Jobortunity Training & Professional Development Centre

Annual Report
01 August 2018 – 31 August 2019

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Executive Summary

CONTACT INFORMATION
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BACKGROUND INFO:
• Initiated in August 2009
• Operating in Arusha and Manyara region in Tanzania
• Number of staff: 15
• Type of organisation: Limited by Guarantee (business not-for-profit) until 1 September 2019; here after NGO
• Donor funded but self-reliant for 45% of budget.
• Income 2018-2019: €181,152
• Expenses 2018-2019: € 172,962

MILESTONES: 2018-2019
No. Youth graduated: 83
No. Youth currently in training: 58
% of graduates in jobs: 69%
Partnerships with social partners: 5
Partnerships with (service) companies: 83
Running 3 programs:
1. Hi5 for youth (1-year training)
2. Hi5 Training on the Job
3. Hi5 Job Matching

MANAGEMENT TZ
• Director & Founder: Kim Groeneweg
• Office manager: Robert Lyaruu
• Course Program Coordinator: Emmanuel Richard

ADVISORY BOARD TANZANIA
• Chair: Monique Janmaat
• Treasurer: Freedom Msangi
• Legal counselor: Bashir Mallya
• Social counselor: Shermin Moledina
• Member: Mbonny Muamba

ADVISORY BOARD NETHERLANDS
• Chair: Jeanine Blaauw
• Treasurer: Jan-Hildo van Ballegooijen
• Secretary: Marloes Berendsen
• Communication: Iolanda Roelevink
• Members: Hugo Snabilie/ Marloes Berendsen/ Monique Janmaat

WHY JOBORTUNITY
In Tanzania large numbers of young people are losing out on employment due to lack of education opportunities, experience and the right skills/attitude. At the same time many companies struggle to find adequate staff to provide good services to their clients. Every year 900,000 youth enter the job market having only 50-60,000 formal jobs to offer. Yet companies struggle to find qualified staff. Hence to close this gap, Jobortunity translated the needs of service companies into a training program. In this way vulnerable youth become employable and the companies have well trained staff.

WHAT
Jobortunity is a social enterprise offering training and professional development to disadvantaged youth in Tanzania. Our core functions are training youth in 21st century soft skills supporting youth in their personal development through coaching and guidance and job matching our graduates. We want to impact rural and urban disadvantaged youth, both young women and men. Our partners are companies in the hospitality and service sector as well as social organisations.

HOW
Jobortunity developed and uses its own designed Hi5 Method and social skills tracking system, to train and coach people into confident professionals with the right attitude and skills that meet employment standards. We look at each person’s individual talent and personality and offer them personal support and guidance. The Hi5 Method emphasises 21st Century Skills to enable youth to succeed in the volatile and changing global economy empowering youth to be successful in work and life.

EDUCATION MODEL
We are driven to make a difference for our country and its people. We believe that a successful future for Tanzania is fueled by ambitious companies with professional people. That is why we developed an educational approach that is innovative, bridging the skills gap between companies and young people to become successful and contribute to Tanzanian’s future. Through our personal approach, technical skills (via apprenticeships programs in companies) and the Hi5 training we nurture 21st Century skills enhancing youth access to employment and obtain self-reliance.

FUTURE GOALS
Our mission is that disadvantaged youth aged 18 to 25 secure decent employment in companies, feel professionally full-filled in their working environment and live balanced and meaningful lives. We contribute to overcome the skills gap between youth (with and without formal education) and companies’ employability needs. We provide companies with professional staff to strengthen the service industry in Tanzania. Our wider vision is that these young people can provide a dignified livelihood for themselves, they support their families and impact their communities in a positive and sustainable manner. In order to achieve this, we developed a 5-year strategic plan entailing 7 main goals.
The core approaches

Training & Professional Development Institute - The right YOU for the right JOB

**INDICATORS USED IN THE Hi5 APPROACH**

**THUMB**
- Presenting oneself
- Positive & open attitude
- Taking responsibility
- Time management
- Work ethics

**INDEX FINGER**
- Planning
- Understanding & following instructions
- Goal oriented

**MIDDLE FINGER**
- Knowing oneself
- Actively developing oneself
- Confidence
- Taking care of oneself

**RING FINGER**
- Relationship oriented communication
- Being a team player
- Problem solving
- Conflict management
- Customer service

**LITTLE FINGER**
- Being pro-active
- Being Flexible
- Life skills
- Effective work
- Job application

**THE CORE APPROACHES**

The Hi5 Professional Development Course has two core approaches: **3H** and **Hi5**, emphasising personal development of students. The same approaches are used in consultancy work (organisational support, coaching and training of employees).

**3H:**
- **Head**: knowledge of service industry and own capacity
- **Hands**: technical and employability skills
- **Heart**: professional work attitude, social and life skills (21st Century Skills)

Jobortunity focuses on the heart (attitude) and personal development of students in combination with giving students new insights and understanding about the job market and employment (knowledge). In addition, it facilitates technical skills training through an 8-month apprenticeship program in partnership with service companies.

**Hi5**
The main focus in Jobortunity is on ‘the heart’ i.e. attitude therefore the entire curriculum is set up around Hi5 (the fingers on one’s hand), a training method developed by Jobortunity. All behaviour is observed, and processed and students’ development is recorded and analysed using a Hi5 Tracking system.
Abbreviations

TOY: Training of Youth
TOT: Training of Trainers
NCT: National College Tourism
VTC: Vocational Training Centre
HAT: Hotel Association of Tanzania
ATE: Association of Tanzanian Employers
3H: Heads, Hands and Heads
ICT: Information and Communication Technology
PPF: Parastatal Pension Fund
NSSF: National Social Security Fund
YWD: Youth with a Disability
Chapter 1: What’s new

We reached all our 4-year program targets!

The 4-year program we set up with Wise and the Swiss Philanthropy Foundation ended. We are very proud to say that in the period of 1 August 2015 – 31 July 2019 we enrolled 211 students, of which 184 graduated and 124 students hold a decent (and some even way beyond decent) jobs. In this period, we entered new sectors such as the social and renewable energy sector. Through apprenticeship partnerships with new companies, students obtained various new jobs such as tour guide; office assistant; and customer service and procurement officer. In addition, we reached our goal to work towards building an organisation that is for 50% self-reliant in running a youth training program. There were days we did not expect this would be feasible but we are happy that now on our 10-year anniversary we can say that we almost did it (45%) and made the impact we strived for!

Strategic planning process – 5-year future plan

From August 2018 to February 2019, the Jobortunity team, board members and its stakeholders embarked on a strategic planning process evaluating and analysis our past, present and future, to co-create our future. We started the process by holding consultations with various stakeholders, through focus-group discussions and one-on-one interviews. In a series of workshops, team members shared the outcomes of the group meetings and interviews and reflecting on Jobortunity’s achievements. Together we visualised views for the future presenting posters using drawings, clippings and key words indicating the desired way forward. All this resulted in a 5-year strategic plan ready for implementation on 1 September 2019.

Hi5 goes way beyond Jobortunity

In the past 10 years, Jobortunity and Hi5 has impacted the lives of youth and communities; gaining recognition for soft skills (i.e. 21st Century Skills) training packages in local communities in and around Arusha region, within social organisations as well as in the public sector. This is evident from the number of applicants per selection and the requests from public and private organisations and companies soliciting training sessions. For example, in this last quarter of the final project year, we trained 120 students (level 4 and 5) of the National College of Tourism (NCT), Arusha Branch. We conducted 12 training sessions and received positive feedback from the NCT students and NCT management. The head office of this public institution (the national hotel school of the country) requested to discuss an extension with the Arusha Branch and develop a training program for their students in Dar es Salaam. This is a huge step forward for Jobortunity as it means that besides the private sector also a government education facility acknowledges the Hi5 curriculum and approach. This was confirmed when the District Commissioner of Arumeru, Jerry Muro, visited us and mentioned that what we have developed is crucial for all Tanzanians to possess. He even suggested we should train the staff of his office.

Also, this year, we trained 60 students in their last year of study, from Don Bosco Oysterbay Vocational Training Centre in Dar es Salaam. The training focused on interpersonal, professional and job application skills. These experiences make us confident in the future of Jobortunity implementing the Hi5 approach on national and even international scale. The potential for the approaches and curricula we developed are immense and we are ready to develop effective strategies to share what we developed in order to help more youth grow.
Beyond training – We worked as enumerators

Jobortunity was asked to work as an enumerator! It was an exciting opportunity for Jobortunity to conduct a 10-day evaluation assignment for the Golden Line Project in Geita region as part of their mid-term evaluation. The Golden Line is an initiative of Simavi, Solidaridad and Health Entrepreneur aiming to contribute to the economic empowerment of women living in and around artisanal and small-scale gold mining communities in Tanzania. The project targets women working in the mines in Nyarugusu, Buziba, Lwamgasa, Katente and Kabala. A total of 450 people were successfully interviewed by a team of 13 Jobortunity staff and graduates. It offered Jobortunity staff members and graduates the opportunity to learn new skills and use their social skills in a new field of work and generate income. The project staff was happy with the work and provided positive feedback. Maybe this experience will offer us an opportunity to expand our work and field.

Education & Innovation

Jobortunity attend the Innovative Education in Africa Expo 2018, from the 4th – 6th October 2018, organised by the African Union, held in Dakar, Senegal. The Innovation Education Handbook 2018 published by the African Union features Jobortunity and the Hi5 Approach acknowledging it to be an educational innovation (http://www.adeanet.org/en/knowledge-and-resources/africa-education-innovations-handbook-2018). The Expo inspired the team to come up with innovations aiming to the development of the institute and the students further. Each team member was motivated to think of an innovative idea and the implementation of these innovations started and are included in our strategic plan 2019-2024 to boost Hi5 in Jobortunity. The ‘best Jobo Innovation’ will be announced and celebrated on our anniversary starting 16 November 2019.

Employee of the year 2018 & Student of the year 2018

In February 2019, all students and team members elect ‘the employee and student of the year 2018’ i.e. the team member and student showing the best Hi5 behaviour. Yonaza Msemo (Hi5 Trainer) and Emmanuel Ruben of Class 2018A received the most votes and were rewarded with a certificate and Hi5 trophy.
In the past year, Jobortunity proceeded with its digitalisation emphasising the development of a data management system, improving our students’ tracking system and organisational management systems. On January 4th 2019, Robert Van den Broek, owner of PantaMedia BV, the Netherlands, agreed to partner with Jobortunity. Robert runs a multi-media company and works with a team of software programmers and multi-media experts willing to build us a tailor-made database including a students’ tracking system. At this stage, the requirements are set and Alex van Niel is building the software developing a functional design incorporating the current students’ tracking system, our Hi5 application for observations and an organisational database. Currently, these systems are working independently and it has been a challenge to translate the collected information into statistics. We hope that once this system is finalised (in December 2019), the students’ and organisational database, Hi5 students tracking system, observations system and the managerial system will be in one working station, which will make data management and tracking of students easier and more effective and efficient.

Karibu Kili Fair

Jobortunity successfully participated in Karibu Kili Fair 2019 i.e. an annual Fair held for the Tourism industry in Tanzania. The team learnt a lot in terms of presenting Jobortunity to potential partners and selling our services. During Karibu Kili Fair, Jobortunity improved its visibility to different companies in the hospitality industry leading to new companies willing to engaging in apprenticeship, Job Matching and Hi5 Training-on-the-job. We received sales trainings from Micael Tanzborn (consultant) and from Francis Kato (chairman of the Jobortunity Tanzania Board); printed new marketing materials such as brochures designed by Hein Niemeijer (design expert) and Jolanda Roelevink (secretary of board of Jobortunity The Netherlands) and refreshed our pull up banner with updated content. Approximately, 200 brochures were distributed (about Training on the job; Job Matching and the Hi5 approach) during the 2-day visit.

Book donation

In July, Goodluck Kivuyo, a Tanzanian man with an interest to support youth, approached Jobortunity and asked to donate books to our students as a contribution to supporting youth. He brought 65 copies of books with the title “UBUNIFU NA KUJIONGEZA KWA MAENDELEO YA VIJANA NA TAIFA” the author is Dr. Elamani Laltaika, a Lecturer at Nelson Mandela African Institute of Science and Technology in Arusha. All students of Class 2018B and 2019A received a copy of this book and five books remained for the Jobortunity library. The book is about creativity and written in Swahili for youth to understand it easily and to motivate/show/teach students to become creative while looking for opportunities that are surrounding them. The book also shows examples of people who have used their creativity to come up with good businesses or ways of solving a problem in their society and in the end making money out of it. This book fits well in to our 21st Century training and we appreciate the offer and support.
English Support Program

Since the onset in 2009, Jobortunity offered English training support. We have developed tons of materials and tested various ways of implementation. It is proven, that youth who speak English obtain jobs much easier than youth who can only speak Swahili. Unfortunately, Jobortunity does not have the capacity to train youth having no basic knowledge of the language. We do not have the expertise nor school in-house. This year, again we evaluated and improved our English support program. We had the privilege to obtain the expertise of Carla van den Hurk, a professional teacher from the Netherlands, who developed new visual materials focusing in English needed in the service industry. Together with Yonaza, the English trainer they put together the following support programme: Lesson plans and public speaking (debate) sessions about ‘what’s a good breakfast, dinner, room, etc.; games to enhance confidence and practice; exercises that can be executed individually on a computer. This means students can select at any time exercises to enhance vocabulary and grammar. In all lessons and exercises visual such as pictures and videos are key instruments for learning.

Circle groups – a support tool

Circle group is one of the social tools that we use in Jobortunity to bring students together and discuss sensitive issues concerning youth and their community. We developed a guideline with several topics to be implemented once a week for eight weeks consecutively. The normal group seize is 10 students. We observed that students appreciate sharing personal issues and experiences often things they have never shared with anyone before. In the past year, two groups requested to proceed, which was of course facilitated. Attending the group is voluntary although we will stimulate all students to join!
On 31 August 2019 our organigram is as below:

Guarantors (Board Members) of Jobortunity

Jobortunity - the Netherlands
- Chairperson
  - Jeanine Blaauw
- Secretary
  - Jolanda Roelevink
- Treasurer
  - Jan Hildo van Ballegooijen
- Member
  - Monique Janmaat
- Member
  - Marloes Berendsen
- Member
  - Hugo Snabilie

Jobortunity - Tanzania
- Chairperson
  - Francisco Kato
- Secretary
  - Shermin Moledina
- Treasurer
  - Freedom Msangi
- Member/ Legal Advisor
  - Bashir Mallya
- Member/ HR Advisor
  - Mbonny Maumba
Board composition

The board of Jobortunity Tanzania welcomed Mbonny Maumba and Francisco Kato. Both members are Tanzanians with vast work experience in Human Resources and the Service industry. Mbonny met when she was the head of HR in Mobisol Ltd, a solar company collaborating with Jobortunity in apprenticeships. Francisco we met when working as the General Manager of Ahadi Lodge. After having been a member at first, Francisco took on the position as a Chairperson in August 2019. Mbonny moved to Dar es Salaam in June but she will continue supporting the board as a member offering HR advice.

Monique Janmaat, who was the chairperson of the board of Jobortunity in Tanzania from the very beginning in 2009 moved to the Netherlands. We are happy that she has joined the board of Jobortunity the Netherlands, as she has always been a very valuable member. Jan Hildo van Ballegooijen is in the process of handing over his treasurer position to Hugo Snabilie after more than 5 years taking on this position in the Dutch board. We are sad that he is leaving, as he was a huge support. We are happy to welcome Hugo Snabilie, who visited Jobortunity in December 2018 as a PUM expert in organisational development. Hugo will visit Jobortunity again in November 2019 with the aim to look into and offer additional advice to our financial and organisational management.

Team composition

In January 2019, Ally Yassir joined the Jobortunity team as an IT Officer. He is responsible for all the IT work in the organisation; assisting in the computer trainings for youth and he started taking on Job Matching responsibilities. Ally studied ICT and he has been working as an IT technician in a tour company here in Arusha. On the 1st of February 2019, Monica Ndege took over the coordination of social work activities and Hi5 trainer duties from Grace Chwezi, who is now focusing on Hi5 Training-on-the-Job. Monica is an experienced woman, who worked in several organisations both local and Internationally as a trainer and holding managerial positions. She has a passion to work with youth helping them in their personal development, which she did a lot in her duty as Sister in the Catholic Church. In April 2019, Joie-Grace Ruzibiza, from Kigali, Rwanda, joined Jobortunity as a consultant for a period of 5 months. She boosted Job Matching and conducted an impact study together with Ally. In January 2019, Tine Hemelings joined Jobortunity as a consultant for a period of 6 months. She has been supporting Jobortunity with strategic planning, fundraising and Hi5 Training-on-the-job.

End of April 2019, Andrew Dion’s contract with Jobortunity ended after 1.5 years. Andrew was involved in matching our graduates with companies in need of staff and graphic design. In the same period, Isaack Mahatane, contracted ended after three years working as a marketing assistant and junior trainer, responsible for updating the social media and other marketing materials.

Staff Development

- **Secondary school:** In 2018, five trainers (All former Jobortunity students) started studying for their secondary school certificates and they sat for exams in October 2018. According to the Tanzania law, a Form 4 certificate is the minimum qualification to be a teachers/trainer. Hence Jobortunity is helping them to get the necessary accreditation to comply. Two trainers managed to obtain a Form 2 certificate. Hence, it is necessary for all to proceed. Due to financial constraints within Jobortunity they did not proceed in 2019. We hope to have enough funds in 2020 so that they can take classes and sit from the exams in October 2020.
• **Foot2Africa & DHBW Training Courses:** Early March 2019, four Jobortunity staff members attended short training courses in Moshi. Foot2Africa in collaboration with DHBW (Duale Hochschule Baden-Wurttemberg) a Cooperative State University in Germany offered the training. The training covered several topics such as project management and marketing techniques. The training helped the team of trainers in the implementation of the lesson (Planning) and with marketing our products outside of Jobortunity.

• **Ukarimu co-creation:** Jobortunity participated in the Ukarimu co-creation process organised on 25, 26 and 27 February 2019 by Eye-Opener Works and Mango Tree in Kampala, Uganda. Through funding of Booking.com, these organisations aim to build an open-source online platform for hospitality curricula. Jobortunity is one of the five organisations who participated in the co-creation of this platform and make some of its training materials available for the public platform.

• **Sales Training:** In August 2018, two trainers joined a sales training facilitated by Micael Tanzborn, a consultant. They developed sales strategies and shared this with the team. We noticed that this was not enough and thus on the 6th of June 2019, the Jobortunity team got a Sales Training from Francisco Kato, the new chairperson of the Jobortunity board in Tanzania. The purpose of the training was to make the team to be ready for the Karibu Kili Fair event. The training was very productive since after the training everyone was happy and comfortable to go to the event and engage in promotional and sales activities.

• On 15 August 2019 Shermin Moledina, board member of Jobortunity conducted a training for the whole team targeting a problem felt by the team i.e.: ‘**how to deal with students quitting from the Hi5 course?**’: After having the team reflect on the situation by having them look at their own lives: What made you quit in life? The trainers discovered that we all quit and that the reason are often: ‘things were difficult/hard, (sexual) harassment and lack of self-motivation. Hence the course looks at: stress and the causes of stress and human responses to stress (Fight; Flight; Freeze); What is violence? Abuse/types of violence and What is trauma? The course gave the team lots of revelations and tools to implement with students and it will be continued in October 2019.

• **Neuro Linguistic Programming (NLP):** Kim Groeneweg, the Jobortunity founder/director, participated in a Neuro Linguistic Programming (NLP) training course in August 2019, facilitated by Ravisie in the Netherlands. Kim will be coached by Ravisie to become a master practitioner. The aim is to see whether Jobortunity can incorporate NLP within its work to help youth overcome behaviour that works out negatively for them.

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**Human Resources**

A HR system is in place. The HR guideline topics such as ‘car policy and health insurance’ were refreshed and are all communicated with the team and we thus started implementation. Health insurance has always been a huge bottleneck. In all these years, Jobortunity would reimburse staff members’ medical expenses. We realise that it would be good for all to have a health insurance but to get an affordable insurance has been a headache; up to day. Hence, we decided to set up our own. Three team members formed a task force and proposed a plan. In team discussions, the plans were developed further and are now almost ready for implementation. All employees will deposit a part of their salaries into our ‘support fund’, which all can access in case of medical needs but also for other life emergencies that cost money. Due to a change in government regulation Jobortunity had to move from the pension fund PPF to NSSF and therefore we put our ‘support fund’ plan on hold as NSSF also offers health insurance. At present, we are reviewing the quality of it.
Volunteers/ experts

On December 7th 2018, Mr. Hugo Snabilie, a volunteer from PUM Netherlands, joined the Jobortunity team for 2 weeks advising us as part of that process he facilitated a workshop on organisational structure setup and strategic planning (2019 -2024). On the same day, Peter Møller, a volunteer from Denmark, completed his assignments of four months at Jobortunity. He helped us to develop social media marketing strategies, attitude videos and develop the strategic plans for the Youth Hub. On January 7th, Hans Bassing, a volunteer from the Netherlands, stayed for 2 weeks helping us to further develop the Strategic plans 2019-2024 and conduct TOT workshops. He also conducted interviews, as together with Jobortunity, he is writing a Hi5 book to mark Jobortunity’s 10-year anniversary starting 16 November 2019. Carla van den Hurk joined Jobortunity for a period of 5 weeks in August/September to help us boost our English Support Programme.
Chapter 3: Targets & achievements

3.1 Target 1: By 1 August 2019, 200 (disadvantaged) youth have been trained and 100 youth have a decent job.

The 4-year program we set up with Wise and the Swiss Philanthropy Foundation ended. We are very proud to say that in the period of 1 August 2015 – 31 August 2019 we trained 211 students, of which 124 graduates hold decent (and some even way beyond decent) jobs. We entered new sectors such as the renewable energy sector and through apprenticeship partnerships with new companies, students obtained various new jobs such as tour guide; office assistant; and customer service and procurement officer.

This year 2019, per class more than 100 candidates applied for the Hi5 Course for youth and all are disadvantaged youth. During selections, we had many girls applying for the Course. In Jobortunity, we receive all sexes under the condition that they are motivated. The main challenge faced during the selection of students is candidates’ low level of English. English is one of the criteria during selection as we are looking for Basic English skills in candidates, as we do not have the resources to train students from scratch. We do select youth with poor English skills and put extra emphasis on them in the English Support Program. From our home visits, we found out that girls often not complete secondary school studies due to early pregnancies resulting in abandonment by their families. Jobortunity is becoming a place where youth run to when they are faced with difficulties to continue with their studies. Many indicate that Jobortunity is their last option to reach their goals. At present, we have three students expecting. Jobortunity works out personal plans with each giving them ample opportunities to pass through all stages and meet with all requirements.

Youth with a Disability

On January 21st 2019, 30 youth started the 1-year Hi5 course. This group is called Class 2019A consisting of 14 are girls and 16 boys. In the selection for this class, we invited candidates with a physical disability. Out of 15 applicants, we selected three students with a disability. This was possible due to the collaboration between Jobortunity and Light for the World from the Netherlands (with an office in Dar es Salaam). LFTW supports people with a disability enabling inclusion in society. They sensitised the Jobortunity team, trained them and the students of Class 2019A and helped making the necessary arrangements. Especially the training conducted by Francis Gugu, the LFTW Disability Inclusion Advisor, on 31 January & 1 February, on Disability Inclusion proved an eye opening experience. The training covered topics such as key statistics on disability and its impact to the lives of the person with disability, disability rights and the concept of disability, appropriate language and names to address disabilities and barriers on disability through application.

On 20th May 2019, 30 students of Class 2019A started apprenticeship. It was the first time we had to look for companies interested and willing to train YWD. Fortunately, it was not hard to find these companies. Our experiences with them is very impressive and even the companies training the three YWD in apprenticeship are happy with their performance. At the same time, the students are coping well and enjoying the learning experience. We did have to sensitize their fellow students when the class just started. Some students were for example scared to hold hands (during a game or learning exercise) with a YWD. We needed to allow students to share, discuss and find their way. It helped as it addressed the issues and
enabled them to cope and learn. This Class will be graduating in February 2020 and at this stage two students dropped out during apprenticeship.

On July 15th 2019, Class 2019B, with 30 youth started the 1-year Hi5 course. Among them are 21 girls and 9 boys. In the selection of this class, we were struggling to get candidates with a disability (i.e. Youth with a Disability (YWD)) to join the selection. We noticed that especially parents and communities are very protective of their YWD and find it hard to imagine them working. In addition, they find it hard to either raise the funds or avail the funds needed to pay a contribution. Out of three YWD applicants, we selected one student with a disability to join this class. Since May 2019, our partner Light for the World is no longer offering support to YWD directly i.e. providing for the student contribution, fees, transport and basic needs. As a result, associations involved with YWD informed us that candidates were hesitant to apply. They need more time to find a solution to obtain the financial resources needed. Thus, we hope that in the next selection scheduled for January 2019 we will have found a solution to support youth with a disability (YWD) to join Jobortunity as we see that with little alterations and additional support their can perform like any other student.

Apprenticeships, new companies and job positions

On November 5th 2018, students of Class 2018 B started their 8 months apprenticeship. We managed to get new companies to place our students such as Mount Kilimanjaro Safari Club. This company took in six students and placed them in its different camps and lodges in Karatu, Serengeti, Tarangire and Ngorongoro. Build Mart, a logistics and procurement company in Arusha, offered a chance to one of our students to do her apprenticeship in the dispatch and procurement department. This is a new job position for Jobortunity adding on to the different jobs/departments that our students can opt for. Another new position taken in apprenticeship is the one of Junior soccer coach at the Future Stars Academy.
Graduation of Class 2017B, 2018A & 2018B

On 24 August 2018, 26 students of Class 2017B graduated. At present, 17 students of this class have a job.

26 students of Class 2018A graduated on 15th February 2019. In January 2018, this class started with 30 students of which 26 students graduated. Four students dropped out from the course because of disappearing without any information, changing to other programs and non-Hi5 attitudes. Out of the 26 graduates, 69% are currently in a job.

On the 2nd of August, 31 students of Class 2018B graduated completing the 1-year Hi5 Course. This class started with 34 students of which 31 students i.e. 19 girls and 12 boys received their certificates. At present 35% has a job. It is not easy to obtain a job just after high season. These graduates will have to focus on job application in November as then companies will start recruitment.

The dropout rate in in Class 2018A was 13% and in Class 2017B it is 19%. Both rates are relatively high compared to the average 9,3% since 2009. The dropouts were caused by different problems coming from different angles as we had students suffering from depression and homes that are not supporting them. Though most dropouts are due to non-Hi5 behaviour in apprenticeship, disappearing from work and irresponsibility. This was one of the reasons why we called Shermin’s help to train us on how to see, prevent students from ‘dropping out/ disappearing’.

Statistics & students’ performance tracking

The KOBO tool, i.e. our app and database system, gives the first statistics of Class 2018 B in bar graphs, pie charts and line graphs per finger with specific colours. With these graphs, we are able to see the number of observations collected in total for that specific class. It is also easy to tell how that specific class is performing in general in terms of the behaviours and attitudes. Below we outlined some types of data we generate from KOBO.
To get to know how a specific student is performing together with what kind of observations were collected for him or her, we click on the name button.

It is also possible to get the statistics monthly by clicking on the buttons on the menu. Therefore, it is easy to compare the percentage in terms of the numbers of observations evaluations (how many Good, Ok and Bad observations collected) per month.

Each trainer has the target of collecting at least 10 observations per week. KOBO also is able to keep track of the performance of each trainer per week and produce very interesting graphs. This kind of data helps the supervisor and the trainer to track the performance and follow up.
Impact study results

At present, there are 60 students, divided over 2 classes, studying at Jobortunity. Since 2009, more than 442 graduates have passed through Jobortunity and joined the labor market. In June 2019, Jobortunity conducted an impact survey to obtain information about how the graduates are doing and what has been the impact of the Hi5 training on their lives. The survey targeted 102 graduates of which 65 have been in a job for at least two years and 37 were recorded as jobless or lost i.e. without an updated record in our system. The Impact Study report describes how the Hi5 Approach impacted their lives and effect the training has on the way they live their personal and professional lives and what happened with the ones who are jobless.

The data from the survey clearly shows that 100% of respondents say they are using Hi5 in their daily life and that it has affected their lives positively. They describe the training as fitting their needs. Interestingly, more than 65% of graduates interviewed got their first job through apprenticeship and are saying that it is due to their hard work, focus and flexibility that the employers gave them a job offer at the end of the apprenticeship. The survey clearly shows that the training and coaching provided by Jobortunity changed the lives of graduates positively. The respondents, all youth from disadvantaged backgrounds, mentioned that life look blurry for them when joining the institution. They either did not attend secondary school or had dropped out. After graduation from Jobortunity, most of them got a job immediately enabling them to sustain their families, take care of their basic needs, build a house for their parents or even buy a car and start their own businesses. Some of the challenges indicated by the respondents is the limited space to welcome youth as Jobortunity only takes 60 students per year and the demand is very high. In general, we received more than 100 applications per selection.

Some results are as follows:

Does the training fit the graduates’ needs?

98.5% said yes. This means that almost all graduates interviewed have seen their lives change after passing through Jobortunity training, and it changed in a better and positive way.

The following is the percentage mention by graduates of specific needs that the training fulfilled:

- **9%** Can now communicate well with people in the community
- **6%** Use the Hi5 Training in their daily lives
- **27%** are able to easily get a job
- **11%** The training has increased their level of education from where they were before
- **8%** are able to understand and believe in themselves very well
- **5%** have developed a positive work attitude
- **6%** can support themselves and others as well as budget in their incomes
- **9%** are able to set and achieve their goals
• 6% have developed and increased their confidence in life
• 5% are able to produce the right service in the right way
• 8% are able to make plans and get better positions in their work environment

From their responses, we can conclude that the Hi5 Course taught them how to cope with life and changed their lives completely in a successful way. They said it helped them to get a job and to be professional employees. It changed how they behave with people in society, at home or with colleagues. The training gave graduates direction in their lives. Before joining Jobortunity, many did not know what to do with their lives. Through the training, they found meaning and now they feel successful. The training equipped them with social and life skills helping them to interact with people effectively.

“Jobortunity has taught me a lot of things I did not know before: Communicating better with people, being a team player, behaving well in society. I learnt a lot. It has been the key that helped and changed the way I behave in my society”. Upendo Leonard – Class 2017A

“Hi5 Training made me build my confidence and made me know how I can stand on my own feet and produce the right service in the right ways.” Neema Ndelelio – Class 2016A

“The knowledge we get at Jobortunity is different from other colleges. They teach us life skills and how to work and cope with people. That is what I needed. I can work anywhere.” Musa Lohay - Class 6
3.2 Target 2: 50% of expenses is generated

In a period of four years, we almost reached our goal to work towards building an organisation that is for 50% self-reliant in running a youth training program. There were days we did not expect this would happen but we are happy that now on our 10-year anniversary we can say that we are able to generate quite a substantial amount as we managed to generate 45% of the TOY expenses. The total income in Year 10 was:

<table>
<thead>
<tr>
<th>Source of income</th>
<th>Amount generated (EURO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations</td>
<td>€ 125,204</td>
</tr>
<tr>
<td>Student contributions</td>
<td>€ 14,283</td>
</tr>
<tr>
<td>Company contributions</td>
<td>€ 9,077</td>
</tr>
<tr>
<td>Hi5 Training-on-the-job</td>
<td>€ 30,978</td>
</tr>
<tr>
<td>Hi5 Job Matching</td>
<td>€ 11,64</td>
</tr>
<tr>
<td>Other income</td>
<td>€ 446</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>€ 181,152</strong></td>
</tr>
</tbody>
</table>

The total annual income generated through cost recovery projects in Tanzania in Year 10 (over a period of 13 months) are: € 55,948, whereas the expenses of only the TOY program were € 125,688. 50% of the total TOY expenses are €62,844 and thus we fell short € 6,896 (5%).

The most stable source of income (cost-recovery) comes from student and company contributions (including Application forms) covering 42% of the total income generated. The rest of the target money was generated by the cost-recovery projects: Hi5 Job Matching (2%) and Hi5 Training on-the-job (56%). It can be stated that the Hi5 Training on-the-job i.e. outreach work by training youth and staff outside of Jobortunity has been rather successful this year.

Cost-recovery project – Hi5 Training on-the-Job

As shared in the general comment we had the fantastic opportunity and experience to train students from the governmental hotel school called the National College of Tourism (NCT) in Arusha. We implemented a 12-week tailor-made Hi5 Training program for 120 NCT students. The training aimed at improving the participants’ knowledge and skills on Professionalism, Communication skills, Life skills, Teamwork and Conflict management. Through this training, we managed to train a lot more youth than we ever did in such a short time and we generated income (€ 1900). We feel we made great progress for managing to get such a contract with a governmental institution. NCT evaluated and wants to work out plans to proceed with training more students in Arusha and also in Dar es Salaam.

In November and December 2019, we trained youth engaged with the St Joseph Orphanage and who are sponsored by UNITE the World with Africa Foundation from the United States of America. We conducted 6-half-day training sessions for a group of 17 students (who were either attending or ready to start with Form
In addition, Jobortunity implemented a 5-day Leadership/ Mentorship Training Workshop for six participants of which three were UNITE the World with Africa mentors.

In the period 29 October until 3 December 2018, Jobortunity in collaboration with Simone Nieter, an external consultant, conducted a tailor made 5–day training workshop for all housekeeping, maintenance and service staff of Rivertrees Country Inn. In addition, a team building training was implemented in which all staff attended. Rivertrees Country Inn is a luxury lodge in Arusha and has been working with Jobortunity since Class 1 and has hired many graduates.

In November 2018 and May 2019, we conducted training sessions for 60 staff of Summits Africa. The staff members were porters and guides climbing Mount Kilimanjaro. We did a first training in 2018 and due to the success, the company asked Jobortunity to conduct a follow up training. In addition, we implemented a 7-day training program for 20 staff of their lodge located in Natron.

In January 2019, Tine Hemelings was asked to support Rijk Zwaan, as agricultural (seed) company in Arusha with her skills of visual harvesting in Rijk Zwaan’s international field days. She spent two days observing and harvesting the results in beautiful visuals.

In June, we trained 120 girls in a 1-day workshop at the Women World Cup organised by Future Stars Academy in Arusha. The aim was to use soccer and Hi5 to address issues as personal development and health. It was a fantastic day wherein we even had BBC media covering it.

In addition, in June we started a Hi5 training program with Don Bosco Oysterbay, Vocational Training Centre in Dar es Salaam. We aimed to train 62 students but we trained less as some students had left for apprenticeship. This first set of 6 sessions focused on strengthening specific aspects of employability skills specifically interpersonal and professional skills. In September, we will conduct another set of 6 sessions focusing on job application skills and conflict management. Don Bosco wants Jobortunity to train all its students in all it locations in the country starting in January 2019. The bottleneck is that such a big training program needs resources that Don Bosco lacks if they were to hire Jobortunity trainers as consultants. Initial talks have started to see whether it is possible to develop a more cost-effective and sustainable partnership and to raise funds together.

In June, we conducted a 1-day training on customer service with eight staff of Mount Meru Game Lodge located in Arusha aiming to improve the way they give service to their customers. We developed a tailor-made program incorporating some technical skills training with the help of an expert, which was highly appreciated.

In the period 25–28 June 2019, we conducted a training for 41 rangers of the Wildlife Management Authority in Enduimet organised by the Honey Guide Foundation’s Tourism Skills Development for the community members of the Masai villages engaged in tourism. We trained them on customer service (in the tourism).

In June (26 May – 6 June) 2019 a team of 13 people (Jobortunity staff and graduates) worked as enumerators supporting the evaluation assignment for the Golden Line Project in Geita. A total of 450 people were successfully interviewed by a team of 13 Jobortunity staff and graduates. It was a new thing for Jobortunity and we were happy that the feedback was good and we see that this experience will offer us an opportunity to expand our work and field as we might be asked to do such work more often.

Cost-recovery project – Hi5 Job Matching
Over the course of the year, Jobortunity managed to place 12 students via Job Matching in the following companies:

- Plantation Lodge, Karatu: 4 graduates for the positions of waiter and housekeeper;
- Built Mart, Arusha: 2 graduates for the positions of sales/marketing officer and bin cards controller;
- Mrimba Palm Hotel, Arusha: Two graduates got a job as a waiter;
- Ngorongoro Mountain Lodge, Arusha; two graduates started work as waiters;
- Sound of Silence Camps, Serengeti hired 2 graduates;
- Kili Villa Hotel, Arusha: one graduate was placed as a volunteer waitress for three months working hard to earn an employment contract.
- Rivertrees Country Inn, Arusha, hired a graduate to work as receptionist.
- Fifi’s restaurant, Arusha hired a graduate to be trained as assistant head of service.

Job matching has not been the best cost recovery project. Lack of promotion of this activity and inexperience made that it developed too slow. June has been the most successful month for Job Matching since we started this service! We dedicate this to more intense promotion (especially towards our existing partners) making companies more aware of this service and thus soliciting it.

We also identified that the majority of the Job Matching requests made by many companies are in the field of staff trained and having experience with front office positions, supervision and managerial positions. This created a challenge for us as we have few graduates having this profile and many in these positions are satisfied with the job they have. Consequently, we had to turn down some Job Matching assignments.
CHAPTER 4: Finances

As outlined in chapter 3.2 the total income generated this year (1 August 2018 – 31 August 2019; 13 months) was €181,152, - of which 45% (€55,688) was generated locally and 55% via the support of donors. The total annual expenses in year 10 are: €172,962

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Amount (EURO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOY: Hi5 for Youth (with the aim: ‘Disadvantaged youth access jobs’) expenses:</td>
<td>€125,688</td>
</tr>
<tr>
<td>Set up of Cost recovery activities i.e. Hi5 Training on the job and Hi5 Job matching (aim: Jobortunity self-reliance) expenses:</td>
<td>€43,813</td>
</tr>
<tr>
<td>Administrative expenses:</td>
<td>€3,460</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>€172,962</strong></td>
</tr>
</tbody>
</table>

Student contributions

All students we have, and had, in Jobortunity come from vulnerable backgrounds although some have some sort of support network (often these are family members or community caretakers). Initially in 2015, we set out to give 2/3 of the class a scholarship i.e. a contribution fee of TZS 250,000 (€98). Nowadays we do not stick to the agreed 20 per class. We assess the situation of each student and at first give students the chance to raise income giving them start-up capital for small businesses (for example making and selling buns, developing a vegetable garden at our premises or rear rabbits). We give students special payment trajectories and extended time to sort out their contributions in their own pace. We want students to pay for their studies but also, we do not want to see any of the student dropping out because of it. Students know we are serious about payment agreements made but we can make specific payment plans for specific students. This process teaches them to act, follow up on agreements made and take responsibility. The payment process brings out students’ behaviour and financial and domestic situations. It helps the trainers to get to know the students and guide them individually. At the end of the day, all students (i.e. the ones with and without a scholarship) pay. This means that we can rely upon the income from school fees and consider this a fixed income.

In Class 2018B, 12 disadvantaged youth received a scholarship thus 35% of the class. This means that the majority of the students are paying the full amount. Interestingly we realised that when we make it not too easy for students to obtain a scholarship many students, of whom we think are too vulnerable to pay more than TZS 250,000, unexpectedly do manage to pay the full amount. The Tanzanian culture prevails by relatives helping relatives, neighbours helping neighbours. Students who have a support network seem to be able to employ it but only when needed. We encourage this as it enhances engagement and the value of the Hi5 Course. In addition, by stimulating entrepreneurship students gain new skills and confidence in their own capacities.
CHAPTER 5: Partnerships

5.1 Company Partnerships

In this year, we added the following companies and social organisations to our list of partner companies:

**Apprenticeship**
- Built Mart, procurement services and hospitality Supplies Company in Arusha.
- Mount Kilimanjaro Safari Club (consisting of Tour operations and 8 lodges: Maweninga Camp, Bashay Rift lodge, Olduvai Camp, Olaado Camp, Ronjo Camp, Grumeti Hills, Mara River Camp and Olduvai Gorge).
- Katambuga lodge, a luxury lodge in Arusha.
- Kili Villa, Luxury hotel in Arusha.
- Thomson Safaris, tour operator and Camps, Ngorongoro, Serengeti, Manyara, Tarangire.

**Job Matching**
- Built Mart, procurement services and hospitality Supplies Company in Arusha.
- Mrimba Palm, a hotel and restaurant in Arusha.
- Rivertrees Country Inn, a luxury lodge and restaurant in Arusha.
- Ngare sero Lodge, a luxury lodge in Arusha.
- Plantation Lodge, a luxury lodge in Karatu.
- Fifi’s restaurant – located in Arusha.

**Hi5 Training-on-the-job**
- Rivertrees Country Inn – Lodge in Arusha.
- Mount Meru Game Lodge in Arusha.
- Summits Africa, a tour operator for Mt. Kilimanjaro and Lodge in Natron.
- Future Stars Academy – NGO using sports in community development (Women World Cup).
- Rijk Zwaan: Agricultural (seed) company.

Annex 1 provides a complete overview of all companies we partner with dividing them into active and less active partners. Active partners will take on students at least once a year. Less active partners need longer breaks. Annex 2 outlines all companies contracted graduates via Jobortunity’s Job Matching services.

This year, three graduates out of five were hired by Sopa Lodges, a company having three luxury lodges in Serengeti, Ngorongoro and Tarangire. They did not participate in job matching as they have their internal selection and training program. However, because they take in many graduates, we facilitate the recruitment by announcing it to our graduates to go on their own accord. We have a noticeboard and whenever we see job advertise, we advertise this; also, via Facebook.

**Accreditation by HAT:**

The Hotel Association of Tanzania (HAT), representing the hospitality sector, recognises Jobortunity for providing quality training programmes on 21st century skills for the hospitality and tourism industry in Tanzania. The HAT support Jobortunity’s mission to address the skills gap in this industry. We received an official letter of accreditation and a certificate. One of the statements made by HAT are:
“HAT recognises that Jobortunity has managed to differentiate itself from other training centres as it provides training focusing on soft skills such as communication skills, work ethics, conflict management, life skills and professional skills and customer service. The need for soft skills training in Tanzania is immense. Young people, fortunate enough to enter and graduate from vocational training centres, colleges and universities, obtain knowledge and learn the ‘hard/technical skills. It’s with the above considerations that HAT highly recommends Jobortunity as the preferred institute for training of staff for the hospitality sector.”

### 5.2 Partnerships with social organisations

In year 10 Jobortunity worked with the following social organisations:

- **Inherit your Right**: Every Friday morning trainers of this law organisation come to Jobortunity to provide educational training and support on different aspects of Tanzanian law. Our students, especially the girls, have been able to get awareness about the Tanzanian laws, how and where they can get their legal rights.

- **Light for the World**: is a Dutch organisation with a mission to promote inclusion of youth with a disability into the labour market. Jobortunity and LFTW agreed upon a partnership to work towards the goal: “Young people with disabilities access services of Jobortunity and become confident professionals, engaged in employment”. At present, four YDW are enrolled in the Hi5 Course.

- **Umoja**: they produce reusable pads and make them accessible to women. Jobortunity bought these and sensitised female students.

- **Arusha Mental Health Trust** – Of whom we send our students for more accompaniment and counselling.

- **Red Sweater**: This organisation is supporting disadvantaged youth in Mto wa Mbu (113 km from Arusha) with primary and secondary education. Red Sweater support their students, Form 4 graduates from their own school, with transport and housing. Once graduated Jobortunity is one of the opportunities offered for their youth to proceed education.

In addition, the following social organisations are partners in the sense that they asked Jobortunity to train their students or members of the communities they work with:

- **National College of Tourism in Arusha**: Jobortunity trained 120 students in a 12-week program;

- **Don Bosco VTC Oysterbay in Dar es Salaam**: Jobortunity trained 60 of their students in a 2-week course;

- **Honey Guide Foundation & Oikos Foundation**: Jobortunity trained 45 local community members in Enduimet in a 2-week course.

- **UNITE the World with Africa**: 17 students of the St Joseph orphanage enrolled in secondary school and University attended a tailor-made 6 half-day training on social skills. 3 of their mentors were enrolled in the Jobortunity leadership/Mentorship Training.

- **Future Stars Academy**: 120 girls attended a 1-day workshop at the Women World Cup where soccer and Hi5 learning exercises were employed to address issues as personal development and health.
5.3 Partnerships with government and local communities & accreditation

Jobortunity is much involved with the local communities and authorities around its premise, Chama and in the districts connected. On the 12th of August 2018, Jobortunity attended the International Youth Day, celebrated at Patandi Teachers College Grounds in Arusha. The guest of honour was Hon. Antony Peter Mavunde (MP), Deputy Minister of State in the Prime Minister's Office responsible for Policy, Parliamentary Affairs, Labour, Employment, Youth and the Disabled. He visited our stand and we got a chance to share with him about what Jobortunity is doing and how we help youth to reach their goals. He was very much interested with what we are doing. He said he wants to help us with registration processes and he handed over the responsibility to the Arumeru District Commissioner.

On the 27th of September 2018, Mr Jerry Muro, the Arumeru District Commissioner visited Jobortunity. We shared with him our program and the challenges of obtaining accreditation for our education approach (including curriculum). He promised to help us get a letter of recognition by his office which he provided. When he learnt about the potential of social skills, he said that, he wants us to organise a training program for his office workers, teachers and students from his district. This would be a great opportunity to connect with the government. We are looking forward to make this promise reality. Hence, in general we are pleased with the positivity of the government. We do hope that we can connect effectively as this would enhance sustainability. Unfortunately, we did find out in the course of the year that on District and National level there is no authority within the Ministry of Education able to accredit Jobortunity. VETA & NACTE do not have an accreditation for social (soft) skills curricula. They only have it for hard skills training programs. This is a bottleneck, which we aim to target by linking up with ‘hard skills’ studies provided by recognised institute like Don Bosco. In addition, we want to link up with the Ministry of Youth in obtain acknowledgment as a registered Youth organisation.

Students of Class 2018B came up with an idea to help promote Jobortunity to their fellow youth, by conducting a tournament (Bonanza). This idea was planned, organised and implemented by the students with the support of Jobortunity. The event was very successful as they managed to reach out to more than 200 youth attending the event. The event included music and a sports competition (soccer and netball), where our students had two teams participating and managed to win a medal and certificate which was prepared as a prize for the Bonanza.

Partnerships with donors

In Year 10 our donors were:

Wise and the Swiss Philanthropy Foundation (SPF): helped Jobortunity develop a 4-year program that started on 1 August 2015 and ended on 31 July 2019. Wise assisted in strategic planning and facilitates the partnership with SPF and a private donor from Switzerland. Unfortunately, their Youth & Employment program will not be extended beyong 1 August 2019.

Carpe Diem, the Netherlands is a foundation supporting projects focusing on youth that are vulnerable. Carpe Diem has been supporting Jobortunity for 3 years. In January 2018 they visited us for the first time and agreed to extend their funding beyond the agreed 3-year term. In November 2019 will receive them for future assessments.
Usawa, the Netherlands, have been Jobortunity’s donor for three years. Usawa supports Jobortunity by tapping into their own network, knowledge and experience in various fields such as business management and IT. In addition, they have been helping with numerous laptops that are being used by trainers and students.

The Heijmerink Foundation, the Netherlands has been supporting Jobortunity for 3 years towards the Hi5 Training for Youth program. They have visited and have been in touch supporting Jobortunity with advice about educational approaches. This year, they announced to reduce their number of projects and will not be able to support Jobortunity in the future as it outside of their target.

Rafiki Foundation: is a Dutch Foundation supporting individuals and groups in Tanzania. The main focus is education and sports. This year, they sponsored Jobortunity students by making a contribution toward their school fees and the purchase of new laptops.

PUM Hans Blankert Fonds: Through the support of this donors from the Netherlands and Rafiki Foundation Jobortunity was able to purchase 10 laptops. The laptops were badly needed to expand the computer lab from 12 laptops to 22 laptops.

Stichting Castricum helpt Muttathara: a Dutch foundation donated money toward kitchen equipment. In January 2020, Jobortunity aims to start the development of a professional kitchen where students can obtain their first kitchen training and experience to prepare them better for apprenticeship.

Individual sponsorships: Jobortunity has the privilege to have committed groups of friends who make monthly or annual contributions to Jobortunity. Some sponsors identified students by helping with the school fee payments.
CHAPTER 6: Challenges

New laws: Changing from a Limited by Guarantee to NGO registration

For 10 years Jobortunity operated as a Limited by Guarantee aiming to operate as a sustainable social business. Unexpectedly, in June 2019, the Tanzanian government introduced a new law stating that all organisations registered as Limited by Guarantee can no longer operate as such from 1 September 2019. Instead all were asked to register as a Limited by Liability/ Shares or as a Non-Governmental Organisation (NGO). Jobortunity is highly affected by this new law as it has wants to continue to operate as a social business and not as solely a charitable or commercial organisation. After lots of talks with lawyers and lawmakers, we decided to register as an NGO and obtained the registration on 27 August 2019. We are in the process of obtaining a new tax number; change our status with the banks; pension fund and other agencies. We also started the application process to be granted a ‘charitable organisation’. Being an NGO possess new challenges as this does not mean the tax office perceives one as charitable. In addition, as from 1 September 2019 we will need to find out how, while staying within the law, how we can still receive school fees and continue to offer our Cost-recovery services (Job Matching and Training-on-the-job) which are crucial for our financial sustainability.

Lack of financial resources & stability

The past 4 years Jobortunity thrived by having relatively secure resources providing basic income via donations and income generation. The donations from Wise/ Swiss Philanthropy Foundation, Carpe Diem and Heijmerink Foundation and smaller donors offered financial stability. When Wise told us that they were not able to extend funding beyond the four-year program ending 1 August 2019 (due to their philanthropists’ shift in funding interest) we responded by investing intensively in fundraising. Unfortunately, at present we have not found new donors. We rely on our existing donors and our own income generation. Unfortunately, officially an NGO is not allowed to generate income. For this reason, we are in the process of extensive meetings with the Dutch and Tanzanian boards to thoroughly review the laws and adjust Jobortunity’s organisational structure. Since we are not the only organisation affected by this, we are able to join workshops on financial management and compliance with Tanzanian laws, and such organised by a potential new donor. We hope that by November we will have a clearer view on how we can operate within the laws; still generate income and have a clear view on our funding status.

Taxation

Unfortunately, this year we were also faced with receiving the results of two years of tax investigations. All companies and organisations in Tanzania went through such a process whereby eight years of operations were assessed. Jobortunity was not given any fines and was complemented by the tax office for its clear bookkeeping. However unfortunately we were charged Euro 8000,- as a result of tax rules and regulations (we had no idea off), that will need to be paid. The official report has not yet been presented to us but we have already informed the Tanzania Revenue Authority that we will fight some of the amounts charged, as the law is not clear about these.

Student/ graduate database – updates

Information in our graduate-database gets outdated rapidly. It is a true challenge to get a hold of graduates
as they do not inform us instantly when they obtain, leave or change a job. Many graduates work in the bush and thus are hard to reach or change their phone numbers after graduation, which makes it very difficult to contact them for Job Matching or to give or obtain any kind of information. It hampered the interviews for the impact study and Job Matching activities. In July, we did thorough assessment of the whereabouts of our graduates and can say that we have gathered approximately 80% of graduates’ data i.e. information from Class 1 to Class 2018A, all our graduates.
Challenges are there to overcome when one keeps his eye on what needs doing today to build the future we have in mind. We are ready for it and see that we can overcome the challenges and even grow and be a sustainable organisation. We have lots of faith in our 5-year plan, which we started to implement per 1 September 2019.

This chapter mentions a few first steps to work towards our mission, vision and goals for the period 1 September 2019 – 31 August 2024 which are:

**Our vision** is that young people can provide a dignified livelihood for themselves, they support their families and impact their communities in a positive and sustainable manner. **Our mission** is to overcome the skills gap between disadvantaged youth and companies’ employability needs. We aim for these youth to secure decent employment in companies, to feel professionally full-filled in their working environment and to live balanced and meaningful lives. We provide companies with professional staff to strengthen the service industry in Tanzania.

We will support youth by providing three core services, which are coaching & guidance, training and job placement by Jobortunity and partners. We envisage by the end of the 5-year plan we will have reached (coached, trained and placed) at least 3,000 youth, either through our in-house TOY training programme (300 disadvantaged youth) or via our collaborations with like-minded organisations (minimum 2700 youth), whereby we aim to reach equal numbers of young women and men. We envisage that 75% of the coached and trained youth will have jobs by the end of the strategic plan.

With our stakeholders, we identified **seven major strategic goals** that we want to achieve in order to work towards achieving our mission:

1. We run a successful and recognised in-house TOY (Training of Youth) programme for disadvantaged youth
2. We have an innovative student/graduate tracking and organisation database system
3. We employ innovative E-learning for soft, technical, English language and entrepreneurial skills to enhance the soft skills training program and boost technical skills development
4. We reach more youth through expansion of the Hi5 approach in collaboration with partners in the social sector (public and private)
5. We expand our Hi5 approach towards the for-profit sector to enhance self-reliance
6. We run our operations in a youth hub shared with like-minded and compatible organisations and companies
7. We are a social business with a well-functioning team based on the principles of Hi5
More youth having the chance to learn the Hi5 approach and principles (SDG 1, 4 and 5).

Continuous improvement of our practices: 3H & Hi5 approach (SDG 1, 2, 3 and 7).

Jobortunity grows towards becoming a social business with a sustainable operational model (SDG 3, 5, 6 and 7).

Organisational sustainability: After 10 years of hard work, the Jobortunity team can look back and say that we made a significant impact on the lives of youth and even on enhancing staff performance in the service industry in Tanzania. We are proud that we managed to prove that social skills training, or better said: 21st Century Skills, training contributes to enhancing lives of disadvantaged youth and enables them to come out of poverty. Hence, we want to help more youth. In the 5-year strategic plan we outlined how we want to achieve this. This plan will need to be analysed and developed further to match the volatile context wherein we operate. In the coming year we will focus on training more youth through partnerships with private and public social organisations and companies. In addition, the sustainability of the operations need boosting and sustaining which means we need extra support from our donors, partners, supporters and team in the search for the best organisational set up for sustainability in the short and long run. We will need to invest in financial and administrational systems and tools to comply and stay up to date with the governmental rules and regulations.

Invest in fundraising and communication: While we sort out our own income generation and organisational set up, we will need additional donors to fund the youth program. We will use our 10-year anniversary to kick off a year of celebration on 16 November including a clean up-day; a march; launch our ‘Hi5 Impact Book’ which is linked to a fundraising campaign and different types of events and projects.
**Promotion:** To reach potential customers for our services, we need to invest more time in promotional activities especially for training on the job and apprenticeship.

**Digitalisation:** At present, we are developing a digital system that will be used to keep track of students and employee information. The system will incorporate the students’ database, tracking system, observation system (Kobo) and an E-learning programme comprising of social, technical and English language and entrepreneurship E-modules to enhance the quality and effectiveness of our training program. We expect the database linked to the Hi5 application to be ready in December 2019. This will make administration and tracking of students during and after the courses much more efficient.

Under the guidance and with the technical expertise of PantaMedia, a media and E-learning company in the Netherlands, and with support of a local media company Texto Media Group, we aim to develop E-learning modules that can be used in our in-house Hi5 Training of Youth program and by our social partners. PantaMedia is offering its support pro-bono, Texto Media Group is a start-up, run by young IT and media entrepreneurs trained at the former Kilimanjaro Film Institute. As Texto Media Group will gain expertise in developing E-learning, so will the Jobortunity trainers.

**Hi5 Training on-the-job** has proven to be a very good income generating activity. We also see that when more effort is put into attracting new clients for **Job Matching** it can play an important role in linking youth to companies and companies to youth and generate some additional income (at least sustain itself). Within the new organisational registration (NGO) we will need to focus on how this can be done legally and effectively.
## Annex 1: Company partnerships in apprenticeships

<table>
<thead>
<tr>
<th>Active Partners</th>
<th>Less active Partners</th>
<th>No longer Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Located in Arusha, Machame, Moshi, Karatu, Mto wa Mbu, Tarangire, Ngorongoro, and Serengeti</td>
<td></td>
<td></td>
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<tr>
<td>Aishi Machame Hotel</td>
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<td>African Sun Star Resort (Bongo Lodge)</td>
<td>Mt. Meru Hotel</td>
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<td>Burudika Lodge</td>
<td>Ngorongoro Resort (Camp &amp; Lodge)</td>
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<td>Ngorongoro Serena Safari Lodge</td>
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<td>Blue Heron restaurant</td>
<td>Crater Forest Tented Camp</td>
<td>Ngorongoro Sopa Lodge</td>
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<td>Bougainvillea Safari Lodge</td>
<td>East African Camps</td>
<td>Ngorongoro Forest Tented Lodge</td>
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<td>Bravo Pizza</td>
<td>Eileen’s Trees Inn</td>
<td>Ngorongoro Wildlife Lodge</td>
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<td>Fifi’s Restaurant</td>
<td>Ecoscience Luxury Lodge</td>
<td>Octagon Safari Lodge</td>
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<td>Escarpment Luxury Lodge</td>
<td>Outpost Lodge</td>
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<td>Exploreans Ngorongoro Lodge</td>
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<td>IBES &amp; Restaurant</td>
<td>Flamingo Safari Lodge</td>
<td>Serengeti Sopa Lodge</td>
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<td>Ganako Luxury Lodge</td>
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<td>Jambo Lodge</td>
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<td>Kitela Lodge</td>
<td>Karatu Hotel</td>
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<td>Lake Burunge Tented Camp</td>
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<td>Kirurumu Tented Camp</td>
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<td>Mobisol</td>
<td>Kudu Lodge &amp; Campsite</td>
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<td>Mt Kilimanjaro Safari Club (Tawisa)</td>
<td>Lake Manyara Serena Safari Lodge</td>
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<td>Moivaro Lodge</td>
<td>L’Oasis Lodge</td>
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<td>Mount Meru Game Lodge</td>
<td>Sibusiso</td>
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<td>Ngare Sero Mountain Lodge</td>
<td>Woodland Cafe</td>
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<td>Ngorongoro Farm House</td>
<td>Panone Motel</td>
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<td>Onsea/ Machweo House Plantation Lodge</td>
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<td>River trees Country Inn</td>
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<td>Tanz Hands Cafe</td>
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<td>Thomson Safaris &amp; Camps</td>
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<td>Tloma Lodge</td>
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Annex 2: Company partnerships in Job Matching

<table>
<thead>
<tr>
<th>Companies who hired graduates</th>
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<tbody>
<tr>
<td>Located in Arusha, Machame, Moshi, Karatu, Mto wa Mbu, Tarangire, Ngorongoro, and Serengeti</td>
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</tbody>
</table>

- Fifi’s Restaurant
- Hatari Lodge
- Ngare Sero Mountain Lodge
- Plantation Lodge
- Rivertrees Country Inn
- East African Camps
- George’s Tavern
- Build Mart
- Mrimba Palm Hotel
## Annex 3: Hi5 Curriculum

<table>
<thead>
<tr>
<th>THUMB</th>
<th>INDEX</th>
<th>MIDDLE</th>
<th>RING</th>
<th>LITTLE</th>
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<tbody>
<tr>
<td><strong>Professionalism</strong></td>
<td><strong>Orientation</strong></td>
<td><strong>Personal Development</strong></td>
<td><strong>Communication</strong></td>
<td><strong>Life skills</strong></td>
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<tr>
<td>- Personal presentation &amp; Grooming (1 &amp; 2)</td>
<td>- Opening and team introduction</td>
<td>- Introduction of Personal Development Plan (PDP)</td>
<td>- Effective verbal communication</td>
<td>- Indicators of Little finger</td>
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<tr>
<td>- Uniform Police</td>
<td>- Introduction of students</td>
<td>- I am proud of me - Indicators of Middle Finger</td>
<td>- Positive communication</td>
<td>- Victim of circumstance</td>
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<td>- Personal Hygiene</td>
<td>- Building Trust</td>
<td>- Assignment; Find your strengths &amp; weaknesses</td>
<td>- Polite language</td>
<td>- Bucket of opportunities (the world starts with me)</td>
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<tr>
<td>- Positive/Professional attitude – Indicators of Thumb</td>
<td>- Building and surrounding</td>
<td>- Knowing myself – Strengths &amp; Weaknesses</td>
<td>- How to communicate on the phone</td>
<td>- Bullying</td>
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<tr>
<td>- Professional - Unprofessional</td>
<td>- Jobortunity Big 5</td>
<td>- My health and my work</td>
<td>- Body Language (Part 1 &amp; 2)</td>
<td>- Sexual harassment</td>
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<tr>
<td>- Ten things that get you fired</td>
<td>- Code of conduct</td>
<td>- Healing myself</td>
<td>- Active Listening (LSA)</td>
<td>- How to protect myself – (peer pressure)</td>
</tr>
<tr>
<td>- Time management</td>
<td>- Point system</td>
<td>- I am proud of my job</td>
<td>- Criticism versus Feedback</td>
<td>- Time line</td>
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<tr>
<td>- Stealing</td>
<td>- Cleanliness – Part 1</td>
<td></td>
<td>- Giving &amp; Receiving Feedback – Practice</td>
<td>- Commitment &amp; patience</td>
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<tr>
<td>- Gossiping</td>
<td>- Introduction of Hi5</td>
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<td>- Cultural awareness</td>
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<tr>
<td>- Balancing home and work</td>
<td>- Building Confidence</td>
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<td>- Quick &amp; dirty money</td>
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<tr>
<td>- The effects of being Hi0 (Hi-zero)</td>
<td>- Introduction to hospitality - companies</td>
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<td>- Effective work</td>
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<tr>
<td>- Being serious and responsible (Part 1 &amp; 2)</td>
<td>- Introduction to Tests &amp; Big 5 Personality Test</td>
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<td>- Being strict (kali &amp; ABC work)</td>
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<td>- Serious &amp; responsible – Problem Situations</td>
<td>- Secret friend</td>
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<td>- Marathon</td>
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<td>- End of secret friend – talent show</td>
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<td><strong>Computer course</strong></td>
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<td>- Introduction to the</td>
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<tr>
<td>Job Reality</td>
<td>Planning Apprenticeship</td>
<td>Job Application</td>
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<tr>
<td>- Pride of Tanzania – Field trip Arusha National Park</td>
<td>- Career-test&lt;br&gt;- Planning (6W +1H)&lt;br&gt;- Family planning &amp; my career&lt;br&gt;- Understanding &amp; following instructions&lt;br&gt;- How to ask questions&lt;br&gt;- How to get something from a busy person&lt;br&gt;- Money Planning (Budget)&lt;br&gt;- Projects&lt;br&gt;  o  Introduction to Projects&lt;br&gt;  o  Evaluation of project&lt;br&gt;  o  End of projects&lt;br&gt;- Parents day</td>
<td>- computer&lt;br&gt;- Microsoft Office Word&lt;br&gt;- Internet&lt;br&gt;- Email&lt;br&gt;- Social media&lt;br&gt;- Social media and my career</td>
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<tr>
<td>- Job Reality&lt;br&gt;- Introduction to jobs&lt;br&gt;- What to do when you are sick&lt;br&gt;- Invisible point system&lt;br&gt;- Work ethics&lt;br&gt;- Employer &amp; employee expectations&lt;br&gt;- Employer &amp; employee rights &amp; responsibilities&lt;br&gt;- Differences between boys &amp; girls&lt;br&gt;- Company terminologies-Part 1 &amp; 2)</td>
<td>- Evaluations&lt;br&gt;  - Evaluation of orientation (after 6 weeks)&lt;br&gt;  - During the Hi5 course&lt;br&gt;  - At the end of the Hi5 Course Guidelines&lt;br&gt;- Graduation&lt;br&gt;- Promotional Fairs&lt;br&gt;- Assignments (during PDP)&lt;br&gt;  - Make a summary&lt;br&gt;- Quotes</td>
<td>- Jobortunity Traditional games&lt;br&gt;- Conflict management &amp; Problem solving&lt;br&gt;- Win-Win Situation&lt;br&gt;- Conflict Management&lt;br&gt;- Controlling Emotions&lt;br&gt;- Assertiveness&lt;br&gt;- Problem Solving (LAAS)</td>
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<td>- Customer service&lt;br&gt;- Basic customer service&lt;br&gt;- Customer Service&lt;br&gt;- Customer Service in departments&lt;br&gt;- Cleanliness - Part 2&lt;br&gt;- Differences between hotels&lt;br&gt;- Being hospitable and service minded&lt;br&gt;- Assignment: Evaluation of service</td>
<td>- Evaluation of service&lt;br&gt;- Planning for Apprenticeship</td>
<td>- How to successfully get a job&lt;br&gt;- Know what you want &amp; where&lt;br&gt;- Job search&lt;br&gt;- Curriculum Vitae (CV)&lt;br&gt;- Application Letter&lt;br&gt;- Job Interview (Theory &amp; Practice)&lt;br&gt;- Job description &amp; contract&lt;br&gt;- Salary negotiation&lt;br&gt;- How to quit a job&lt;br&gt;- Pay it forward&lt;br&gt;- Lesson &amp; Assignment: Being an ambassador</td>
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