complexity to an already challenging situation.

Doctors advised Sarah to feed Angel her breast milk from a cup with a spoon to monitor her weight and growth before exploring corrective surgery. However, due to Sarah's economic situation, her dietary needs as a lactating mother were barely met, affecting her milk production. At one month old, Angel had not gained any weight, and her mother was advised to purchase formula milk, which she could not afford. She thus decided to give regular cow's milk to the child, but it resulted in stomach discomfort and constipation. As Angel's health continued to deteriorate, Sarah moved in with her grandmother. Angel was taken to a Level 5 Hospital to assess her health deeply. Doctors revealed malnutrition due to starvation as the cause of Angel's dwindling health.

It was through the doctors that Sarah was referred to Macheo for support, monitoring, and follow-up. During the assessment, only four months old and weighing only 2.5 kg, Angel looked weak, irritable, and had loose skin and protruding eyes. She was thus put through the malnourished children's program immediately. Regular provision of formula milk, supplements, and proper feeding enabled Angel to gain the appropriate weight to undergo her corrective surgery. Sarah was also enrolled in a mental health program to help her cope with the pressure of family conflict, relieve stress, and enable her to take good care of herself and, by extension, Angel.

Angel's surgery was successful. The surgery was a Hail Mary that helped restore her health and put her on the path to growth and achieving developmental milestones. She can now patter on her two feet, play with other children, and possess the most radiant smile. The family is happy and grateful for the support that was given in restoring Angel's health and Sarah's confidence. Sarah reconciled with her mother and moved back in with her again.





PLANS FOR 2024

Management

Macheo's daily management consists of 15 people, under the guidance of our Managing Director, Sarah Mbira.



Macheo's plans focus on 4 main objectives:

1. Increase efficiency.
2. Increase funding & financial reserves.
3. Increase our success rate and impact.
4. Increase organizational stability.

In the year 2024 we have planned the following activities to bring these 4 objectives closer:

Increase efficiency:

- Increase government partnerships in Foster Care to have 30 children referred in 2024.
- Increase government partnerships in Health to have medical bills waived with a total value of Kes 3.1M for children and/or caregivers we help.
- Increase government partnerships in Education, to lobby bursaries worth Kes 450,000 for children we help.
- Operate within unit costs – no intervention should have a deviation larger than 20%.

Increase funding & financial reserves:

- Create fin reserve of Kes 55M by the sale of assets.
- Fundraise 245M for 2024.
- Fundraise 277M for 2025 from 1 July 2024
- Manage exchange rates, through careful budgeting, close monitoring of trends, utilize hatching possibilities.
- Monitor inflation, through careful budgeting, close monitoring, and stocking up when possible.

Increase success rate / impact:

- At least 70% of the children are rated 3 ("fair") or 4 ("good") on all sub-domains in the Child Status Index on exit.
- At least 80% of the interventions should meet their success targets.

- At least 80% of the interventions should meet their targets on days a participant should stay in the intervention.

Organizational stability:

- Data safety, preventing loss of organizational information through human errors, data breaches, hacks.
- Governance – Increase board membership to a minimum of 5 members.
- Human Resources; increase staff capacity, performance management & training, mentorship, coaching.
- Human Resources: reduce dependency on individuals by having fallback staff in key positions – Management Team, Finance, fundraising, Monitoring & Evaluation.
- Integrated data system with Monitoring & Evaluation, finance (integrating between finances in Netherlands and Kenya), reporting to prevent gaps in communication to provide timely quarterly and annual reporting.
- Integrated data system with human resources.
- Increase leadership capacity.
- Maintain government compliance – Timely renewal of MCH operational certificate, staff statutory deductions.
- Monitoring & Evaluation – 100% live data and reliability.
- Needs Assessment – high quality needs assessments, referrals, escalation model in place for junior staff for highly complex cases.



Macheo's ambition level for 2024 is also reflected in the budget for 2024:

2024 BUDGET				
Interventions	Unit cost (KES)	No of clients	Needed funding KES	
Childcare & protection				
1a	Temporary residential care	208.082	80	16.646.534
1b	Family Reintegration	47.569	200	9.513.784
1c-1	Alternative family care	32.487	60	1.949.190
1c-2	Foster Care	56.543	30	1.696.294
1d	Baby house	265.399	32	8.492.782
1e	Rescue from abuse & neglect	8.271	500	4.135.486
1f	Prevention of abuse & neglect	249	4.000	997.569
Emergency family support				
2	Facilitate emergency family support	2.348	1.000	2.347.828
Education & Skills				
3a-1	Payment of school fees - early childhood dev.	11.689	300	3.506.843
3a-2	Payment of school fees - secondary day	29.563	450	13.303.204
3b	Provision of uniforms	996	1.500	1.493.295
3c	Provision of desks	2.903	800	2.322.569
3d	Remedial teaching	27.573	100	2.757.307
3e	School feeding - Lunch	6.970	4.500	31.365.406
3f	School feeding - Porridge	874	6.000	5.244.876
3g	School feeding - conditional cash transfer	4.843	2.500	12.107.274
Health care				
4a	Individual health support	9.327	2.200	20.518.908
4b	Malnourished children health support	25.873	495	12.806.973
4c	Deworming	22	22.000	479.143
Mental health care				
5a	Individual counseling	7.211	1.500	10.816.871
5b	Group counseling	1.120	1.215	1.360.478
Economic empowerment				
6a	Family economic empowerment	20.230	2.000	40.460.892
6b	Youth employability	28.727	186	5.343.274
Life skills				
7a	Reproductive health and life skills training	431	7.000	3.020.060
7b	Sports & games in schools		lump sum	5.100.000
Teenage mothers				
8	Assist teenage mothers	19.443	300	5.832.955
Physical living & learning conditions				
9a	Improve physical living conditions	5.289	1.000	5.288.533
9b	Improve school infrastructure	585.724	11	6.442.961
Projects				
	Projects			4.500.000
				239.851.289



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