building big bright futures
foodwatershelter (henceforth referred to as fws) is an non-governmental organisation based in Australia and the USA, developed to promote and raise funds for our major project, Kesho Leo Children’s Village. Kesho Leo Children’s Village is a home and educational facility for vulnerable women and children located in Sinon, in the Arusha region of Tanzania, East Africa.

We provide technical support, particularly through promotion and fundraising, while building local capacity to ensure the sustainability and eventual independence of the project.

We are driven by four principles that have been incorporated into our staged approach of community development for Kesho Leo Children’s Village:

- **stage one:** Design and build a Children’s Village (“Kesho Leo”), consisting of accommodation, a community education centre and a community health centre. *(complete)*
- **stage two:** Develop and run programs, operating from Kesho Leo, which support vulnerable women and children. *(ongoing, nearing completion)*
- **stage three:** Build businesses and sustainable funding sources to support the financial sustainability and independence of Kesho Leo. *(ongoing)*
- **stage four:** Ensure independent and local management of Kesho Leo. *(ongoing)*
1. Every child has the right to have their basic physiological needs of food, water and shelter met
2. Every child has the right to have their psychological needs met
Then they are able to grow with self-esteem and a sense of belonging.
3. Every child has the right to an education that allows for freedom of thought and expression of creativity
Children in developing communities need early and enhanced support to accelerate their learning and ensure the success of their education.
4. fws works with care for the environment in all practice
fws practice in an eco-friendly and sustainable manner from fundraising in Australia, to the expert design and building of the children’s village. fws promotes the use of local materials and appropriate solutions.
5. It takes a village to raise a child
fws employs local people to build, staff and manage the children’s village. This model fosters sustainability by empowering local people to manage local programs and facilities. fws are committed to training local staff so that they are able to move towards self-management, with fws merely overseeing operations.
6. Moving towards sustainability
It is the aim of fws that the longer the children’s village operates, the more it will be able to support itself through self-reliance and income generating initiatives, and the less sponsorship it will need.
7. fws children’s villages are part of their community and contribute to community development
The children’s village regularly receives input from the community, and in turn, distributes knowledge and resources to the community.
8. fws projects are developed with the expertise of volunteers
There will be a two-way exchange of knowledge between volunteers and recipients. A volunteer’s contribution to beneficiaries and the recipient country is a primary consideration for fws.
9. fws gives people in developed societies the opportunity to give in a simple and tangible way
The act of giving is a positive experience and a celebration of the culture of our recipient countries.
10. fws is transparent in all activities
By operating with transparency, fws ensures donors are able to see the difference that their contribution is making. fws keeps donors up to date with regular updates on the website and via its free e-newsletter, Gimme Shelter. Donors have access to information on progress at all times.
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>fws</strong> highlights</td>
<td>7</td>
</tr>
<tr>
<td><strong>fws arusha president’s report</strong></td>
<td>10</td>
</tr>
<tr>
<td><strong>fws arusha financial report</strong></td>
<td>13</td>
</tr>
<tr>
<td><strong>fws arusha president’s report</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>fws Australia treasurer’s report</strong></td>
<td>19</td>
</tr>
<tr>
<td><strong>fws Australia treasurer’s report</strong></td>
<td>22</td>
</tr>
<tr>
<td><strong>fws Australia financial report</strong></td>
<td>23</td>
</tr>
<tr>
<td><strong>fws strategic goals and achievements for 2013/14</strong></td>
<td>24</td>
</tr>
<tr>
<td><strong>thanks to our corporate sponsors and partners</strong></td>
<td>27</td>
</tr>
<tr>
<td><strong>kesho leo program updates</strong></td>
<td>29</td>
</tr>
<tr>
<td>- family stories</td>
<td>30</td>
</tr>
<tr>
<td>- kesho leo staff stories</td>
<td>32</td>
</tr>
<tr>
<td>- education stories</td>
<td>33</td>
</tr>
<tr>
<td>- permaculture stories</td>
<td>34</td>
</tr>
<tr>
<td>- health stories</td>
<td>36</td>
</tr>
<tr>
<td><strong>corporate governance</strong></td>
<td>39</td>
</tr>
<tr>
<td><strong>thank yous</strong></td>
<td>49</td>
</tr>
<tr>
<td><strong>donors</strong></td>
<td>50</td>
</tr>
<tr>
<td><strong>how you can help</strong></td>
<td>52</td>
</tr>
</tbody>
</table>
In 2013/14 our services reached over 200 children:

- 15 orphaned children now living at Kesho Leo in household units led by carers
- 15 other vulnerable children living at Kesho Leo
- 50 children per year attending the Kesho Leo chekechea (kindergarten) and pre-primary school.
- 30 children attending the Engo Primary chekechea and pre-primary schools with our support
- 20 children in the Engosengiu community (children who are orphaned or receiving inadequate care from extended family) through our Health, Education and Social Welfare Community Outreach Program
- 20 children attending Kesho Leo after-school tuition
- 50 children attended the Kesho Leo community health service (until we had to close the service in February 2014)

Some other highlights…

From Australia: Michelle Salaveria’s Looooong walk campaign

In June and July 2014, Michelle Salaveria completed the 800km long hike known as the Camino De Santiago (road to Santiago) across Spain. Michelle, a Brisbane woman now living in France, decided to set the challenge of the big hike after surviving her second bout of meningitis in February 2013. She also set another super challenge to raise vital funds for her three favourite charities including fws. Michelle and her Australian team of supporters raised $2700 AUD. The proceeds of Michelle’s amazing fundraising effort have been put towards building houses for families in Sinon.

From USA: Sewing in the USA

Thanks to a fair trade agreement forged with an Atlanta City handicraft store, a range of items stitched by the fws mamas’ sewing group reached an international market during 2013/14. In September 2013, we sent our first packages over to the USA full of Kesho Leo house mamas’ sewing: ketenge aprons, Christmas wreaths, iPad cases and stuffed elephants. The mamas each received a commission for their hand crafted products.
highlights

From Australia: The big Mia Kwa Mia (100 for 100) program launch

In November 2013, 85 guests attended our mia kwa mia launch party in Brisbane. Our mia kwa mia club is a program where 100 generous and committed supporters donate $100 per month with the goal of covering Kesho Leo’s operational costs. These operational costs include everything from the salaries and costs for over 30 Tanzanian staff, to continued development of permaculture systems and infrastructure maintenance, a growing range of community outreach and health programs, and vehicle and security costs. In 2013/14 we celebrated the sign-up of 20 mia kwa mia members.

From Tanzania: “Hears” to Salim

Salim, a 15 year old orphan living at Kesho Leo, has been relatively deaf since he was four years old. As a result, Salim has not been able to learn to speak. Since joining the Kesho Leo family, Salim has had access to suitable education, attending the Mt Meru Special School where he learns sign language. In late 2013, his house mama Gladi and the Kesho Leo team arranged for Salim to be fitted with a hearing aid. Salim was overcome with excitement when he was able to hear sound for the first time in over 10 years! With the hearing aid, Salim can now distinguish sounds and can begin the long process of developing his language skills. Congratulations to Salim and thanks to Gladi for her dedication and initiative in finding this simple solution for Salim.

From Tanzania: Continuing community education

In 2013/14 Kesho Leo continued to offer a variety of community education programs based around health, permaculture, and life-skills. On one end of the spectrum were our three international permaculture design courses (PDCs) that were attended by 60 participants representing 14 countries, and presented in English and Kiswahili. These two week courses not only provide great skills and opportunities for network building, but also generate an income for Kesho Leo. On the other hand we hosted free community development based programs such as our community health days and English language classes that aim to provide opportunities for the surrounding community to strengthen their own self-reliance.
Kesho Leo residents

Kesho Leo Children’s Village is a unique home for eight families, each of which consists of up to five children and a house mama. It is a testament to the great support and effort of Kesho Leo staff, fws board members and our many supporters who want to see children and vulnerable women living in a safe environment. Kesho Leo has become a thriving community where people can see the true picture of family love and unity. The Kesho Leo residents have continued to express their appreciation of the local Kesho Leo team in Tanzania who have been working so hard to achieve a variety of planned activities and support programs for our Kesho Leo Children’s Village and the surrounding community at large.

Last year, fws developed a long-term strategy with the Kesho Leo mamas, who have been living in supported accommodation at Kesho Leo for the last four years, where we help them to save, build and own their own home in the wider community. This strategy is another great achievement to add to the original aim of seeing the women being able to support their own families within their community. As families have begun to prepare for their move out of Kesho Leo in the next two years, Kesho Leo has continued to take in more orphaned children.

Social welfare report

Since we obtained our license for the orphanage activities last year, the Kesho Leo social welfare team have been motivated to receive orphans at our Children’s Village via the Government Social Welfare Department in Arusha. The Department of Social Welfare provides close follow-up and professional support for all registered homes that care for orphans and takes a great interest in the activities planned for our Kesho Leo children.

In 2013/14 we welcomed nine orphans referred to Kesho Leo by district and regional social welfare departments for the orphanage services. These nine children joined the four orphans already housed at Kesho Leo. As fws maintains our family model of one ‘mama/caretaker’ caring for five children, the acceptance of nine further orphans this year has led to the introduction of two qualified caretakers to head up the new Kesho Leo ‘families’. The referral of these children by the Department of Social Welfare is a strong acknowledgement by the department of their confidence in fws and our capacity to care for children at Kesho Leo.
Permaculture and sustainability report

The Kesho Leo permaculture team has invested a lot of time and effort this year in continuing to deliver a variety of healthy, organic vegetables and making them available to the wider community in Arusha. With the growing population becoming aware of the nutritional and other values of organic farming, fws and Kesho Leo products have become popular in Arusha. We have increased our sales of these products during the year, especially vegetables, which in turn has increased our local income to support Kesho Leo Children’s Village.

The permaculture team also collaborated with national and international facilitators on Permaculture Design Courses (PDCs). This year the team conducted three two-week courses in two different languages - English and Kiswahili. These programs were attended by 60 participants representing 14 countries, with a large percentage of them from Tanzania and Kenya. All participants reported that they were very satisfied with the training provided, and the services at Kesho Leo.

Also this year the Golder Trust for Orphans, a long-term supporter of fws, provided a long-term grant for Kesho Leo of approximately $30,000 USD. This grant covered a portion of farm operating costs for a year while the remainder is being used to develop three income-generating activities to supplement operating costs. The three activities are:

1. cattle for milk;
2. chickens for eggs; and
3. bees for honey.

So far in this project, the permaculture team has increased our cattle to four cows. In early 2014, we were able to buy two more cows of the Ayrshire breed (which produces good milk yields for sale to the neighbourhood). Calves are sold into the community to increase the quality of local stock. Kesho Leo also now has nine beehives and our pens are ready for new chickens. The team is expecting more income from these two projects shortly and is excited about the income support for Kesho Leo orphans and the community at large.
Health report

Thanks to a very generous grant from the Bluesand Foundation in 2014, the Kesho Leo team were able to develop a partnership with the local church to help get the health dispensary up and running again - after its closure over a year ago. FWS and the Kesho Leo team have purchased laboratory equipment for the clinic to test and diagnose malaria, typhoid, and cholera, among other diseases. The reopening of this local health dispensary has increased the availability of basic health services locally for over 2,000 people and Kesho Leo residents, and will help improve health conditions in the area. The Kesho Leo residents are also able to access more health services from the high quality hospitals in Arusha city when necessary.

Education report

The Kesho Leo education team led 50 pupils through our kindergarten and pre-primary education program in 2013/14. 25 of these students will enter Engosengiu Primary School in January 2015 - their first year of schooling in the Tanzanian education system. Our education program is huge demand with registrations exceeding capacity; this year more than 30 pupils were on the reserve list for the next academic year. FWS was happy to be able to offer scholarships to 25 of these pupils. This proves how highly the local community values the educational services provided by our qualified and caring Kesho Leo teachers and staff. It also indicates a demand for more classes next year.

Kesho Leo children and the nearby community members are also able to expand their understanding and knowledge through access to the Kesho Leo library and free after-school tuition services. Thanks to the education team, these services are free to the community and provides the children with ample opportunities for additional learning outside of school hours.

On behalf of all of the children, women, staff and community members who benefit from the FWS Kesho Leo projects, we appreciate and send our gratitude to all FWS supporters.

The Kesho Leo team is determined to work more effectively in a team by strengthening the sustainable projects that will make our Kesho Leo Children’s Village even more unique and eco-friendly.

Thank you again,

Esta Mariki and Geoff Gaskell
Project Managers, Kesho Leo, Tanzania
fws does not publish the financial statements for Kesho Leo in the annual report as a security management strategy.

For a copy of Tanzania’s financial statements, please submit a request, including purposes of the request to:

keshomanager@foodwatershelter.org.au

Each request will be considered on an individual basis.
Welcome to the end of 2013/14. What a year it has been for foodwatershelter. With some extreme highs and lows across the last 12 months, we can say it’s been anything but a dull year! The year has seen us truly get our moneys’ worth out of our volunteers, who have been working hard all year round.

Thanks to our support base

The old saying “many hands make light work” could not be more truly reflected than in the year we have had. This year we have celebrated some of the most significant partnerships we have had over recent years and are so grateful to all of those who have been such great partners and supporters of foodwatershelter, large and small. In addition to our partners page (page 27), I have listed below some particularly memorable events and supporters from 2013/14, but unfortunately there is not enough space to mention everyone.

Our volunteer base in Melbourne was a fantastic example of our ‘many hands’. Thanks to the creativity, energy and time of three incredible women, dubbed the “Thornbury Mums”, foodwatershelter hosted “The Carnival of Dreams” on 24 May 2014. This carnival saw over 180 participants learning Bollywood dance, having their palms read and enjoying some good ‘old fashioned fun’! This was the most successful fundraiser foodwatershelter has held in over 4 years, raising $20,000 and being the lowest cost to host (thanks to all the fabulous volunteers).

We also had some incredible individual donors this year who have pushed themselves and their networks to help raise funds for foodwatershelter. To build on our massive success in previous years, our city fun run teams across Brisbane, Sydney and Melbourne helped raise much-needed funds to support the mamas and children of Keso Leo. We had Michelle Salaveria hiking through Spain and Rhiannon Thomas climbing Mt Kilimanjaro to raise precious dollars for foodwatershelter to help build houses in Sinon. We also thank a long-term member who generously donated a significant amount of money in February 2014, helping us during a particularly difficult time.

Keso Leo is what it is today thanks to all of your generous donations!

Other exciting developments

Also this year foodwatershelter became a member of the Australian Council for International Development (ACFID). As an organisation we believe we need to have transparency and ensure our donors’ money is being spent in a way that will have an effective impact on the local community of Sinon, Tanzania. In 2013-14 we set — and achieved — one of our strategic goals to become Australian Council for International Development (ACFID) members.
ACFID describe themselves as:

...the peak council of Australian not-for-profit, non-government organisations which aims to promote conditions of sustainable human development in which people are able to enjoy a full range of human rights, fulfil their needs free from poverty and live in dignity. ACFID's membership eligibility criteria are designed to ensure that its membership base reflects its vision and mandate as articulated in the constitution and in the preamble to the Code of Conduct.

Whilst the membership process was a large undertaking for a small organisation, we were thrilled to be accepted as members of ACFID. ACFID’s vision, personnel and resources help member organisations to remain accountable to and focused on the donor and members of their organisation. Our membership in ACFID (coupled with a reduction in the number of volunteers and a funding crisis as described below) has somewhat contributed to a refining of our Australian foodwatershelter entity to be one focused on promotion, awareness raising and fundraising.

It is every international organisation’s dream to set up an organisation to be fully self-sufficient, however most experience a degree of challenge in achieving this goal. We aim for Kesho Leo to become self sustainable within 10 years, and there have been times when we have been able to take bigger steps towards this than others. This year we have taken some bold steps, including gaining funding from the Cotton On Foundation for the creation of the position of a business development manager to focus on income streams in Tanzania, and developing a Memorandum of Understandings between our three organisations in Australia, USA and Tanzania regarding how and when we will reduce funding and support over the next five years. We are also supporting Kesho Leo to increase their local income.

Our more challenging times in 2013/14

In 2013, we identified a widening gap between our modest operating costs in Tanzania and donor income generated in Australia and the USA. A combination of Tanzanian currency inflation, an unfavourable exchange rate, increasing Tanzanian salaries, and a marked reduction in regular donations due to the financial climate within Australia and the USA all contributed to this gap.

In response to this issue, we developed and began implementation of various opportunities to generate income within Tanzania to increase the sustainability of the project. Thanks to the support of Golder Trust for Orphans we were able to secure some dedicated funding for this (see the fws Arusha President’s report above).
We also turned our sights to increasing fundraising income in Australia. In mid-2013 we received a directed grant from Cotton On Foundation (COF) to pay a fundraising contractor for six months to secure alternative income streams in Australia and the USA. Unfortunately at a three-month review it became apparent that this position was not succeeding and foodwatershelter terminated the position. At review, the board agreed that this position requires a very self-driven individual as the structure of our management team (based on volunteers who generally work after hours) is challenged to provide a rigid level of oversight. While the board sees this type of role as a strong potential element of the organisation’s future, it was agreed not to seek funding for paid positions for external parties until a clearer framework for induction and accountability can be developed. With COF approval, the remaining funds were redirected towards funding a Business Development role in Tanzania to increase revenue in country, which is succeeding.

The failure of this position in combination with the other financial challenges discussed above precipitated the need for Kesho Leo to make redundancies in staff and cuts in services in Tanzania, in order to reduce the monthly operating expenses of the project. This was a hard decision for all involved. It initiated a process where we undertook a comprehensive assessment and strengthening of our financial controls in all three countries; Australia, Tanzania and USA.

These events have had a major impact on morale for both Australia and Tanzanian teams. To their credit, our staff and volunteers have continued to work tirelessly to strive for financial accountability, to identify and achieve ways to increase funding in a sustainable way for Kesho Leo, and work towards a gradual reduction in reliance on funding from Australia. In 2014 fws Australia has also worked hard to increase our income and has managed to somewhat address the previous shortfall, which is an impressive achievement. There have been incredibly tough times for our teams this year and I have to pay my utmost respect and gratitude to the many staff, volunteers and mentors who have supported each of us through this year. There were times when we weren’t sure if we were going to make it, and it was thanks to the social capital of the organisation that we did.

This will be my final president’s report for foodwatershelter, as I will be stepping back from the board in 2014/15. I will continue to be involved in the organisation as a volunteer, which I am really looking forward to. Thank you to all foodwatershelter supporters who continue to generously contribute to such a great project and have made my time as president a team effort. I look forward to new blood who will be joining the board and bringing with them creative and innovative ways of doing things.

Loretta Crombie  
President, fws Australia
Revenue

The following short form income statement has been prepared in accordance with the requirements set out in the ACFID Code of Conduct. For further information on the Code, please refer to the ACFID Code of Conduct Guidance available at www.acfid.asn.au.

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2012/13</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations</td>
<td>$49,105</td>
<td>$53,670</td>
</tr>
<tr>
<td>Sponsorships</td>
<td>$21,933</td>
<td>$38,308</td>
</tr>
<tr>
<td>Grants</td>
<td>$21,311</td>
<td>$63,140</td>
</tr>
<tr>
<td>Fundraisers</td>
<td>$7,460</td>
<td>$41,811</td>
</tr>
<tr>
<td>Membership fees</td>
<td>$545</td>
<td>$485</td>
</tr>
<tr>
<td>Other income</td>
<td>$20,545</td>
<td>$10,716</td>
</tr>
<tr>
<td>Total</td>
<td>$120,896</td>
<td>$208,130</td>
</tr>
</tbody>
</table>

Donations
Overall, whilst there was a decrease in sales from the Shopping List in 2014 to $7,952, the total revenue of $208,130 was an increase of $87,234 on 2013.

Sponsorships
Last year, fws introduced Mia Kwa Mia, a fundraising initiative with the aim to find 100 donors to contribute $100 per month in order to cover the operating costs of Kesho Leo. In 2014, this fund has grown from $1,600 raised in 2013 to $18,700 thanks to the support of our wonderful donors.

Overall the continued support of the families4families fund and the generous donations received throughout the year has resulted in revenue from donations and sponsorships of $91,978 for 2014, an increase of $20,940 on 2013.

Grants
fws also benefited in 2013/14 from an increase in grant income received of $63,140, including funding from Cotton On Foundation, the Golder Trust for Orphans and the Bluesand Foundation.

Fundraisers
2013/14 also saw an increase in income received through the varied fundraising events occurring in Brisbane, Sydney and Melbourne. These fundraisers included film and trivia nights, fun runs and even a Bunnings BBQ. Our most successful fundraiser though was the Carnival of Dreams event in Melbourne in May 2014. Together, these activities raised over $41,811 AUD, more than five times the amount raised in 2012/2013.
Expenses

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>2012/13</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Programs</td>
<td>$151,880</td>
<td>$150,957</td>
</tr>
<tr>
<td>Fundraising costs</td>
<td>$14,878</td>
<td>$32,396</td>
</tr>
<tr>
<td>Accountability and Administration</td>
<td>$6,376</td>
<td>$11,115</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$173,134</td>
<td>$194,468</td>
</tr>
<tr>
<td>Excess of Revenue</td>
<td>$(52,238)</td>
<td>$13,662</td>
</tr>
</tbody>
</table>

The expenses incurred in 2013/14 have been maintained at a similar level to 2012/2013. This, combined with the increased revenue from donations and fundraising activities, gives fws a surplus of $13,662, a wonderful turnaround from the deficit we experienced in 2012/2013.
After obtaining our 501(c)(3) status as a tax-exempt organisation in the USA during the previous financial year, foodwatershelter was very excited to start operating from the USA in 2013/14. Our growth as a fundraising body during this financial year was small, but has put us in a solid position for 2014/15 and beyond.

2013/14 saw the steady growth of a committed fws USA Board with members from across the country in Florida, Alabama, Oregon and California. A growing number of volunteers have also offered their support and are assisting in such roles as social media marketing, graphic design, and fundraising.

Our presence in the USA has supported the collection of funds on behalf of Kesho Leo for Permaculture Design Courses (PDCs) hosted in Tanzania, and a small number of items made by the fws mamas’ sewing group have been sold in the USA on behalf of Kesho Leo.

Through 2014/15 foodwatershelter USA will build on this foundation with the aim of growing our support base and leveraging marketing opportunities for the Permaculture Design Courses (PDCs) and Internship programs.

Robert Cork
President, fws USA
Financial statement

<table>
<thead>
<tr>
<th>Revenue (US$)</th>
<th>2012/13</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations</td>
<td>$10,950.65</td>
<td>$3,339.65</td>
</tr>
<tr>
<td>Permaculture Design Course Income</td>
<td>$6,471.23</td>
<td>$5,527.20</td>
</tr>
<tr>
<td>Crowdfunding</td>
<td>$0.00</td>
<td>$767.59</td>
</tr>
<tr>
<td>International transfer (from Australia)</td>
<td>$1,475.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$18,896.88</td>
<td>$9,634.44</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses (US$)</th>
<th>2012/13</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank Charges</td>
<td>$60.00</td>
<td>$81.38</td>
</tr>
<tr>
<td>Permaculture Design Course Expenses</td>
<td>$3,023.13</td>
<td>$7,699.16</td>
</tr>
<tr>
<td>International Programs (to Tanzania)</td>
<td>$10,000.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$13,083.13</td>
<td>$7,780.54</td>
</tr>
</tbody>
</table>

Of note, the permaculture design course (PDC) expenses exceeded the PDC income, as the vast majority of course related expenses occurred in the USA, while income for these courses is received in three countries (USA, Australia, Tanzania). These expenses primarily relate to instructor fees.

The crowdfunding item relates to funds raised through an Indiegogo campaign for the purposes of building houses for Kesho Leo house mamas. These funds have already been sent to Tanzania and invested in building a house for mama Oliva. foodwatershelter will continue to seek to raise funding to support families as they become ready to move out of Kesho Leo and into their own homes.
**fws strategic goals and achievements for 2013/14**

<table>
<thead>
<tr>
<th>Strategic goal</th>
<th>Status</th>
<th>Achievement at the end of 2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Introduction of orphans from the Department of Social Welfare into Kesho Leo. This will be achieved by:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Introducing an additional four orphans by December 2013</td>
<td>✓ Completed</td>
<td>At 30 June 2014 Kesho Leo had introduced nine new orphans during 2013/14</td>
</tr>
<tr>
<td>Continue submitting monthly reports to Department of Social Work, Dar Es Salaam.</td>
<td>✓ Completed</td>
<td><strong>foodwatershelter</strong> has submitted all monthly reports to the Department of Social Welfare on time for 2013/14</td>
</tr>
<tr>
<td><strong>2. Enhance the economic sustainability of fws within Kesho Leo. Increased sustainability will be achieved by increasing income generation at Kesho Leo, by:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increasing number of cows from 2 to 8 for income generation from milk sales</td>
<td>Revised target achieved</td>
<td>At 30 June 2014 Kesho Leo had 4 cows with funding allocated to purchase 4 more. Kesho Leo is reviewing the sustainability and appropriate standard of care in the existing system prior to making additional investments.</td>
</tr>
<tr>
<td>Increasing number of beehives from 6 to 10 for income generation from honey sales</td>
<td>Nearly there!</td>
<td>At 30 June 2014 Kesho Leo had 9 beehives for income generation. We’ve also been attending bee training, buying all the equipment and getting our production increased.</td>
</tr>
<tr>
<td>Increasing 30 chickens to 100 chickens for income generation from egg sales</td>
<td>Not yet completed</td>
<td>We’ve been pretty busy getting ready for the chickens though, planting trees on the fence line, and fencing chicken runs through our food forests.</td>
</tr>
<tr>
<td>Increasing organic fruit and vegetable bags to 50 bags sold per month</td>
<td>✓ Completed</td>
<td>Currently achieving min. 100 bags per month</td>
</tr>
<tr>
<td>Increasing PDC participation to 100 students per year attending PDC at Kesho Leo.</td>
<td>Ongoing</td>
<td>In the 2013/14 year, Kesho Leo delivered three (3) PDC courses with a total of 60 participants representing 14 countries.</td>
</tr>
</tbody>
</table>
### Strategic goals and achievements for 2013/14

<table>
<thead>
<tr>
<th>Strategic goal</th>
<th>Status</th>
<th>Achievement at the end of 2013/14</th>
</tr>
</thead>
</table>
| **3. Continue to add to and maintain the skilled workforce at Kesho Leo.**  
This will be achieved by: |        |                                   |
| Introducing a health insurance scheme for all Tanzanian staff | Not going ahead | Following staff feedback in December 2013, staff decided they did not wish to access the current health insurance scheme available |
| Maintaining performance and pay reviews for all Kesho Leo staff | ✓ Completed | In 2013/14 a performance and pay review policy and procedure was formalised and this process has been maintained |
| Maintaining HR monitoring system via QuickBooks administered by finance volunteer. | ✓ Completed | Completed and ongoing |
| **4. Promote the financial and social independence of Kesho Leo residents and financial accountability for donors.** This will be achieved by: |        |                                   |
| Encouraging mamas to develop own independent income streams | ✓ Completed (and ongoing) | At 30 June 2014 Kesho Leo mamas were all members of the microfinance program (read more on the microfinance program at page 31) |
| Supporting mamas to prepare for and move into independent living | ✓ Completed (and ongoing) | At 30 June, one Kesho Leo mama’s house had begun to be built and 3 other mamas were close to being financially ready for their house building to begin |
| Become members of the Australian Council for International Development (ACFID) | ✓ Completed (and ongoing) | In 2014 foodwatershelter became full members of ACFID |
We think it is fabulous when like-minded organisations join forces and create something wonderful and life-changing for people in a far-off land. That’s exactly what the organisations that sponsor an fws project do when they commit to donating a certain amount of money to cover a certain aspect of an fws project overseas. fws is proud to acknowledge our specific partners in 2013/14 and extend our gratitude to the following:

**cotton on foundation**

Cotton On Foundation, who has been a long-term sponsor, has continued this support through 2013/14 through two grants totalling close to $30,000 AUD. Just over half of this funding was for the fundraising manager in Australia. The rest of this money was dedicated to a Tanzanian grant to support our continued delivery of Kiswahili Permaculture Design Courses (PDC) and the funding of a Business Development Manager position at Kesho Leo. This funding supported the delivery of a PDC course in Kiswahili language, held from 5 to 16 May 2014 for 21 students from Tanzania and Kenya, and upgrading accommodation facilities to be suitable for paying guests. The PDC course funding assisted attendees who could not afford the full course fees, eight of whom were female. The PDC course included theory lessons in the classroom and practical work out in the field.

**golder trust for orphans**

In 2013/14, Golder Trust for Orphans provided a long-term grant for Kesho Leo of approx. $30,000 USD. The grant was to develop income generating activities using cows, bees and chickens at the Kesho Leo farm, and to contribute towards operating costs for a period of one year. Here is a snapshot of progress so far:

- The permaculture team has increased the number of cows to four, by purchasing in 2014 two more cows, of the Ayrshire breed which produces good milk yields for sale to the neighbourhood.
- The cows are now producing 750 litres of milk per month, which helps us feed the residents of Kesho Leo, along with the chekechea (kindergarten) and pre-primary school students. The sale of the remaining milk provides an important income for Kesho Leo.
- Kesho Leo now has nine beehives and our pens are ready for new chickens.
bluesand foundation

This year we were also fortunate to have a grant of $5,000 AUD from the Bluesand Foundation. A health dispensary in Tanzania is an outpatient style health facility, staffed by medical personnel providing health services including midwifery, full laboratory tests and the provision of medication. Small health dispensaries throughout Tanzania ensure rural communities have ready access to health facilities and medication without needing to travel to town hospitals. Through a partnership brokered between foodwatershelter, the local church, and Bluesand Foundation, this grant provided the essential capital costs for a laboratory to be able to test and diagnose malaria, typhoid, and cholera, among other diseases.

Some of the projects for which we are still hoping to find project sponsors are listed on our shopping list. If you’d like to know what fws could do for you in return, please visit our website: www.foodwatershelter.org.au
Kesho Leo programs are delivered by four different teams who, together, focus on five important factors which we consider lead to sustainable changes. These are:

1. family
2. health
3. education
4. employment and
5. industry

On the follow pages are a few examples of activities at Kesho Leo led by the fws team over 2013/14 that demonstrate this.
Siah joined us in 2013 as a new Kesho Leo house mama. Siah is a trained caretaker (as well as a mama of her own daughter) and is the head of a family of six children at Kesho Leo! Siah cares for Juma, Elizabeth (Eliza), brothers Nelvin and Novatus, and brothers Kelvin and Levin.

Siah is a natural mama and has settled into Kesho Leo very easily. Siah loves children and confided in us that it was always her dream to set up a Children’s Village where children were able to grow up in a loving family, rather than the old model of school-based orphanages. Of course, this being our aim as well, we instantly knew she was destined for Kesho Leo!

Siah is also an avid saver and a member of the microfinance program. Like the other families at Kesho Leo, Siah has her sights on building a house in the wider Sinon community where she can one day live with the family she is caring for. foodwatershelter is working hard with our matched savings program to help Kesho Leo families realise this dream, as we know it is important for a family’s independence to have their own place in the community.

Not limited to one long term goal, Siah is also saving to invest in her own stationery, hardware or crops business after she has built her house.
Kesho Leo established the Jiwezeshe group in September 2013 - a microfinance group designed to empower women and their families within the surrounding Sinon community.

The purpose of a microfinance program is to help these women develop business plans and models, save enough for a loan, and then take a loan out of a communal kitty to start their business.

Kesho Leo hosted business development workshops that helped local women facing financial difficulties to develop sustainable and realistic business models. The workshops taught women essential budgeting and management skills.

As of October 2014, the group has 22 members, with each of these members saving at a minimum the equivalent of $1.50 AUD on a weekly basis (roughly 5% of their weekly income). So far 15 members of the group have taken out loans and been able to repay them! The money they borrow from the group helps them to increase capital for their businesses. Examples of small businesses the women have started include:

- Selling second-hand clothes
- Growing potatoes and carrots
- A hair dressing business
- A shop selling drinks and charcoal

This is fantastic because not only has the program contributed to the women’s ability to start businesses that will increase their weekly salary, but their businesses are also contributing to a stronger community economy. What’s even better is that each member has been able to repay the borrowed amount!

The group is managed by the borrowers who fulfil the roles of chairperson, general secretary, treasurer, loan committee, and supervisory committee.

Community Development coordinator Lucas Mayoba, who was responsible for the development of the microfinance group, says, “It was a bit of a challenge at the beginning as it seemed so foreign for the members to understand the structure and how the group should work. Now the loan department is the committee who deal with giving loans and ensuring the loan is repaid, and the chairperson is the one who retains the savings for the members. This is a big step, as before their money used to be kept by fws.”

We think it’s a great sign to see this group now in a position where they can manage and handle the money, and a great recognition of how far the group has come.
Lucas Mayoba, long term Kesho Leo Community Development coordinator graduated in 2014 from his social work studies from the University of Kwa Zulu Natal South Africa.

After Lucas expressed an interested in this area he was supported by foodwatershelter to undertake the two-year social welfare studies course with an International Certificate in community-based work with youth and children.

Lucas had worked previously for fws in our education and social work teams, however in 2012 decided he was interested in pursuing social welfare as his career. fws recognises the importance of education and supporting staff to gain further qualifications and professional development, not only for their personal benefit but also for that of the wider KeshoLeo Children’s Village residents.

As a commitment to this principal, fws contributed 20 percent of his fees and gave Lucas two days study leave per week for the last two years to complete this study. Lucas was successful in obtaining an academic scholarship for the other 80 per cent from Kwa Zulu Natal.

Lucas did exceptionally well in his studies and has been actively applying his learnings in programs he has introduced and managed at Kesho Leo, including the community outreach program, the children’s parliament and the children’s sports group. In the past year Lucas has also delivered a human rights workshop to all children at Kesho Leo so that they have a better understanding of child protection and how to keep each other safe in the community.
Thanks to some strong collaboration amongst our Kesho Leo pre-primary and chekechea (nursery) classes and the local Engo Primary School classes, we have been able to once again offer a fun calendar of events for students of both schools over 2013/14. Here are some of our highlights:

Show us your smile!

In an area where dental care is out of reach for most families, and sugary, processed foods are becoming commonplace, preventive oral healthcare is vital. Our chekechea students enjoyed a morning with Health Manager Hezekiah discussing the ins and outs of oral hygiene. They learned all about caring for their mouths - from diet to cleaning routine - as well as practising their brushing technique together. And each child was given a toothbrush and toothpaste to take home - a small but vital part of every child’s education.

Ready, set, go!

In November 2013, our chekechea and pre-primary kids got a chance to show off their prowess on the sports field in a joint sports day with Engosengiu Primary School. This was the fourth year in a row that we have held the joint sports day. Children from both schools were split into teams and assigned a pair of “coaches” - one helpful older student from Edmund Rice Secondary School, and one fws volunteer. They were challenged to a range of games like sack races and skittles (made with recycled batteries!), culminating in a giant race. Gold, silver and bronze certificates were awarded, and everyone went home pleasantly exhausted and happy to have strengthened the bond between Kesho Leo and the local community.
Planting the Seeds of Sustainability

Our permaculture operations have matured to the point where we can now shift our focus to bringing these resilient and life-sustaining systems to the wider community.

In 2014, we partnered with another great organisation, Coco, to bring rainwater harvesting and a vegetable garden to a nursery school in a rural area of Maasailand. This project was part of our new consulting services that the Kesho Leo permaculture team offer as a social enterprise and income generator.

The nursery school which was the basis of this project is in a very remote location, only reachable by car when the weather is favourable, and far from any public services. The area is very dry, and it is two to three hours’ walk to the nearest water source; all water is carried to the site in 20 litre buckets - always by women, occasionally with the help of donkeys.

Just before the hint of the first short rain in late October, Mudi, Lucie and Moses made the final preparations, purchasing materials for the installation of a rainwater harvesting system at the school. Mudi and Moses worked hard for four days installing the gutters, pipes and tanks, only just managing to leave Monduli before getting completely stuck in the heavy mud and needing to dig themselves out!

In February and March 2014, our permaculture team designed and installed a rainwater harvesting system that diverts rainwater from the school roof to large tanks for use by the students and the surrounding households. The installation of the 20,000L rainwater system at the nursery school has provided enough clean drinking water for the 52 children and two teachers, plus water for cooking and washing for a whole year when managed well.
This alone has made a huge difference to quality of life, and the extra water has allowed us to begin work on installing a school garden that will increase food security and access to nutrition for all the kids.

foodwatershelter and Coco are committed to continuing working together in the future to find ways to bring this simple but transformative technology to more households in the area, to reduce the endless drudgery of fetching water and to provide richer, healthier lives for the whole community.
Kesho Leo is located in a community about half an hour from the nearest hospital; ambulances here are few and are hindered by poor access and communications, and few locals have cars. This relative isolation from emergency health care means local community members must be their own first responders in the event of a serious illness or injury, often having to handle several stages of care — from neutralizing the causes of the emergency and providing initial medical care through to transporting the casualty to a hospital. As if this were not challenging enough, the basic materials for First Aid are often unavailable - clean water, bandages, and tape. In this context, having appropriately trained First Aiders on hand takes on an enormous importance.

First Aid Africa is an organisation that has been working on this problem across the continent, developing treatment and training protocols that are relevant and practical in Africa’s challenging environment. They approached us in 2013 to arrange a partnership, with Kesho Leo acting as a hub for First Aid Africa to provide local community education, and KL staff and residents receiving in-depth training.

Three talented trainers - Lydia, Arike and Clare - were duly dispatched from England, arriving in Arusha to face a gruelling teaching schedule that included 60 to 80 kids a day for a First Aid Awareness course, about 30 people (including the Kesho Leo Mamas, some staff and community members) for Initial First Aid classes, and six Kesho Leo staff and volunteers for an Advance First Aid course.

For the whole month of August 2013, Kesho Leo and the surrounding area was a hive of hands-on First Aid action. When students weren’t bandaging hands, setting fractures, treating snake bites and handling seizures, they were acting out all these injuries to give their fellow trainees a go (often giving frighteningly realistic performances worthy of an ‘Oscar’ or two). The training was intense and the pace fast, with frequent pass-or-fail assessments in each course keeping everyone on their toes.

There was an amazing level of commitment to understanding and learning the material; with injury and illness so frequent here, the training was taken very seriously indeed. The training was also approached with this community’s characteristic high spirits; there were lots of good-natured laughter as friends and colleagues found themselves treating, testing, carrying and calming each other.
All the techniques taught were designed for the resources available here. When latex gloves can’t be found, a First Aider can use plastic bags to prevent HIV transmission through bleeding. When sterile bandages are unavailable, sanitary pads provide the perfect replacement. And when discussing transporting casualties to the hospital, time frames were measured in days as well as minutes to cover difficult rural situations.

So it was with a huge amount of gratitude that we said goodbye to the trainers, who taught a total of about 900 people in their short time at the Village. They were sent off in true Kesho Leo style, with the Mamas cooking them a traditional meal, performing songs and dances and presenting them with gifts of local crafts.

The trainers left behind not only some well-stocked First Aid kits, but also a pool of individuals trained and motivated to save lives — plus a lot of fun memories of the courses.
The following principles, practices and structures establish the framework for the governance of foodwatershelter.

**Foodwatershelter incorporation**

Foodwatershelter Australia is incorporated in New South Wales.

Foodwatershelter is auspiced by Rotary Australia World Community Service (RAWCS) and donations made to the charity receive tax deductibility through Rotary International. The foodwatershelter board is responsible for overseeing the corporate governance of the organisation.

In the USA, foodwatershelter is a registered 501(c)(3) non-profit (registered as ‘Food Water Shelter Inc’). This ensures that donations are tax-exempt under section 501(c)(3) of the Internal Revenue Code.

**ACFID Membership**

Foodwatershelter is a proud member of the Australian Council for International Development (ACFID), the peak council of Australian not-for-profit, non-government organisations which aims to promote conditions of sustainable human development in which people are able to enjoy a full range of human rights, fulfil their needs free from poverty and live in dignity.

As an ACFID member, foodwatershelter is committed to full adherence to ACFID’s Code of Conduct (Accessible for viewing at: http://www.acfid.asn.au/code-of-conduct/files/code-of-conduct). Should you have any concerns regarding the organisation’s compliance with ACFID’s Code of Conduct, we ask you to please make a complaint in the first instance to one of the following responsible persons:

**Loretta Crombie**  
President, foodwatershelter  
loretta.crombie@foodwatershelter.org.au  
Ph: +61 412 624 876

**Caroline Ainley**  
General Manager, Kesho Leo  
keshomanager@foodwatershelter.org.au  
Ph: +255 756 497 819

All complaints are dealt with discreetly and can be kept confidential should you wish. Foodwatershelter will review complaints and, if necessary, respond to you or take actions within our organisation to address any shortcomings.

If you are unsatisfied with the response, you can make a complaint to the Australian Council for International Development at: www.acfid.asn.au/code-of-conduct/complaints.
Other governance processes

Independent professional advice
The Board, managers and senior staff have access to appropriate external professional advice through volunteers and through fee for service providers. foodwatershelter is grateful to Minter Ellison for their pro bono legal support that they have offered the organisation over the last two years. The organisation also accesses legal advice from lawyers in Tanzania on Tanzanian law.

Audit and accounts
Through the generous support of finance volunteers, foodwatershelter maintains proper books of accounts and true and complete accounts. This year, Saward Dawson, a firm of chartered accountants from Blackburn Victoria, audited the financial records for the organisation. The financial statements and the auditors’ report are tabled at the Annual General Meeting each year. For security purposes, foodwatershelter does not publish full financial statements publicly, however, these are openly available to all members through a request to fwsboard@foodwatershelter.org.au.

Performance indicators
Tanzania management and the foodwatershelter Australia Board monitor the organisation’s performance through the development of strategic plans for all departments, monthly reports from all departments, and performance reviews that include staff performance and achievement of strategic goals. For more information on any of these performance indicators, foodwatershelter warmly welcomes enquiries to fwsboard@foodwatershelter.org.au.
corporate governance

2012/13 Australian Board of Directors

Loretta Crombie (fws President)
After volunteering in Tanzania in 2009, Loretta was excited to join the board in 2010. She brings with her experience from her careers as a social worker and solicitor. In 2013/14 Loretta was the fws Australia president, working closely with the fws Arusha board and Robert Cork as the fws USA President. Loretta is motivated by the focus foodwatershelter has on supporting vulnerable women and children to enhance their lives through education, access to microfinance programs and health services.

Carolyn (Caz) Nickson (fws Vice President & Grants Manager)
Caz joined fws and the fws board in 2008. She manages our fantastic fws grants team and leads a growing marketing team focused on fundraising. A research academic by day, Caz brings greatly respected strategic and analytic skills to the fws team. In March 2014 Caz took maternity leave from the board.

Robert Cork (Corky) (fws Vice President & Permaculture lead)
During Caz’s maternity leave, Corky has stepped up to carry the torch. Corky is our environmental and permaculture lead. He took his first life-changing trip to Tanzania in 2003, and has had many trips since. He is a founding member of fws and has been involved both on the ground in Tanzania and on the Australian board since 2006. Corky and his team have designed and overseen the implementation of the leading-edge permaculture program at Kesho Leo Children’s Village. He is recognised on an international level, and is a paid consultant by another international organisation working to build sustainability into their projects.

Shona Arneil (fws Secretary)
Shona is a fws founding member who has worked in education for 18 years. With multiple visits to Tanzania under her belt, she sees Sinon village as a second home and fws as an important part of who she is. In 2013/14 Shona maintained the role of secretary from July - December 2013. In 2014 she stepped back from the board, but still maintained a crucial consultancy role with the Australian and Tanzanian board.

Karen Horne (fws director and secretary)
Karen has been part of fws for four years, and has vast experience in IT, comms and media. Karen’s knowledge has been especially invaluable for our online presence and web support. In late 2013 Karen stepped up to be our fws secretary. Given her exceptional organisational skills she was able to hit the ground running in this role. Karen is committed to the project and continuing to support the comms team in a non-executive role into the future.
corporate governance

Joanne Dunwell (fws treasurer)
Joanne joined foodwatershelter in 2013 and quickly took up the role of fws Australia treasurer. An accountant by day and marathon runner by night, Joanne has a busy schedule! Joanne has already seen how much of an impact working for a small international organisation has had, and is eager to maintain a non-executive role on the board.

Kerry Renshaw (fws director)
Kerry joined the fws Australia board in 2010 and was the organisation’s treasurer for three years. After many years of working in the finance sector in senior roles, she and her husband Nick have committed to working in the not-for-profit sector voluntarily. Kerry brings a wealth of financial and corporate governance skills to the fws board, and has a deep commitment to the project at Kesho Leo.

Kelsey Schwabe (fws director)
Kelsey is a founding member of fws and she managed the project in Tanzania for 18 months over 2009 and 2010. She now provides her practice wisdom as a trusted member of the board. Kelsey is an expert in social welfare and is dedicated to the project in Sinon.

Fran Stevens (fws director)
Fran was a volunteer in Tanzania in 2008 along with husband Don, and established a clear vision about how best to roll out fws health programs. After many years of heavy volunteer involvement, Fran stepped back from the fws board in early 2014, however she continues to provide health related advice to the project.

Pete McTiernan (fws director)
Pete was the Kesho Leo manager in 2010 and has provided continued support to fws Australia since returning home. In 2013, he joined the fws board and contributes substantially in regard to the financial and human resources of the organisation.

Mark Bizeray (fws Public Officer until January 2014)
Mark joined fws as Treasurer in December 2008, having worked in a variety of accounting and financial management roles. As Public Officer, Mark was responsible for holding key fws documents but is always available for financial and strategic management conversations.

Carol Stynes (fws public officer since January 2014)
Carol started working for fws in 2010 as our fastidious bookkeeper. Carol does a fantastic job in helping us to keep our financial records up to date. As we are auspiced by Rotary International, Carol develops and sends through monthly updates to Rotary to produce tax invoices for our wonderful donors.
corporate governance

2013/14 USA Board of Directors

Joe Ward
Now based in San Francisco, Joe is an Aussie who has been attached to fws since 2007 when he came on board as a founding member. Joe has rejoined the team to support the growth in the USA.

Julia Martin
Julia joined fws in 2011. She serves as Treasurer for the US board. A senior financial software engineer by day, Julia brings financial management and technical skills to the fws team.

Peter Mercouriou
Pete is a relatively new addition to the fws team, but has made a strong start working to build a network of supporters in the USA.

Lindsay Allen
Lindsay brings a wealth of permaculture knowledge to the team. She has spent close to a year in East Africa on various projects, including six months at Kesho Leo. Lindsay works in the permaculture and organic farming sector in the USA, and advises our Tanzanian staff and volunteers.

2013/14 Kesho Leo Board of Directors

Nolasco Mkawe (fws Arusha President)
Nolasco has been a board member of fws Arusha since conception in 2007. As a local ten-cell leader (local community leader), he was instrumental in assisting the organisation in the purchase of the Kesho Leo and volunteer village land and he continues to be a committed and interested president of fws Arusha.

Geoff Gaskell (fws Arusha Vice President)
Geoff first worked for fws with Mudi Salim in 2010 to co-project manage Kesho Leo. As a savvy businessman and local ex-pat, Geoff is very familiar with Kesho Leo, the staff, the projects and the organisation’s aims. Geoff has also stepped in at different times to provide advice and consultation to the Kesho Leo project. Geoff is now Vice President of fws Arusha.

Esta Mariki (fws Arusha director)
Esta joined the Kesho Leo team as Social Welfare manager in March 2012. She came to the team with a wealth of experience having worked for several not-for-profit organisations within Tanzania that address issues relating to HIV, poverty and disadvantaged youth. Esta continues to provide social welfare consultation and is now a member of the fws Arusha board.
2013/14 Australia Leadership Team

**Robert Watson (fws Infrastructure Manager) - based in Australia**
Rob is Director of his own architecture and design practice, Watson Architecture + Design. Rob created the innovative, environmentally conscious architectural designs for Kesho Leo children’s village and the upgrade designs for the fws volunteer village in Tanzania. The smiles on the faces of the local kids at Kesho Leo are Rob’s favourite part of being involved with fws.

**Cindy Keong (fws Education Advisor) - based in Australia**
Cindy applied to be a short-term education volunteer in 2010. Upon arrival she was quickly described by Kesho Leo manager Mudi as the ‘perfect volunteer’. Cindy’s experiences in Tanzania led her to becoming the fws Education Manager in January 2011. Cindy is a deputy principal of a primary school and a published poet.

**Carmody Forbes (Communications Manager) - based in Australia**
Carmody joined fws in 2010 as a volunteer in Tanzania. Who knew that trip would change her life so much? Today Carmody is the communications manager in Australia, compiling, designing and coordinating the production of our fws comms such as the annual report, gimme shelter newsletters, families4families updates and our annual calendar.

**Tom Woolfe (HR manager) - based in Australia**
HR manager by day, Tom has been a long-term volunteer with fws. Originally part of the Overseas Recruitment team, Tom has been our HR volunteer manager for the last two years. Tom is a real people person and that goes a long way to helping us find the right people for the right job.

**Laura Simpson Reeves (Communications Manager) - based in Indonesia**
Laura Simpson Reeves, supported by Karen Horne, manages and coordinates our communications team. Her background is in media and publishing, and she is currently working with a research institute in Indonesia to improve their research communications.

**Fran Smyth (Sponsorships Coordinator) - based in Australia**
Fran is a lawyer by day and our sponsorships coordinator by night. She has been instrumental in keeping all our sponsors up to date with our families4families program and helping making sure sponsors’ precious dollars get to Kesho Leo and the people who need them.
corporate governance

2013/14 Kesho Leo Management Team

Lucie Bradley
Having spent time in Tanzania previously, Lucie has a great love for Tanzania and sustainability, and approaches development and ecological systems from an inclusive ‘holistic’ perspective. As a permaculturalist, the values, ethics and goals of foodwatershelter are very close to her own personal values. Lucie joined the team in 2012 as the Kesho Leo Project Manager after attending a foodwatershelter PDC, and has been working closely with Mudi Salim to keep things ticking along at Kesho Leo whilst also building our income generating capacity.

Mudi Salim
Mudi left the team in June 2014 after seven years of service to the organisation.

Hezekia Wenje
Hezekia Wenje joined the Kesho Leo team in March 2013 as the Kesho Leo Health Manager, bringing with him previous experience as an assistant doctor and nurse in Arusha. Hezekia’s has a passion for building community access to health in Sinon.

Regina Mrema
Regina has been working at Kesho Leo since November 2010 in the role of education manager. In 2013 Regina returned to academia to study a masters in education, while still maintaining the role as education manager.

John Laizer
John joined foodwatershelter in December 2009 and has continued participating in and delivering permaculture education in Arusha ever since. He is our permaculture manager and is responsible for the operation of our varied productive permaculture and other income-generating activities.
corporate governance

Current team in Tanzania, East Africa (2013-2014)

Regina Henry Mrema (Kesho Leo Education Manager) Nov 2010—current (employee)

Aggie Naiyanoi (Kesho Leo Tutor) July 2007—current (employee)

Esta Mariki (Kesho Leo Social Welfare Manager) March 2012—current (employee)

Lucas Mayoba (Kesho Leo Community Liaison Co-ordinator) Oct 2007—current (employee)

John Lazier (Farm Manager) Dec 2009—current (employee)

Moses Lang’asani Sindimi, Patel Ng’ida Leyani, Elias Daniel Moruwo, Richard Samwel Laizer (Farm staff) 2007—current (employees)

Hezekia Wenje (Health) March 2013—March 2014 (employee)

Maswai Iwaku (volunteer village staff) 2007—current (employee)

Abel Lota, Jonas Raphael, Husseini Mjengi, Lois Levoso, Losi Raphael, Midmi Molel, Mohamed Hamiss, Musa Jumanne, Omari Mjengi, Paulo Rafaela, Samora Kimani, Simon Mmasy (Security staff) —current (employees)

Siah Edwards Materu (Kesho Leo house mama) March 2013—current (employee)

Jublette (Kesho Leo house mama) November 2013—June 2014 (employee)
thank yous

Volunteers

foodwatershelter is dependant on the professionalism and commitment of volunteers from a variety of backgrounds. We would particularly like to thank the following volunteers who have provided invaluable contributions to foodwatershelter over the 2013/14 year. The fantastic goals we achieved this year are thanks to you. We couldn’t have done it without you.

Volunteers in Tanzania

Lucie Bradley (Kesho Leo Project Advisor) November 2012—June 2014
Jon Erdman (Kesho Leo finance manager) November 2013—March 2014
Jocelynn Rodrigues (Kesho Leo finance manager) April 2014—July 2014
Skyler Todd (Kesho Leo education volunteer) January 2014—July 2014
Alec Higgins (Kesho Leo communications volunteer) January 201—May 2014

Volunteers in Australia

Ricci-Jane Adams (events coordinator) - current
Jacinta Bongiorno (health advisor) - current
Carmody Forbes (communications manager) - current
Liz Francis (communications - sponsorships) - current
Juliette Gillies (website editor) - current
Natasha Hammond (Graphic Designer) - current
Victoria Hammond (HR volunteer) - current
Karen Horne (communications manager) - current
Cindy Keong (education advisor) - current
Helena Lee (Salesforce volunteer) - current
thank yous

Jackie Mohr (gimme shelter editor) - current
May Ng (events coordinator) - current
Helen Restall (thank you writer) - current
Simon Rynjies (finance volunteer) - current
Ben Schwabe (website manager) - current
Fran Smyth (sponsorships coordinator) - current
Carol Stynes (bookkeeper) - current
Laura Simpson Reeves (communications manager) - current
Anne Turner (Gimme Shelter editor) - current
Alaina Vaisey (grants officer) - current
Rob Watson (architect) - current
Elissa Wilson (events coordinator) - current
Kandice Wright (memberships manager) - current
Tom Woolfe (HR manager) - current

Volunteers in USA

Lizzie Britton (communications volunteer) - current
Andrew Rogers (fundraising volunteer) - current
Christopher Rosenberg (social media volunteer) - current

Donors

This year we have had several generous donations. This money is crucial to the running of the organisation and to enable us to achieve our organisational goals and objectives. fws would like to say a very big thank you to all donors, whose contributions are always very gratefully received. In the interest of privacy for our donors, we have agreed to keep their details confidential.
how you can help

We think the work we do is pretty great and we hope you do too. If you would like to contribute to this project, we know plenty of people who could benefit from your support.

Financial donations

As a charity, foodwatershelter does have a special place for financial heroes and donors. We always appreciate any donation small or large. For simple donations, visit our website: www.foodwatershelter.org.au/donate-now.aspx.

If you are interested in helping fws raise funds, we are always looking for help to coordinate fundraising events. fws values fundraising events as an opportunity for members and friends of fws to get together, to hear updates about the Kesho Leo project and share ideas for the future. If you would like to contribute, please contact: fwsboard@foodwatershelter.org.au.

Volunteering

fws loves hearing from those who wish to lend a hand either from home or in our project country. Volunteering with fws in an Australia- or USA-based role can be a lot of fun. We have a strong team of professionals and committed volunteers who work together online (via email) and meet face to face whenever possible to discuss and provide advice on strategic planning for the organisation and opportunities to enhance the work we do in Tanzania. You don’t even need to live in Australia or the USA. Our off-site volunteers work with us remotely from all over the globe.

As we’ve grown, we’ve recruited volunteers that have their work-life balance skills down pat. As a result, we have a committed team of fws members that manage to kick goals for fws and also with family and friends at weekend barbecues. If you think you can contribute to fws without letting your new fws colleagues or your friends and family down, then we’d like to hear from you.