Hi5 as a key to life
How 21st century skills changed young lives

- Probably the best development tool out of Africa -
This book was not born to spend its life on a shelf among other books
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The best motivation to read a book is to start with a story...

- Probably the best development tool out of Africa -
Karibu! Some time ago I was offered to tell you my story. I hope you will like it. My life counts thirty two years now and I live together with my lovely wife Diana and our two boys. Life is now good to me and so far I have been able to share some of my happiness with other kids in Tanzania, whom I helped to join Jobortunity. It wasn’t always like that. Ten years ago something changed. This is my story.

My name is Zablon Lorishawack Ngira. Sure, feel free to try again, or just call me Zablon, like all my friends do.

I was born in Ambureni village, Arusha. The neighborhood I grew up in was not the best place to start a life full of prosperity. I guess, even if we do not have a choice in picking our place of birth, we can choose to grab the opportunities that come our way. For me this happened in the summer of 2009. Via an NGO called Ujoma I heard that a Mzungu woman had started a school for young people to learn a profession. At the time I was already sure that I wanted to become a chef cook. Motivated, but with a pounding heart, I submitted my application. A couple of weeks later I started my training. Luck was on my side. The training, however, started very differently from what I had expected. Instead of getting some practical skills I was confronted with learning about myself and how to develop a professional attitude to work and life. This wasn’t always easy but it changed my life completely. Looking back on the past ten years, what helped me to become successful is having a positive attitude, a goal in life, pride and loyalty and my trust in taking small steps forward. This is Hi5 and it’s easy to remember, because I work with my hands. Every day I use my fingers to create wonderful food for people to enjoy and every time they remind me to be Hi5. Let me name you some great places: Onsea House in Arusha, Ramada Hotel, La Vinoteca Barcelona and BMI in Bahrain. It was a pleasure to work there and today I’m a chef at Wafi Restaurants in Dubai. I still remember how happy I was with my first salary of $25, but looking back it turned out to be my first little step towards the $1440 I earn today. I do not know exactly what my future will bring, but I have my attitude, my goals and I’m full of confidence. If I, a boy from Ambureni village, am able to achieve a good life, I believe this is also possible for many other boys and girls.

That’s why I have shared some of my fortune with others. I have paid school fees for a couple of Jobortunity students, such as my little brother who is now working as a chef in The School of St. Jude Arusha. I believe that good luck should be paid forward in life.

The story of Zablon

‘Do not limit your self. Go out and shine!’
Arusha 2009. She is sitting in front of me, on the blue sofa, at the Consulate of The Netherlands in North Tanzania. She is here to ask for some information about Tanzania. Her eyes are very determined. Her name: Kim Groeneweg.

The conversation is very nice, although Kim is determined. She is looking for the best way to bring her idea to life. She wants to set up a training institute for the hospitality industry for vulnerable young people in Tanzania - linking the need of companies with those of youth. Her idea was to start this at the coast at Bagamoyo, to the North of Dar es Salaam. We brainstorm for a while which we both like. As Honorary Consul I help and guide Dutch people who want to start projects or businesses in Tanzania. As an entrepreneur in Africa I like to create new opportunities that can help people to have a better life. The fact that Kim was not only talking about training people, but especially about getting and keeping jobs made me embrace her ideas. For me providing people with jobs, especially in the private sector, is key to development. With a paid job people are self sustaining and they can also take care of their families. My dream was to create ten thousand jobs and if vulnerable youth could be trained for these jobs even better. We had found a common passion.

So after two hours or so I persuaded Kim to start her training institute in our conference building free of charge and to forget about the coast. That could come later. It was better and more important to make a start as soon as possible. So it happened.

After that meeting Kim has flown high and far. Her will, ambition and strong determination makes her unstoppable. Beautiful Kim is the strong locomotive behind the wonderful institution Jobortunity. These last ten years she has shown incredible commitment and more importantly demonstrated a constant willingness to make it a success. The Hi5 curriculum evolved into a robust program that equips students to become good employees in any area of the hospitality and service industry. Besides the Hi5 program Jobortunity offers coaching and counseling to individual students, provides places for internships, builds relationships with the hospitality industry, assists students in job applications, trains company staff including supervisors and has always an open door for alumni.

Many youth followed the Hi5 program and are welcomed in different departments in the industry. Why? Because they are different. They are Hi5, have the right attitude to work in different areas, with different people, and show what it means to be a good employee.

In these ten years Jobortunity is led by a dedicated team of trainers and staff of which some are former students of Jobortunity. Behind the locomotive Kim and her team, there have been many people from Tanzania, Europe and beyond who have given and still give their highly appreciated support to Jobortunity. The list is very long and in this sentence I would like to thank all of you for your support. By saying you, you know I talk about you.

Thank you so very much.

My biggest wish is that Jobortunity will continue to exist for eternity and that many more people will benefit from this high quality program, be it students, trainers, companies, businesses or institutions. Dear Kim, Jobortunity staff and people with a Jobortunity heart, I know we can achieve this goal with your continued support.

Long live Jobortunity!

Warm regards,

Gijs de Raadt
Owner of Moivaro Lodges and Tented Camps
Honorary Consul of The Netherlands 2003-2018
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‘Once upon a time, there lived a woman in a country below the sea. She had a dream of going to Africa to make a difference for young people in need for a better life.’

Introduction

It would be a great start of a fairytale, but instead it’s just the beginning of a true story. This story is about a Dutch lady that left for Tanzania to start a social business, a training institute and ten years later she has proved its reason for existence. Many young people have graduated and found jobs in order to sustain themselves and their dear ones.

At least, if they were smart enough to book with a Jobortunity partner and if they were lucky enough to be served by a Jobortunity graduate. First of this is a storybook. Enjoy this book for whatever reason you decided to open it. Be it curiosity, a love for Africa or anything else. It is written to inspire you, to open your mind and heart and to take action.

Part four of the book shows the impact that Jobortunity has had until today. Next to that it opens a window to our future and why we need more Hi5. A new century started twenty years ago and gives us a glimpse of the 21st century skills that are needed to be successful in this era. Authentic and sincere human contact will emerge in business life among increasing technological applications. So if you prefer to read this part first, go ahead, no problem at all.

Part two of the book contains a selection of the tools that Jobortunity is using to make learning fun and more effective.

Part three offers stories about how Hi5 works in daily work and life. We interviewed graduates in their workplace. We spoke to partners in business, sponsors and others involved in making Hi5 work. Personal statements that can also be viewed online by scanning a QR-code that is offered in the story.

‘Sincere human contact will emerge in business life.’

A lot of companies in the hospitality industry have been blessed with a skilled staff contributing to a good business. A vast number of tourists have experienced karibu when visiting Tanzania.

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If however, you can appreciate real life stories to learn about the Hi5 training and development tools we use, I recommend to wander through parts one, two and three first.

In the first part Hi5 is explained in all its simplicity and hopefully there is a good chance that it will be love at first sight. Like so many great ideas you might say: Why didn’t I think of that? When going through part one, take a regular look at your own hands to offer the content a place to land. When you are in doubt, or criticism pops up in your mind, just raise your thumb and try to see it from an opportunity point of view.

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Last but not least we hope to touch you with beautiful images that, unfortunately, are never as impressive as the land and its people itself.
The big crossing

During the Great Migration in the Serengeti we see many impressive spectacles. Who cannot picture the wildebeests crossing a river filled with danger, knowing it’s the best, if not, the only way to go. For many young people from a poor background it felt just like that when they entered the Jobortunity premises. An outsider might find it logical to grasp each opportunity for a better life, but it takes guts to make a first step that you never took before. Now, looking back, many are happy that they took a jump. They can be proud they took this big crossing in their life.
It was the beginning of 2009 when Kim saw a Dutch comedian explaining Hi5 on TV. She dug in to find a need for qualified people to fill vacancies in the hospitality sector, but her realistic and intelligent approach was exactly what the industry needed. Knowledge and skills, connected to a profound attitude, was exactly what the industry needed. Kim understood that her idea had the potential to be a success. That’s how it all began and Hi5 is still at the core of Jobortunity today. The story continues.

The simplicity of the method doesn’t mean that it’s always easy, but the idea is simple: Take life into your own hands!

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3H-Learning & Hi5 in a nutshell

Probably the best development tool out of Africa!

Take your hand and have a look at it. Imagine that it reminds you instantly of five very important indicators for life. That’s what Hi5 people experience everyday. The thumb tells them to have a positive attitude. Next comes the index finger that reminds them of their goals. The middle finger is a symbol for self confidence and the ring finger stands for being a team player. Finally the little finger says that you have to take action to get things done.

All the lessons learned at Jobortunity are connected to the fingers to make a lifelong toolbox for the students. The indicators are used during training to measure a person’s attitude.

Students go through four months of on-campus training during which head, heart and hands are connected through knowledge, experience and action. After this a period of eight months of apprenticeship offers them the opportunity to practise, obtain job-related skills and further develop themselves into professionals. This is 3H in optima forma!
“Thumbs up” is today recognized as a positive symbol across many different cultures. Hi5 has adopted it and for the students it goes without saying. Research shows that in general positive people are more happy and nicer persons to have around you. It’s not hard to understand that having a positive attitude will help you to deal more easily with problems or setbacks. The latter are a part of daily life so it’s quite handy to develop such a mindset. At the same time many people respond to this by saying that it’s easier said than done. You might conclude that such a response is a sign of not being positive, but of course there is some truth in it. Just knowing that a positive attitude will bring you further in life is not enough. Our behavior is mainly determined by our subconscious mind, the areas in our brain where convictions, beliefs, feelings and memories reside. So we have to change the wiring deep inside our brains. Sometimes this can happen because of a dramatic experience in our life, but generally it’s a process. A positive mindset can be developed step by step. Jobortunity offers this process by exposing the students daily with positive and solution-oriented approaches. Consequently they develop a new mindset, heartset and handset. Knowing, experiencing, doing! There is no escape! The thumb is at the core of the Jobortunity approach. Why is that? I asked the same question when visiting Kim in 2010. I will show you Hans,’ she said. If you raise your thumb you can touch every other finger with it. You cannot do this with the other fingers. At least this goes for most people,’ she added with a smile. ‘And even if you manage to do so, you will probably use the thumb to support one of the other fingers,’ she continued. ‘It means that a positive attitude can help you improve all the other areas of development in your life. It’s not the only thing to work on, but without it, attending school at Jobortunity is a hard job. We want to help these vulnerable young people to develop a strong character. To become self confident, ambitious, social and realistic. This is quite a challenge that requires perseverance and therefore a positive mindset. ‘Be professional’ has been added to the thumb to express that participating in the Jobortunity course is about learning life skills, with the aim to use them in a working environment. Practical skills are part of the curriculum too. Many students do not have experience in dealing with guests and colleagues when they enter the training program. Considering the fact that in working life they will also be confronted with multi-cultural relations, one can understand the importance of having an open and professional mind towards new situations that will pop up when they start working in the hospitality industry. Therefore a positive and professional attitude is important in one’s personal and working life. ■
The story of Nicolas & Mwanaid

I still have those vague memories of how I went to primary school and that I worked as a shoe shine boy after school hours. I arrived from Bagamoyo in Arusha in 2007 with the hope that I could proceed there with secondary school. Unfortunately my brother did not have enough money to pay for school fees. Today I’m thirty years old and I have a job and a family. I’ll tell you how this became possible.

I’m Nicolas Joseph and this is the story of me and my wife Mwanaid whom I met through Jobortunity. After I had graduated I went to work with Rivertrees, one of the best lodges in our region. I was happy and proud, so I worked pretty hard to make a living. My positive attitude was not only visible for my employer, but also for Mwanaid who worked at Rivertrees as well. I worked in the restaurant and she as a housekeeper, but regularly we gazed at each other until it became clear that it was meant to be. We fell in love and now we have a family with two beautiful daughters. You could say that we have two Hi5-babies.

Mwanaid is the one who reminds me how important it is to have a goal in life. I’m always busy with making small but little steps. We complement each other and that’s what a good relationship is about I guess. What we both have in common is a positive attitude to life, so thumbs up!

In the past few years we both got promoted in our jobs and my wife is now also working as a masseuse-therapist, while I am the Restaurant Manager. We move forward step by step. We complement each other and that’s what a good relationship is about I guess. What we both have in common is a positive attitude to life, so thumbs up!

When you look back on the past ten years and how we were able to be successful, some things look so logical but that’s probably because we saw and grabbed our options. Therefore we like to pay it forward. Of course we invest in our own children’s future, but we are also able to support our parents and we can help our community to become Hi5 too. We consider ourselves ambassadors of Hi5 and why not? Jobortunity was a gift and it’s good to share that with others. Is it a little bit arrogant to say that I feel like a role model for the kids who live in our street? Then be it! I feel proud to stand out. This also goes for my wonderful Mwanaidi and we will pass it through to our daughters.

’It’s good to have dreams and goals, but take small and smart steps to get there. A positive attitude will help you with that.’
Index finger: Have a goal and direction

Without a harbour to sail to, any wind is good or bad!

What do you do when you wish to put somebody’s attention to an object in the distance? That’s right, you point your finger at it. Your index finger is the most used tool to express a direction. Next to that, this finger is the most used finger together with the thumb.

I remember a student that was asked to walk to a tree. Bear in mind there were many trees surrounding the school. The trainer said ‘Please walk to the tree and back.’ The student was confused and, still very shy, froze at the spot. The second time the trainer said ‘Please walk to the tree and back,’ while pointing at a specific tree. The student did not hesitate and did as she was asked. The third time the trainer asked the same question and, while pointing at the tree, he added ‘And please do so in 1 minute.’ When the student had almost reached the tree the trainer shouted ‘thirty seconds to go’ and immediately she speeded up to get back in time. A simple exercise to make students experience goal setting instead of telling them how to do it.

‘Football! Take away the goals and all that is left are twenty two people running after a ball without any meaning.’

I know what I want in my life
I can take instructions and ask when I do not understand
I can plan an activity or a job given to me

Students get collective goals, set personal goals and learn how to plan their activities. Continuous feedback and periodic measurement of progress makes them feel acquainted with goal-orientation and planning. For many students it is the first time in their life that they have to do this. Indeed besides a sense of direction, we have learned that it gives them a sense of ownership too. They learn to take control of their life, the process and to take responsibility for different situations. Setting goals raises their chances for being successful in what they do!
In 2015 I graduated from Jobortunity and I found a job at one of the most beautiful lodges in the country: The Plantation Lodge in Karatu, near Ngorongoro National Park. There I worked with colleagues with different backgrounds and it offered me the opportunity to meet people of all kinds of nationalities. Once I even had the honour of having royal guests in my shop, which I found very special and exciting. My name is Zainab Ramadhan and this is my story.

How did it begin? A friend of mine had heard of Jobortunity through the grapevine. I decided to enlist and have an interview. I passed and I joined the class of 2014.

The most important lessons for me had to do with the ring finger, middle finger, but especially my index finger. It was tough for me, but it became easier and easier when I got to learn more about myself. Who am I? Who do I want to be? Where to start my personal development? Jobortunity was my starting point, but I keep asking myself these kind of questions, to remind myself of where I want to go and to help me see where I stand. I do not restrict myself to working life. These questions also play a role apart from work. The Hi5 program has helped me to grow from a junior employee, to a higher level of communication and working experience.

When I started working at The Plantation Lodge I was very eager to learn more. So I was not only working very hard, making extra hours, but I also asked many questions. I wanted to understand everything and my boss noticed it. I was offered to work in different units, in different jobs and I found out that I’m good at multitasking. Even when it was sometimes tough, I refused to give up. I was confident that I could do it, so I tried and my dedication brought me to where I am now. Today I mainly work as a storekeeper, but when necessary I can also assist in other places. For example, I’m pretty good in the kitchen as a cook if I may say so! With the right attitude people can do so much more than they think.

I like to see Jobortunity as a mother. She does not abandon her children, even if they sometimes behave wrong or make mistakes. She’s a mother and she protects and honours her children wherever they go. And so will I. I love you mom!

Thank you very much!
Middle finger: Stand out and be proud

Know thyself!

A mwenye busara in Tanzania asked a woman if she loved herself unconditionally. The woman became silent and thought it over. After some time the wise man said ‘It is OK, I know enough.’ The woman apologized that she thought well of herself, but that she was not perfect. There were many things she would like to be different. The wise man listened to her and asked another question: ‘Do you love your children unconditionally?’ Without hesitation she replied ‘Yes!’ The wise man then asked: ‘And are they perfect?’ The woman shook her head, but said that she loved them nevertheless, even though they were not perfect and still had to learn many things in life. ‘And why can’t you do the same to yourself?’ he asked.

One of the saddest things in life is that we both judge ourselves and others in a very harsh way. We are all different. We are all unique. We are all imperfect! Some of you might think right now: ‘But some are more imperfect than others.’ Well, that’s perception! Because you are unique, like all the others, your views are also unique. Your opinion is not the truth! Most of us have to learn that we are beings with many strengths and weaknesses. We were created with many gifts and during our life we have developed a lot of personal qualities. We are however not perfect, not any single one of us. That’s what we have to deal with, to accept and to embrace. Once we get to know ourselves and accept this fact, we can start loving ourselves and grow further into even more beautiful people. Simple isn’t it?

The Greek Delphi oracle said ‘Know thyself… and you will know the Gods.’ A modern day translation could be ‘Know yourself and you will understand life.’ Within the training program the students learn a lot about themselves. ‘To build strong characters they have to be self confident!’ says Kim Groeneweg. ‘Self confidence has to do with knowing your strengths and limitations and be proud of who you are. Each of us is a great person. We connect this insight to the middle finger, because it is the tallest finger when you raise your hand. It stands out among the others and that’s what we tell the students. Don’t be afraid to stand out. In Bildomunity we say: Nobody is perfect but nobody is stupid. So we are all somewhere in between. Share your opinion! Show it in your body language!’ During the lessons the students are regularly pushed out of their comfort zone and encouraged to speak out or do new things. They also learn to respect others when they do so and to deal with objections if the environment reacts to them in a judging way. ‘If I stand my ground firmly, I won’t get blown away’ a student once told me. My heart made a little jump, because this was a true Hi5 remark. I heard it after one week of training.

I am not a victim of circumstance | I am proud of myself | I try to improve wherever I can | I am assertive | I take care of my personal health

1. Mwenye busara: Wise old man
Hi, my name is Scholar Tarimo. I was born in 1998 near Mount Meru, situated north of the town of Arusha. Nowadays I live in Mianzini neighborhood in Arusha. I live in a family of three people because my dad passed away in 2005.

Before I started my training at Jobortunity I had been working in St. Pero Nursery School in Mianzini and I had a volunteer job as a receptionist at HACRET, a handicapped children rehabilitation trust. For your information: polio has affected one of my legs, which is visible in my way of walking. For the rest I’m pretty normal if I may say so. :-)

One day I heard about Jobortunity through Light for the World. I was warned that the training would not be easy because working on yourself never is. To be honest, I had no idea what to expect. I heard so many good stories that I was determined to become enlisted as a student. So I went up there and guess what, I was accepted! Maybe that was already a sign that I’m Hi5. When you are anxious to try something new you have to feel confident and go forward. Even though the first step is a little one, it can feel like a huge one. Today I’m so happy it turned out well, because while I’m writing my story for you I have been offered a job contract at Mobil as a telesales agent.

The reason why I decided to join the training, and this still motivates me every day, is that I do not wish to lead a life depending on others. Would you? Being independent and contributing to society gives me such a good feeling and this is what also keeps me going every day, even if it is hard sometimes. I have so much to offer and to share.

One more thing I would like to tell you is that Hi5 helped me to change my self image and taught me how to be proud of myself. Therefore the middle finger is probably the most important one for me. Even though I have weaknesses, I have strengths too. Even though I have emotions, I’m only human. I also know how to control them. When I look at it, I feel proud and dare to stand out! Second comes the little finger. It tells me every day to be patient in so many situations and how to see small opportunities and turn them into something bigger. Hi5 has been a life changer for me in so many ways, that I can be a professional and a beautiful person.

So far I have been sharing some of the success I got from Jobortunity with my environment by convincing other young people to join the Hi5 training. I have also been helping many by giving advice on how they can budget their incomes, how they can change their behavior, and how they can deal with peer pressure in difficult situations. Even though I’m already twenty two years old, life has just begun!
We are not alone. Besides having family and friends, we are part of all kinds of communities. Our neighbourhood, school and country are nothing but communities. If you dare to think a little bit wider you might see that our planet is a home too.

We are part of an ecosystem with all kinds of life forms and together we are a community. It’s quite simple actually. Many of us would not survive if we stood alone and surely few of us would feel happy. We are social beings and we live in coexistence with the rest of the world. Bare in mind the expression ‘Know yourself and you will understand life.’ It can also work the other way around. By learning how to live together you will also get to know yourself better.

Learning should therefore not only be focused on yourself. The Hi5 program takes it very seriously that the students feel part of the team. When they go for an apprenticeship and find a job they enter a new community, with its own vision, goals, norms and rules. Especially in the beginning this requires some adaptation. Colleagues need some time to get used to each other. The newcomer probably has to make some extra effort to fit in.

One has to have an open mind and some flexibility to get through this phase in order to become a successful member of the team. Employers benefit from employees that feel connected to the company and team. It creates a long term bond and loyalty. Loyal people will go the extra mile, for the customer, their colleagues and their company. A wise boss will show his appreciation for this and thus strengthen the bond of loyalty. Loyal team players create win-win situations.

I remember the first time I saw a large group of students preparing the premises for a new day in school. With my Dutch background I was used to the idea that many things come by themselves, e.g.: a clean environment, lunch or school materials. Everything is always available and it is made possible by all kinds of invisible people. Not with Jobortunity however.

As a team the students learn to take care of the school, its premises and each other. In turn they fulfil the role of ‘host of the week.’ They develop an eye for spotting visitors and welcoming them. Also they are responsible for cleaning up and making sure that the classrooms are ready for use. Others participate in kitchen teams to prepare lunch for the whole group. From the first day they learn that they are part of a team.

Ring finger: Be loyal and a team player
What’s the meaning of life if you were alone?

One of the main goals of the Hi5 program is the education of a team player. As a team the students learn to take care of the school, its premises and each other. In turn they fulfil the role of ‘host of the week.’ They develop an eye for spotting visitors and welcoming them. Also they are responsible for cleaning up and making sure that the classrooms are ready for use. Others participate in kitchen teams to prepare lunch for the whole group. From the first day they learn that they

‘Loyal people will go the extra mile, for the customer, their colleagues and their company.’

I can do different jobs in a team. I listen to others. I give and receive feedback. I think in win-win situations.

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The story of Neema

I’m very happy to tell you my story. I entered Jobortunity in 2009, the first class that started. Today I work as a trainer in Jobortunity and I’m very proud of that. In the nine few years I have seen so many young people come to Jobortunity so like me. Boys and girls from a poor background, with few opportunities. Every time I see them entering our premises on their first day of school and leaving us on graduation day, my own memories and feelings come back to me.

My Name is Neema Samwel, I am twenty nine years old and I was raised by my mother, a single parent. I’m very proud of her, because she is a very strong woman. She is self confident and can stand her ground. Besides that, she always did her utmost to offer us a chance for a better life. However at some point it became impossible for her to be able to offer me an education, simply because we did not have the money for that. Like so many young people I also had dreams, but they were shattered by poverty. Luckily for me there was a NGO named Wamata, that told me about a new college that had started in Arusha. I decided to give it a try. When I passed the selection my heart smiled, but I was also afraid to fail this new step in my life. The school was so different from what we knew that we kept asking each other: ‘When do you think school is going to start?’ Having fun in school and enjoying going there was a whole new experience and I remember that I felt very lucky to be granted this opportunity.

After I had graduated I was offered a job at Jobortunity. You can imagine my surprise and of course I said: ‘Yes’. However again anxiety came over me. In Tanzania we have a saying: ‘The oldest in the family does not make mistakes.’ So I was not to make mistakes, but in the team I was also the youngest who had a lot to learn. Working together was my biggest learning point. When something did not go well I kept quiet, I looked up to the other trainers. It took me some time to become more confident.

So the ring finger has been my most important indicator. To deal with problems within the team I had to grow further in controlling my emotions, giving and receiving feedback. I did it! Nowadays I am able to express my feelings and find solutions when difficult situations arise.

As the oldest I have been able to take my responsibility. My family depends on me now and with my salary I can take care of them.

And I still have a personal goal too: To grow in my profession and become a master trainer.

‘My passion is to help other young ones to reach their dreams and also to change their attitude towards life.’
Little finger: Take little but smart steps

It’s the smallest one, but very very essential!

The little finger symbolizes the need to do this, because the students have to learn to break down their bigger long term goal into smaller shorter time actions. The little finger tells us that it’s small but very important. Step by step moving forward.

Kilimanjaro is the highest mountain in Africa. Every year many people set themselves the goal to reach the top. However if you want to make it to the summit you need to prepare and make a lot of decisions beforehand. Which route to take? Which clothes to wear? What food to bring? How many days and how many hours per day? The list goes on. If you take the challenge too easy, you will probably be confronted with many setbacks and problems. Believe it or not, they will come! The words ‘pole pole’ are used frequently on the mountain. In the first place it means to take it easy, don’t hurry. It is also saying that you can reach the summit step by step.

The little finger is the smallest and this is sometimes symbolic for how students feel. They are often touched by the topic: ‘Don’t be a victim of circumstance.’ With their background it’s quite easy to feel that way, because life just isn’t fair. It’s not an overstatement to say that this is a fact. Therefore they learn not to feel like that but instead to see opportunities and to grab them. For people from a poor background they are scarce, but they are there if you look out for them. Commitment, flexibility and patience will do the rest.

Once a person has determined the steps to take, he has to make sure that his goals are Specific, Measurable, Achievable, Realistic and that there is a Timetable. It is called SMART for a reason. It allows students to have a grip on the road towards the goal. If you put it like this it sounds very logical, however few people know the art of good planning. The question ‘What do you want to achieve?’ is the easiest one to answer. The questions ‘Why do you want it?’ ‘Which means do you have to accomplish it?’ ‘Who can support you?’ are already a bit harder to answer. The final question ‘What’s the first step you are going to make?’ is probably the hardest one. All the questions are important, the last one however will bring people into real action.

I am flexible and I can adapt my behaviour | I understand that big things don’t come easy | I can employ the nine steps of how to get a job.
The story of Hatibu

When I was a young boy I dreamed of becoming a professional football player. At some point I thought this dream might come true, but it didn’t. Luckily for me another opportunity crossed my path and this one turned out good for me. My name is Hatibu Yassin Zaki, I was born in Majengo, Arusha, and together with my two brothers I was raised by a single mom and my grandma. My story begins in 2009.

I was a typical street boy without any goal, any future plan, just getting through the day. However in 2009 I was able to join the Future Stars Academy. The director of FSA, Alfred Itaeli, became like a father to me and he helped me to grow. One day I got the chance to join the National Youth Team. I was on the right track when bad luck struck me. I got injured and my dream was over. At that moment Alfred stimulated me to apply for the Hi5 program.

In Jobortunity I learned how to stop being a victim of circumstances after failing in my football career. I got new wings to deal with the challenges in life and focusing on the good things that happened to me. It felt like Hi5 magic. Some of the old lessons of my coach Alfred came back to me and I rose up from the ashes.

The method of Hi5 is the best because it changes young people’s lives. Personally I love all fingers, but the little finger is the most important to me. I had always been good at having dreams and goals, but I learned to take small but smart steps to get there. I am able to see myself in the future and every day I feel I’m getting closer to that goal.

Nowadays I work as a guide with Wayo Africa, a safari company. We get high ratings from our customers and it makes me proud to be part of that. It also offers me a chance to get to know my country better. Tanzania is so beautiful. The scenery, the wildlife and its people are very diverse and I can understand why people from all over the world come to visit us. I hope that I can further grow in my job as a tour guide and be able to offer our customers unforgettable experiences. It makes me happy and I’m sure they feel it.

I like I told you, I come from Majengo in Arusha and growing up there was not the best start. My family was not able to support me in realizing my dreams, but today I can help them. Especially my own children I can now offer an education by paying school fees and bills. I say thanks to all my trainers and other people who have supported me. Especially to my coach-for-life Alfred and some dear Dutch friends.

I had always been good in having dreams and goals, but I learned to take small but smart steps to get there.
Two almost blanks
Take a moment for reflection and notes if you like!

Which finger is most important in your life?
One of a kind

There are quite some places on earth where you can find magnificent views, but Kilimanjaro is unique. In the past its snow peaked summit made people stand in awe on the African plains and it still does today. You might argue: ‘But there are more mountains with snow on it. Some are even higher, maybe more beautiful or spectacular.’ True, but Kili is one of a kind, just like Jobortunity is.
Typical Jobortunity
Mainstream? What’s that?

In 1979 Pink Floyd’s rock opera The Wall was born. It was a protest against rigid school systems in which children march unison into school to become clones with their uprising as a consequence. The success of the opera was mainly due to the fact that so many young people recognized themselves in the songs. School as a factory with moulded outcomes. This image does not apply to Jobortunity.

The most heard reaction from students is that it does not compare to any schooling they had before in Tanzania. As a development worker in Africa, Latin America and Asia, Kim had seen with her own eyes how participatory learning and action yielded more results than just offering knowledge and information. She understood that the human mind is more open for information after there has been inspiration, so it seemed logical to organize learning programs around the same principle. So it happened.

The most important difference with traditional learning programs is that all the lessons are built in accordance with Paolo Freire’s Informal Education theories and Kolb’s Experiential Learning Cycle. Games, music, art and other exercises are woven into messages of new knowledge that are directly translatable to daily life and working environments. Every lesson goes through the cycle and touches head, heart and hands. The second big thing is that everything the students learn is connected to the fingers of the hand, making it a lifelong toolkit.

Besides the methodology there lies a heavy responsibility on the trainers to walk their talk and to offer a lot of personal attention to the students. They have to be Hi5 themselves in order to bring their message across. In this way the lessons learned gain greater credibility and sustainability.

Learning is for life in Jobortunity. Rituals play a major role in all societies, tribes, families, companies and teams. They can for example mark a transition or the celebration of an achievement or historic event. A year with Jobortunity is a life changer with experiences and happenings that are deeply wired into the brains.

Some of them were born spontaneously and others were carefully created. Learning at Jobortunity is soul food.

The list of typical Jobortunity activities is impressive and for now I would like to cherish them as hidden gems. For those who are interested to learn more about Jobortunity after reading this book, they will surely be revealed.

Nevertheless, to offer a glimpse of what I’m talking about, the next pages will speak out. Enjoy!
The selection process

All who benefit contribute!

The right you for the right job’ is one of Jobortunity’s slogans, so it all starts with a thorough selection process. How do young people find Jobortunity?

Every day, between dawn and sunset, the bustling daily life of Arusha town keeps its people busy. Communication through the grapevine is quite common there. Candidates hear about the institute through social- and youth-development organizations, local youth centers and leaders and increasingly via word of mouth. Youngsters from all around sign up throughout the year by submitting an application form and when the day comes that round one of the selection process starts, some ninety candidates arrive for screening.

That day they will be exposed to at least seven fun exercises of ten to twenty minutes each, in which they are tested on skills and knowledge, but mostly on motivation. Around sixty candidates make it, to enter round two of the selection process. The second day is also built around exercises but from the moment the candidates pass the gate and leave the premises their behavior is continuously observed as part of the selection process. Finally one-on-one interviews are used in round three and out of forty five candidates that begin the day thirty will be chosen to participate in the Hi5 training. The wonderful feeling of relief and pride will surely last some time but will soon be replaced by excitement or anxiety when the first day of school is nearing.

The Jobortunity Do 5

The philosophy is: ‘All who benefit from Jobortunity contribute!’ The partner companies pay a contribution for the apprenticeships and the students show commitment to their schooling by paying a symbolic, though for some substantial, fee.

1. A registration fee of TZS 5,000
2. A contribution of TZS 250,000 or TZS 585,000 (depending on financial abilities) and paying a social contribution to the community. Pay it forward is part of the training curriculum. In case a student cannot pay, Jobortunity starts entrepreneurial projects with the students to assist them in earning their own contribution towards their education.
3. They purchase their uniform.
4. Students have to take care of their own transport to and from the training institute and their internship location.
5. Students are asked to support the Jobortunity training institute with the skills they have acquired after graduation. For example by becoming mentors, ambassadors, guest speakers in the program or assisting with income generating activities.

| 1. 10,000 TSZ = $ 4,34 | € 3,95 | [02-28-2020] |
Opening of the school year

Today the sun is shining!

Our experience has taught us how groups go through different stages, which are all necessary and inevitable in order for the group to grow, face up to challenges, tackle problems, find solutions, and become more critical towards the training and fellow students. It gets stormy. Conflicts may arise and the group-learning which helps them to become more independent, in turn allowing the trainer to be more of a facilitator.

Normally the weather gets calm again and students become more comfortable in the group which speeds up the actual learning. It’s always a joy to see the group-learning which helps them to become more independent, in turn allowing the trainer to be more of a facilitator.

Finally conditions change again. As the end of the course is nearing, it becomes important to prepare the students for the next stage. There’s a life after Jobortunity. This rainy season nourishes them to become more of a facilitator.

This might be taking a new role in the group to make it a success. The new observations, simply registered in a telephone-app, lead to a new assessment and PDP. The new observations, simply registered in a telephone-app, lead to a new assessment and PDP.

Based upon this the trainers decide to have a PDP. For example, when a student scores low on the Ring indicator: ‘I participate actively in a team’ the trainer explains the negative effect this might have in work and gives an assignment to improve it.

The PDP & Hi5 Tracking System

What they fear and like most!

In the annual report of 2016 former general manager Annette van Ham wrote: ‘What struck me most was the amount of attention that each student receives during his or her course at Jobortunity. All the youth in Jobortunity come from difficult backgrounds, are high school drop-outs, have a vulnerable family situation, are orphans, maybe even homeless, and or engage for pure survival into prostitution or drugs.

They are youth with limited access to the job market and with few chances to ‘make it’ in life. Most of them went through life unnoticed! In the school system in Tanzania, eighty to three hundred pupils went through life unnoticed! In the school system in Tanzania, eighty to three hundred pupils were, sometimes for the first time, really seen. Their behaviour was noticed, observed, discussed and they were helped with personal issues, social relations and their attitudes. The students found this a very scary experience. The PDP (Personal-Development-Plan)-talks were sometimes feared more than the exams. The team was dedicated to discuss each student individually and develop strategies for support based upon the results of the Hi5 tracking system. Through observations made by team members and company supervisors a student’s performance, behavior and progress are discussed.

Two impact studies in 2014 and 2019 indicated that many students fear and like PDP most! Why? A PDP-talk is personal and confrontational and at the same time a gift for life. Jobortunity has developed social tools to guide, counsel and support youth in their personal development. The team has weekly meetings to discuss each student individually and develop strategies for support based upon the results of the Hi5 tracking system. Through observations made by team members and company supervisors a student’s performance, behavior and progress are discussed.

Based upon this the trainers decide to have a PDP. For example, when a student scores low on the Ring finger indicator: ‘I participate actively in a team’ the trainer explains the negative effect this might have in work and gives an assignment to improve it.

‘Three strikes means: Out!’

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Rules are strict: The student who does not try hard enough or fails gets a strike. If they collect three strikes in a PDP, the verdict is: Out!
In the early years some topics turned out to be very important also: Personal grooming and the ability to be able to present yourself well, with a focus on body language.

‘Unleashed creativity leads to remarkable outcomes.’

For this reason the projects were developed. In small teams the students cooperate to achieve a goal they have set themselves, meanwhile employing many lessons learned about Hi5. The bulk of activities have to be managed by using the fingers for planning, teamwork, communication, as well as persistence, endurance and taking responsibility.

In years gone by, there was music, dance, acrobacy and other arts including film production and photography. Also activities around sport, cooking and business. The process of learning is what counts, but unleashed creativity leads to remarkable outcomes worth mentioning.

Projects

Tell me and I forget. Teach me and I might remember. Involve me and I will learn!

Energisers

Learning can and should be fun!

Everything needs energy, whether it be sunshine, fuel, electricity or food. The students also run on energy and that is generated by themselves. Energisers are well valued in Tanzania for example, games, quizzes, exercises or debates. They help to break the ice or warm up. Stretching bodies and minds to stay awake after lunch or just having a good time together.

In the early years some topics turned out to be crucial for the students’ development into Hi5 employees. These included, participation, teamwork, planning and problem solving. Also customer care, hygiene and taking responsibility surfaced in the program.

Each lesson starts with a question regarding the topic of the day. This is just to see if they already have an opinion about the issue or to hear in what way they have experience with it. Another option is to start the lesson with an energiser that is related to the content of the lesson. The trainers prepare the energisers which they call exercises and sometimes involve the students in it.

The use of energisers is not limited to the start of a lesson however. Any moment is good as long as it serves its goals: Obtaining new knowledge, implementing knowledge through personal experiences and always, giving energy!

The most wonderful exercise that once energized me was ‘the bucket of opportunities.’ There’s so much to say about this exercise and learn from it, but let’s keep it short. The group was challenged for a competitive game. A typical leader in the group was chosen opposed to a student that was more reserved. After the game was explained, throwing stones in a bucket, the class was asked who they would back to win. The odds were mostly in favour of the leader type. So far for human predictability! When the game started the person in favour got a smaller bucket then the other one. This raised a lot of criticism from the people who voted for him, but I remember the trainer saying: ‘Who told you that the buckets would be the same size?’

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‘Life is often unpredictable and it surely isn’t always fair.’

It was instantly clear that they had assumed this but the facts had not been checked. In the meantime the underdogs saw new opportunities coming their way and grew in their motivation to win.

When the exercise was in progress the trainer changed the rules of the game several times, consequently leading to new opportunities coming their way and growing in their motivation to win.

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Imagine yourself visiting this beautiful country and going on a safari to see wildlife and the stunning African landscapes. One night after a day trip, you are sitting at the table for a delicious dinner and a question about Tanzania pops up in your mind. When the waiter visits your table you ask him your question and the guy, even though he’s very friendly, reacts with: ‘Sorry, but I don’t know.’ Of course this can happen any time, but wouldn’t it be much nicer if he was able to give you the answer you were looking for and brought it to you in an enthusiastic way? I guess so.

Unfortunately most young people in Arusha haven’t seen the beauties of their own country and don’t know much about it. So from the very start it became clear that this should be part of the curriculum. ‘Pride of Tanzania’ was introduced with the aim to give students more knowledge of their country and a sense of pride being part of it.

By now it’s probably clear to you that Jobortunity does not limit itself to offering new knowledge. Teaching students is a matter of the head and the heart and it even goes beyond that. The hands are involved, meaning that an actual experience is part of the program. For this purpose the students visit a national park as part of their training to become ambassadors of their country. The impact of this has a collateral benefit: Strengthening their feeling of being connected to their land, its animals and inhabitants. This positively influences their direct contact with customers and colleagues. Pride without being vain, is a powerful influencer in personal relationships. Pride of Tanzania; in this lesson it starts with the land, but it works its way inside the student. And when the situation arises, it works its way out again by taking care of the customer and the land.

If someone would ask me to mention the most remarkable memory of my days as a student, I would probably say: ‘The moment I graduated, when we all stood in the mystical light of an ancient church and everyone threw their mortarboards into the air.’ That’s it. Not the effort, nor the scores. No content comes back to my mind. It was that very short moment of joy, unity and pride that did it.

Jobortunity students are very special. The majority of the graduates have never experienced such an event in their lives certainly not one where they are the centre of it. Those who failed school before now stand differently! They do not let that opportunity go by without selecting matching outfits. Each class designs a signature outfit with their own colour and style and makes its own program. They select the guests of honour of their choice, design dance shoes, comedy sketches and speeches and they invite friends and family. Within the Jobortunity guidelines the graduation is tailor made by the graduates-to-be.

Jobortunity donates the soft drinks, hires tents, invites the officials and delivers the MC. Everything else is paid for and organised by the graduating class. The students of classes in the Hi5 course serve as hosts, parking guards, waiters, cooks and extra entertainers during the day.

It’s time to party, rejoice, to dance and show your best moves. When the parents leave in the evening, alumni show up in their best attire to celebrate in the disco. The Jobortunity graduation is an experience in itself that will not be forgotten. Even though the protocol of a proper graduation should be respected, each one has its own Hi5 style where all get the chance to be themselves and shine!
Celebrations

Life’s more fun if you celebrate it more often!

In many declarations on human rights around the world the pursuit of happiness has been formulated in one way or the other. A definition of happiness however, is hard to give because of differences between cultures and individuals. Nevertheless, we all recognise it as something worth striving for. Here it comes; mostly it’s not presented to you on a silver plate! First of all it’s not very realistic to expect life to be just great and fun. Shit happens too. Secondly it often takes initiative and action to create happiness or at least it requires a person’s awareness to see the positive side of what comes our way. Therefore the Dutch have the expression: ‘Life’s a party, if you’re willing to hang the garlands yourself.’ Let’s call it a lowlands-expression of being Hi5.

Tanzanians love celebrations. If you ever witnessed a wedding over there you know what I’m talking about. Not to mention the bridal parade through town in cars, with loud music and colorful people cheering. The simple things of life often go by unnoticed and Jobortunity decided to give celebrations a prominent place in daily school life. Celebrating birthdays is not common in Tanzania, but at Jobortunity they do. It’s a simple way to give a person some extra attention during the day. Maybe more important is the fact that achievements are celebrated. That’s why at the opening of the school year and at graduation day celebrations are so prominent. However it doesn’t always matter how hard you’ve tried or how much effort you have put into an activity, even small achievements are worth enjoying. Giving compliments is just as much a daily practice on the premises. Celebrations are a physical expression of what it means to be Hi5. You express it, you show it, and you enjoy it together. As I mentioned before, Tanzanians like to celebrate, but they are not used to integrating it in their school or work.

That day I discovered one of the Hi5 training tools from my own experience. During the program there is a lesson called ‘Secret friend’. All the students draw the name of someone else in class and the coming weeks they are the secret friend of that person. They observe the person and try to find out what he or she likes and appreciates. By being in the giving and receiving mode at the same time, the students become very aware of the power of kindness and caring. The purpose is to experience friendship and love without expecting anything in return. This is the essence of hospitality and service.

Try it if you like. Be someone’s secret friend in the coming weeks and see what happens.

Even small achievements are worth enjoying.

I have a secret friend. Isn’t it wonderful?

When I visited Jobortunity in 2010 I could feel the karibu spirit. Most people treated me friendly and were helpful in all kinds of ways. After some time I began to notice that one person cared more for me than the others. Of course I felt flattered but it also aroused my curiosity. One day I asked the person why I was so privileged to get all this attention and his answer was: ‘I’m your secret friend. I’m happy that you noticed it.’

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Two almost blanks

Take a moment for reflection and notes if you like!

What makes you special? Seriously!
You’ll never walk alone

In the Serengeti you should not be surprised to have amazing unexpected encounters. Like a family of elephants wandering the plains, taking care of each other knowing they are stronger if they cooperate. That’s why Jobortunity knew from the very start that success depended also on partnerships with companies that understand the value of service and hospitality. At this moment in time we thank all who marched with us to make Hi5 successful. Our students hugely benefited from your involvement and we were happy to return this favour with great people who can make a difference. So what goes for our students also goes for us: Together we stand strong and in that way you’ll never walk alone.
The latter ones can be learned quickly through instruction and experience. The eagerness to learn, being flexible and motivated are like fertile soil on which professional employees can be grown. Next to this the partners often express the value of on-the-job training as an instrument to manage. Just pointing at one of the fingers can serve as a complement or be enough for the apprentice to understand what has to be improved in work.

Today the list is impressive. Lodges, hotels and restaurants, as well as airlines, solar and safari companies have enjoyed a partnership with Hi5. The eagerness to learn, being flexible and motivated are like fertile soil on which professional employees can be grown. Next to this the partners often express the value of on-the-job training as an instrument to manage. Just pointing at one of the fingers can serve as a complement or be enough for the apprentice to understand what has to be improved in work.

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With the same word they had welcomed Jobortunity on their premises. After the initial fundraising, one of the challenges had been to reach young people where they are. In Jobortunity, the word ‘karibu’ carved in it marked the entrance. It was a nice first impression. We enjoyed nice diners and a glass of wine, but most of all the spectacular views, the smiley faces and the open arms. Have a look on the following pages to get a glimpse of some wonderful places and people. Don’t forget to scan the QR code to see a short video of all the spectacular views, the smiley faces and the open arms. Have a look on the following pages to get a glimpse of some wonderful places and people. Don’t forget to scan the QR code to see a short video of all the spectacular views, the smiley faces and the open arms. Have a look on the following pages to get a glimpse of some wonderful places and people. 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Social partner organizations:

- AfricAid - Arusha
- Arusha Mental Health Trust - Arusha
- CCBRT - Moshi
- Centre for Women and Children Development (CWCD) - Arusha
- Church of God - Arusha
- Compassion Srigisi Lutheran Students Centre - Arusha
- Don Bosco – Dar es Salaam – Moshi
- DSW Germany Foundation for World Population – Arusha
- Dutch Vandy H10 – The Netherlands
- EFTA - Tanzania
- FAME Medical - Karatu
- Future Stars Academy – Arusha
- Golden Line Project – Geta Ida Perspectivity & Aravane – the Netherlands
- Helixtaes – Tanzania
- Healthy Guide Foundation – Northern Zone
- Inherit Your Right – Arusha
- Kilala Compassion – Arusha
- Light for the World – Dar es Salaam
- Makumira Compassion – Arusha
- Match Maker Group - Arusha
- Micumber Centre for Street Children - Arusha
- Mulala Compassion – Arusha
- National College of Tourism – Arusha
- Neonatal Intensive Care Unit of the ALMC Hospital – Arusha
- Ngorongoro Youth Stand-Up Group – Arusha
- Ngongongare Compassion – Arusha
- NICE Orphanage Centre – Arusha
- Nivorana Compassion Lutheran Centre - Arusha
- Nora Orphanage – Arusha
- Oikos Foundation – Tanzania
- Piji Foundation – Arusha
- Read Sowersers Project - Mto wa Mbu
- Sarakasi ya Vyasa - Mto wa Mbu
- Shalom Orphanage Centre - Northern zone
- Swisscontact – Mara & Mwanza Region
- Tans Hands Rehabilitation Centre – Arusha
- Tekuo - Arusha
- The Foundation for Tomorrow - Arusha
- UNITE The World With Africa Foundation – USA/ St. Joseph
- Wamata – Arusha

Supports:

- Achmea EUREKO Foundation
- Building Capacity (Kim Groeneweg)
- Church of God – Arusha
- CCBRT - Moshi
- Cordaid
- Diakonie Protestantse Gemeente Zaandam
- Diakonie Protestantse Gemeente Zaandam
- Diakonie Protestantse Gemeente Zaandam
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- EFTA - Tanzania
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These are the donors from the Netherlands, Switzerland, Canada and England who donated more than Euro 1000,- but of course we appreciate all gifts and support we received from so many fantastic people. We’d like to thank all friends who donated their money, time, expertise, and love.

Thank you for believing in Jobortunity!
Plantation Lodge
A lodge in the heart of Africa!

A green oasis set in red earth, that’s Plantation Lodge. This hidden gem blends harmoniously into the hills surrounding Ngorongoro National Park. Renate, the proprietor lives there and is as much a host as the other people working there. Her thrive for excellence has become the team motor behind the cordial service that is provided each and every moment of the day. You might have been around but you haven’t seen anything yet if you haven’t visited Plantation Lodge. What a wonderful place for Hi5 students to further develop themselves into high end professionals.

Onsea House
Subdued luxury with a personal touch!

Situated in the safari capital of East Africa lies Onsea House. The cosy and tranquil country inn, surrounded by beautifully landscaped gardens, overlooks the Meru valley. It strives to be a top notch accommodation that provides amazing experiences for all the senses through culinary art. From sunrise to sunset, their Michelin experienced Belgian chef will prepare an exquisite fusion of European and African delights based on seasonal specialties. A place to feel at home, away from home. As a partner of Jobortunity from the first hour our students have found a home there too.

The interviews
We spoke with four graduates about the impact that Hi5 had on their lives and which fingers have played the most important role in that process. Learning how to control your emotions was mentioned a couple of times, as well as taking little but smart steps. In the video, accessible via the QR code below, we hear an employee giving feedback to her supervisor which is a pretty brave thing to do. Nevertheless we see that it is possible if it’s done in a correct way. It’s only a matter of getting used to it and discovering how it improves operations and service.

When we interviewed the supervisors it was heartwarming to hear how they valued the Hi5 attitude of their employees. Simply said, it makes their work easier. One of the supervisors is very clear about it: ‘I do not wish to put my energy into people who are not open to learning.’ It’s one of the things that Hi5 graduates distinguish themselves with. Enjoy the video and don’t forget to notice the stunning background every now and then.

At Onsea House gave a strong insight in the power of ambassadorship. It shows how strong the grapevine is in Arusha town. These young men all lived in the streets and became inspired by others to join Jobortunity. Also in this interview the power of the little finger became apparent. It seems that learning how to be realistic and patient has helped so many youngsters to go forward step by step.

We spoke to Axel, the owner of Onsea House, who’s an entrepreneur that has chosen to almost exclusively work with Hi5 employees. The latter was so outspoken about Hi5 that we felt obliged to honour his words with a separate video.
In Tanganyika Wilderness Camps you find comfortable and genuine stays in exclusive camps and lodgings with charm.

We visited Tloma Mountain Lodge and Ngorongoro Farm House Valley where you can relive the legendary past of Africa. Tloma Mountain Lodge creates an atmosphere evoking the colonial plantations and farms described in many books and films. So if you’re in for a storybook experience, you should visit Tloma. With fantastic views over the coffee plantation and the walls of the Ngorongoro crater from your private terrace it’s easy to imagine how the ‘good old times’ felt for the privileged of those days.

At Ngorongoro Farm House Valley it’s possible to enjoy spectacular sunsets with Oldeani volcano as a backdrop, while tasting home grown coffee. Surely you are living the legendary atmosphere of past times on the colonial style coffee plantation Farm House. Strill through the fragrant gardens, visit the coffee roasting room and have a sip with a romantic view into the valley.

Our Hi5 students have found a wonderful environment here to further grow as a professional and in personality. If you should meet one, be sure to ask them to tell you more about this life changing tool out of Africa.

The interviews:
If you want to hear more about the importance of the Thumb and Ring finger, in other words: having a professional attitude and being a team player, the interview at Tloma might be worth watching. With blushes on our cheeks we accepted the compliments of Happy, the supervisor of Mariam. You’ll hear about how she got the job and why attitude is preferred over practical skills in hiring new staff.

During the interview at Farm House Valley it came up again: When it comes to developing people into professionals, attitude is more important than knowledge and skills. Supervisor Martha is very clear about that: ‘A knowledgeable and skillful person, but with a bad attitude, is difficult to train.’ We all understand that this is not rocket science. So go for attitude. It makes managing much easier. That’s what Hi5 can do for companies.

From the very beginning it’s doors were open to students of Jobortunity. At the time, the lodge was under management by Aid van Beurden and it was his initiative to ask a fee from companies that made use of the apprenticeships.

Nowadays, Ilboru Safari Lodge is in the caring hands of Annelies van Beest. Her partnership with Jobortunity also goes a long way back when she welcomed students for apprenticeships in other companies. She manages the lodge with a hand’s on approach that has been a huge success with guests. Her sense of style and many years of experience in the Tanzanian hospitality industry can be felt in every aspect of the lodge.

Many students of Jobortunity work at the lodge and one of them was even ‘employee of the year’ in 2019. Ilboru Safari Lodge has welcomed us many times for a special meeting or event and therefore it has a special place in the heart of Jobortunity. Even though we did not have the opportunity for an interview, we definitely wanted to have them in our storybook.

Just to say: ‘Asante,’ thank you!
Imagine sitting on a hilltop with lush gardens and breathtaking views of Mt Kilimanjaro and Mt Meru. Views into the valley all around you. Kigongoni is located on an historic seventy-acre coffee farm near Arusha amid natural forest. The cottages are tucked between the trees, built in traditional African styles and materials. Fireplaces inside and outside contribute to the site’s unique views and natural features. The Lodge has been developed in harmony with, and respect for, local community values, heritage and aspiration. If you might wish to add some extra purpose to your visit, the Shikwilwo Foundation (a center for improving the quality of life for mentally disabled children and their families) has its home adjacent to the lodge and is supported by them.

Set in Northern Tanzania just outside the bustling safari town of Arusha, Rivertrees is perfectly situated for exploring the surrounding abundant nature reserves. It is as well a hub and a great base to start your exploration of this beautiful country. The inn was once an old coffee farm, and still retains the nostalgic air of a well-loved homestead and is a sanctuary for the birds and wildlife indigenous to the area. Don’t be surprised to meet joyful playing monkeys who can be seen strolling around the lanes.

With tasty meals of garden-fresh ingredients as well as oven-fired pizzas and and locally grown coffees, Rivertrees combines unpretentious comfort with subtle accents of style to create a timeless pause in a traveler’s journey.

The interviews show us how much Hi5 employees value life long learning. Once they have a job it does not stop. They appreciate new knowledge and are willing to take on new tasks. This reciprocal approach creates loyalty and engagement from which everyone benefits. The people at Rivertrees were also outspoken about the value of giving and receiving feedback to improve yourself in work. Not just among colleagues but certainly to your supervisor as well. Compliments to supervisor Joel for being so open in his dialogue about that.

■

In the interview Alex and Aneth pretty much speak about how they heard of Jobortunity and how Hi5 helped them to find a job and keep it. Furthermore they are proud to say that they have helped other youth to enlist with Jobortunity. There’s more about the little and middle finger and how it has changed their life.

Sander, the owner of the lodge, speaks very clearly about the importance of being passionate to work in hospitality. He wants people with the right attitude who know what they want. ’The right you for the right job.’ Of Course, he knows the meaning of the fingers by heart. That’s the right attitude for a Hi5 manager.
Usawa Africa Foundation
Life is more than working hard and earning money!

On 15th September 2015 Usawa Africa was founded in Winterswijk. Its goal is to initiate and stimulate education for vulnerable youth on the African continent. How did it start and what was the reason behind it?

André van Hijken and Benno Markslag were friends who sat together one day when the remark fell: ‘Shouldn’t we do more than working hard, earning money and doing business?’ Maybe it’s a midlife issue, but these men came to the conclusion that they wished to contribute to a better world and that they wanted to have a third companion. That’s how they found Richard Berenschot who instantly said: ‘Yes, I’m in.’

Their choice for Jobortunity wasn’t made overnight. Based upon some well formulated criteria they chose Tanzania, because they were looking for a country and project that fell close to them. They wished to see the country and it’s people with their own eyes. They wanted to experience some projects to determine the impact they had made.

‘The wish to bridge the gap between our society and those who can use a helping hand’

So off they went. Six projects were visited, but only Jobortunity surfaced as an institute that kept in touch with how their students were doing. It did not restrict itself to providing training, but also mediated in finding a job and keeping track with alumni. The way that Jobortunity was embedded in local society. The fact that they really did something different made it the clear choice.

The interview
I visited Richard in his office in Zeist. In the interview he talks about the foundation of Usawa and explains profoundly how the choice to make a difference was made. There’s a sparkle in his eyes when he talks about his visit to Tanzania and the way his family and friends immersed into daily life at Jobortunity. He speaks of Hatibu and how his wife and son decided to support him on his personal journey. Yes, the same Hatibu who’s story can be read in part one of this book. Richard also gives his opinion on 21st century skills and how they still play a major role for new generations everywhere in the world. Finally he calls upon us to bridge the gap between our society and those who can use a helping hand. It started as an idea, it became a project, but it’s so much more because something African has nestled in his heart. Let’s call it love!

Happiness is the mother of Neema whose story is on page thirty two. You this is the woman that is described by her daughter as self confident and having a strong character. It only takes a first impression to see that this is probably true. She lives in a small house on the slopes of Mount Meru surrounded by a small plot of farmland covered with banana trees. It also has a vegetable garden and two cows. Though she looks very serious at first glance, people describe her as funny and loving. A woman with a warm heart.

Life as a single mum might be difficult anywhere, but surely in Tanzania it is not easy. She raised her two daughters with love and pride. She tried to take care of them as best as she could and is doing the same now for her granddaughter, Neema’s daughter. The three ladies have a strong bond and live together in a small house that is equipped with electricity, thanks to Neema’s job. The trainers of Jobortunity love to go there for a visit because it’s alway fun. Happiness is absolutely a Hi5 role model and family member of Jobortunity.

The students’ parents play an important role in the development process. They are strongly involved in different ways. After two months of training there is a Parents Day. The students give them a tour around the premises, explain about Hi5 and present them their talents in dance, song or role plays. It’s good for them to see where their children go to class and that they have an idea of what they learn at Jobortunity. Another way of involving them is the Parents Advisory Committee. The committee informs the community and has a representative task during graduation day.

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Emmanuel Mawere
Wamata Organisation!

Wamata is a Tanzanian non-governmental organization that supports families that are impacted by HIV/AIDS. The acronym stands for the Swahili phrase ‘Walio Katika Mapambano Na aids Tanzania,’ which means: ‘People in the fight against aids in Tanzania.’

Mr. Emmanuel Mawere works as a project coordinator in the Arusha region. He is very famous in the community and has been helping many youth by connecting them with Jobortunity. Some fifty students have enlisted through him in the past ten years. Next to that he has also been an advisor for Jobortunity, for example when it was looking for a patch of land. When Jobortunity needs him, he is there. He’s part of the family, so he is always invited as a guest of honour or as a guest speaker in class.

Monique Janmaat - Board Member
A loyal fan from the very start!

As the wife of the Honorary Dutch Consul in Tanzania, Monique met Kim Groeneweg at Moivaro. When Kim pitched her ideas Monique instantly became enthusiastic, which did not come as a surprise. Ever since she could remember she had been fascinated by how people interact and work together. So she did not only advise her husband to take Jobortunity in on the Moivaro premises, she also liked to play a role in bringing it alive.

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Wamata was founded in June 1989 by a small group of Tanzanian professionals and families to assist individuals living with HIV/AIDS diagnoses. Theresa Makgale led the organization while head of social work and family therapy at Muhimbili Medical Centre and as a lecturer at the Social Welfare Training Institute. She fundraised and secured voluntary help, eventually managing to obtain a small office space in the Catholic Brothers of Christian Institution. It was there that she began offering counseling and support to victims of HIV/AIDS through Wamata. Ever since the organization has been growing and founding new branches in the country.

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Monique is a graduate in organisational psychology. She facilitates collaboration and learning for individuals, teams and organisations. Her expertise has been extremely valuable for Jobortunity. Among others she conducted future search processes with our stakeholders, co-creation sessions with partners and not to forget many coaching meetings with Kim and the team. In moments of need and stress she was always there to lend a helping hand, to inspire and to guide us towards solutions.

She has been based in Tanzania since 1999, and has worked in many different countries across a diversity of cultures and interests. Raising awareness and making use of what is already present, successful and effective provides a solid foundation for improvement and change.

When talking about what she does and why she’s still involved in Jobortunity she said: ‘I love what I do.’

Monique and the team. In moments of need and stress she was always there to lend a helping hand, to inspire and to guide us towards solutions.

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Monique is a graduate in organisational psychology. She facilitates collaboration and learning for individuals, teams and organisations. Her expertise has been extremely valuable for Jobortunity. Among others she conducted future search processes with our stakeholders, co-creation sessions with partners and not to forget many coaching meetings with Kim and the team. In moments of need and stress she was always there to lend a helping hand, to inspire and to guide us towards solutions.

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When talking about what she does and why she’s still involved in Jobortunity she said: ‘I love what I do.’
Two almost blanks

Take a moment for reflection and notes if you like!

Which relations are most important for you?
Impact
The Olduvai Gorge in Tanzania has often been called the ‘Cradle of Mankind’. The evolution of sapiens started in East Africa. From there our ancestors migrated to the rest of the world, with an unprecedented impact on life. The pros and cons are not undisputed and nowadays the world could do with a positive infusion. Wouldn’t it be great if that new wave would also start in the ‘Cradle of Mankind’?
The world could do with some more Hi5

Sincere human skills will define relations in business life!

After reading all the stories in this book, it's not so hard to understand that the Hi5 approach offers an amazing tool for young people to have a greater opportunity for success in life.

So let's have a look at what Wikipedia has to say about skills, abilities and learning dispositions required for success in 21st century society and workplaces. We find: '21st century skills are associated with deeper learning, which is based on mastering skills such as analytic reasoning, complex problem solving and teamwork. These differ from traditional skills in that they are not primarily content knowledge-based. 21st century skills are part of a growing international movement focusing on the skills required for students to master in preparation for success in a rapidly changing, digital society in which sincere human skills will define relationships in business life. So it's also defined as a requirement for success by educators, business leaders and governmental agencies.' For people who are young at heart this new era is a call for action to not stay behind but to actively take part in building the future. If you don't know where to begin, just picture your network as a radius of feeling connected to life around you. Establish where you are now and start working your way in or out.

Circle 1 - Are you connected to yourself? Have you ever asked yourself this question? At Jobortunity we do. If a person has no clue who he is and what he stands for, how can he determine how much service to give and what his boundaries are? Okay, maybe some people have learned some tricks to show their involvement with others, but Hi5 is not about tricks. We strive for authenticity in attitude. If one takes in mind the expression 'A better world starts with you' then knowing yourself is the first step to better relationships.

Circle 2 - Another step is to establish connectedness with your colleagues. Many people who talk about teamwork, tend to think in terms of roles that we play in work. As a waiter, as a receptionist, as a cook or as a manager we have certain responsibilities. Before we know it, we see each other as the role we play instead of the person that is behind the role. True relationships, even without becoming best friends, go deeper. This creates the foundation for great teamwork which is different from good teamwork. It determines how joyful and inspiring work can be, in contrast to how tense and tiring it can be.

Circle 3 - How involved are you with your customers? Are they merely the people your boss says to serve well? Are they no more than cash generators for your income? Or are you really committed to offer them the best service and hospitality, because you feel wonderful when you see that they are happy, or at least satisfied? The spirit of karibu means to treat people as if they were guests in your home, visiting you and expecting a good time.

Circle 4 - Imagine Mother Earth speaking to you and she would say: "Karibu! During your life you are my guest and I will provide you with food, water, air and shelter and all other necessities you need to live." If we receive such a gift, shouldn't we respect our host in such a way that we show gratitude for that? As a guest one doesn't throw garbage on the floor. We don't take more than we need or spill what is offered. We should respect all the other guests that mother earth has offered her hospitality to. It does not matter what they look like or how they differ from us. You are life that is trying to make a living among other life forms and so are they. For reasons of simplicity we call this sustainability and it plays an increasing role in our daily life and work.

The world could do with some more Hi5...

21st Century skills are about feeling connected.

my self
my colleagues
my customers
my world
How to benefit from Hi5?

How can business benefit from Hi5?
The Tanzania government acknowledges that the country suffers from what they call: the skills gap. Increasingly, employers in Tanzania are frustrated by the lack of soft skills among employees. Let’s face it, this issue does not confine itself to Tanzania. This era is likely to be further dominated by rapid developments in technology, such as artificial intelligence and robotization. In the past twenty years we have already made acquaintance with a growth in online services, increasing automated working processes, all of which have altered how we live and work. The impact of this will probably give rise to a need for more sincere human contact, that is to say, the ability to make contact with another human being and to communicate in a personal way. An intrinsic motivation to be human. The most talented employees will consider this in their choices, as they wish to work for an organization or company that will manage to be truly empathetic. That’s what we believe in. Jobortunity is increasingly active in offering direct consultancy to businesses to improve their service to the market, by training their employees. The core concepts from the Hi5 curriculum can easily be adapted to support companies in creating and maintaining a successful work environment.

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This is our exact location in Arusha. After a great start at Moivaro Coffee Plantation Lodge in 2009 and a brief stay in Checkereni, the Opportunity Training Institute has landed in a beautiful area near the A23 between Arusha and Moshi, that is easily accessible for our students who are depending on public transport. The grounds around the building with lush green and shady places, offer a nice atmosphere and a playground for serious exercises. Even monkeys like to visit every now and then to play in the trees and on the orange tin roofs. Yes, this is Africa.
Is being different also better?

The Hi5 approach is different, but does it also lead to better results? From a behavioural point of view this might be confirmed by the interviews we had with students and supervisors. Many stories can be found of students who found a job, made a career and are using Hi5 in their personal life. In addition Jobortunity also conducts impact studies to obtain factual information to support its observations and gut feeling. Some of the results are presented below together with figures of outcome performance in the past ten years. It’s just to offer you an impression of Jobortunity’s impact on society and to stir your imagination for what might happen if 3H learning and Hi5 can be brought to the next level.

Impact study

Did the training meet the needs of graduates?

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.

Which specific need was fulfilled the most?

27% It has become easier to find a job.
11% It has increased my level of education.
9% It has improved my ability to communicate in the community.
9% I’m able to set and achieve goals.
8% I’ve developed and increased my self-confidence.
8% I can use Hi5 in my daily life.
6% I can support myself and others, as well as budget my income.
5% I’ve developed a positive work attitude.
5% I’m able to deliver the right service in the right way.

On a national level the employment rate among graduates of colleges and universities is 2%.

Outreach - Youth reached through Hi5 training in other educational facilities

252 National College of Tourism, Arusha
62 Don Bosco Oysterbay V.T.C, Dar es Salaam
120 Don Bosco KITEC, Arusha
320 Don Bosco Moshi

Outreach - Training of staff in companies and NGO’s

20 companies
345 staff
50 supervisors/ mentors

HIS relationships

12 relating relationships
59 HIS babies have been born

Outreach - Youth reached through HIS training in other educational facilities

75 hospitality companies (apprenticeship/ job matching)
5 five companies (apprenticeship)
25 social organisations (pre-selection)
43 volunteers involved (support)

In-house HIS training of Youth program

467 youth graduated.

On average 50% are offered a job at the company where they conduct their apprenticeship.
On average 75% are now in decent jobs or run their own business.
8 have worked their way up into a management job.

A short story:

Ilm’s husband was sitting in a bus and picked up a conversation. In the back of the bus sat the mother of a graduate explaining to some other ladies how her son had attended such a wonderful college, named Jobortunity. Proudly, but in an amazed voice, she told them that ever since he attended the college her son helped her wash the dishes and clean the toilets. This might seem normal to some readers, but the boy was a young Masai man and that makes the story quite remarkable. Proud Masai men are not known for their help with household tasks. Talking about having an impact on the community.

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A short story:

A graduate mentioned that she went for a job interview and the interviewer asked which college she had attended. When she said ‘Jobortunity,’ the interviewer told her to come back tomorrow and start working. That’s IMPACT in capitals.

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The team

Ubuntu is from Zulu origin, but what if we all embrace it? It means that we are all bound together in ways that are invisible to the eye; that there is a oneness; that we achieve ourselves by sharing ourselves with others and caring for those around us. The Jobortunity team has had its ups and downs having experienced sunny, stormy, calm and rainy weather. The team is still standing! What has helped it to persevere, besides being Hi5, is the spirit of ubuntu. I take my hat off to every team member, now and in the past, that has contributed to its success.
There has always been change and there always will be. Some of it however are marked by more turmoil than others and with the start of the 21st century it seems that we are witnessing such a moment in time again. In the past, major changes often took place overnight, while today a decade is enough to disrupt an industry or society. Let’s not be afraid of this. If we dare to face it we can deal with it. If there might be different solutions required to guard against the future, but at Jobortunity we believe that it cannot be done without great people who dare to face it we can deal with it. Now there are more and more requests, especially from people who already have a job, to learn about Hi5 as an alternative to further education.

‘It won’t be easy but, like so many other things we have done in the past ten years, it will be fun getting it done.’

We think this offers great opportunities. Last but not least will be the research into e-learning options to add to our services. On the one hand as a tool to help our students with distance-learning during their apprenticeship or after graduation. On the other we get more and more requests, especially from people who already have a job, to learn about Hi5 as a great tool. Our specialization however is not just transferring knowledge, so our e-learning will be based upon a selection of lessons from our curriculum. These will be supplemented with new ones that are adapted to our clients and circumstances. Not easy but, like so many other things we have done in the past ten years, it will be fun getting it done. Luckily we have found a partner in Panta Media in The Netherlands to realise our digital challenges.

Our financial focus for the coming years will therefore not change. We keep looking for supporters and investors that want to have impact, as well as increasing our self-supporting activities. To wrap it up, I would like to say that the future will also probably be different from how we can picture it today. Realizing a dream and achieving goals and ambitions never follow a straight path. The future is out there, somewhere, and we will get there following curved ways with unexpected surprises behind every curve. That’s life and we will deal with it, but our index finger reminds us to where we’re heading.

Kim Groeneweg about the future

To be continued...
Two almost blanks

Take a moment for notes and action!

What are you going to do to have impact?
Acknowledgements

Asante sana and thank you very much! Asante sana to all the persons that contributed to this book and in this way shared in celebrating our 10th anniversary. A special thanks to Hans Bassing for taking this upon himself and driving it. When he asked me more than a year ago: ‘Hey, Kim, I like storytelling, shall I write a book about Jobortunity’s work?’ I didn’t believe that we would actually have an eighty-page book telling our story. It even became a bit more, but that’s fine.

A special words of gratitude to Dutch Versity that said ‘Yes, go ahead with Hi5 and do something good with it.’ It was a pleasure and an honour to turn their concept into a full curriculum for training and coaching.

This ten year journey would not have been possible without the knowledge and experience gained during my studies and previous work as an agricultural engineer, development worker and trainer. I incorporated and adapted many training exercises developed by colleagues I worked with in Peru, Vietnam and Kenya. The development of Hi5 as a training methodology is highly inspired by the Farmer Field School methodology I worked with for ten years. We built on the theories of scholars such as Paulo Freire, Bruce Tuckman and David Allen Kolb. Not to forget the trainer’s guide ‘Participatory Learning & Action’ of the International Institute for Environment and Development, that was an essential source for many of our exercises. We are not done yet learning and making the Hi5 methodology better.

Asante sana!

At present, I am studying to become a Master Practitioner in NLP so that I can employ it and share with the team and youth. Again here, I got help and it’s fantastic that there are so many people with the heart to support development initiatives. We are not yet done and thus thanks again for the love, expertise, guidance, trust and Hi5’s!

Kim Groeneweg
When we were offered to support Jobortunity we accepted the idea very quickly. It is rare to be able to support educational projects where the core training is behavioral and not only knowledge and skills based.

This flexible, pragmatic and voluntary approach enables Jobortunity to promote students by making them responsible and valuing them. It ensures recognition in return for their attitude.

We visited Arusha in 2015 and, meeting the team not only comforted us in our decision, but also allowed us to meet an exceptional woman and team who carry a very strong vision:

‘If you want to build a boat, don’t gather your men and women together to give them orders, to explain every detail, to tell them where to find everything… If you want to build a boat, make your men and women’s hearts yearn for the sea.’

Antoine de Saint-Exupéry

‘The best way to educate is to value and promote the person more than to teach techniques.’

Thierry Mauvernay,
President of the Fondation Philanthropique Next
The Creators

The storyteller

He is the man with the hat!

Hans Bassing is a corporate freedom fighter and story-teller. He believes in the power of having a free mind. Once upon a time I used to think I was right. Then I found out I’m just a believer. Today I feel free to wash the crossroads of the life and to learn.

He is a keynote speaker and attitude trainer and a man who can’t look at himself as his career. Hans is also a purpose economy consultant, involved in voluntary work for different organisations such as Free a Girl. He loves to make companies 21st century proof, but he is only available for organisations that really want to make a difference.

More info: www.hansbassing.com

So… did he do it all by himself?

Absolutely not!

Graham Stobbart has his roots in England, but his entrepreneurial spirit brought him to Africa. For quite some time, he has been based in Tanzania where he has been working in the hospitality industry. He knows what we’re talking about in this storybook.

Without his editing the texts in this book would surely have raised some eyebrows and evoked laughter. Might there still be any grammatical mistakes in this book, don’t blame him. He did not do the final edit.

The fantastic pictures of the 145 people were made by René van Weerd, an artist who says he is on a voyage of discovery to create an image of the world. His camera is the perfect way to get in contact with people. He has been able to capture the students at their best and enable the reader to identify with their story.

Hein Niemeijer just fell for Jobortunity and took it upon him to make the design of the book. If your first impressions, while riffling through the leaves were: ‘Magnificent!’ it is because of the eye for graphical design. In his work, he is used to people who say: ‘Hans, denk eens mee!’ it means they are looking for a solution to create something captivating that pleases the eye.