



Policy Foundation Sunshine in Nosy Komba

Issue 1
Approved by the Foundation Board
on November 11, 2017

This document defines the goals and purposes, philosophy and principles of the Foundation Sunshine in Nosy Komba Foundation (hereinafter also “the Foundation”), as well as the way it collects and spends its funds and the way it is managed. It applies to all projects and activities of the Foundation.

1. Our goals and purposes

- 1.1. The Sunshine in Nosy Komba Foundation was created for the organisation and support of projects of assistance to development, with a focus in Madagascar and its islands, in three main fields:
 - a) education,
 - b) healthcare,
 - c) sustainable development.
- 1.2. Our aim is to **build with the local population a model of self-sustained development that works based on democracy and empowerment of the local population and where all the components of a dignifying life are considered.**
- 1.3. The Foundation strives to be a public interest organisation directing all its funds for its projects and activities.

2. Our philosophy and principles

The principles and philosophy of the Foundation are aligned with its international partners working in the frame of the comprehensive project headed by the We Work It Works¹ organisation.

2.1. Philosophy

The Sunshine in Nosy Komba Foundation is driven by the following values:

- a) **Only when emergency ends can development start.** A society where the population is striving to survive due to disease, starvation or conflict does not have the resources to engage in the efforts of progress. The development needs to start from a stable and safe situation. In a long term development model, if an emergency arises it must be dealt with immediately and with full priority.
- b) **Development is a lengthy and complex process.** It is fundamental to establish a comprehensive development model where all the components of a dignifying life are considered continuously. The final goal of our development model is not to be needed anymore.

¹ www.weworkitworks.org - We work it works stated working in the island of Nosy Komba (Madagascar) in 1995 during a health crisis. Following this the NGO established a cooperation with the local population aiming at supporting their development.



- c) **The soft push is the one that goes further.** The action must be based on real needs or local initiatives, be flexible and adapted to models that work locally. New mechanisms take time to be adopted and only by respecting this idea can the progress be made sustainable.
- d) **The children are the compass of development,** they are the focus of our actions. The understanding of the duty to protect, educate and care for the children is fundamental and shapes the future. Only through its children can a society evolve.
- a) **Education is the basis of hope.** It creates future perspectives for the children and consequently to the whole community. Only an educated population can build up a democratic involvement and engage in its own development.
- e) **Freedom is participation, participation is the basis of democracy.** The development must involve the local population and be based on their empowerment in an inclusive manner. Finding ways of having all different groups of the community represented in the decision making without discrimination is fundamental and protects the more deprived. By stimulating and supporting initiatives from the people, projects become more sustainable.
- f) **Development projects are not a job for our volunteers.** The functioning of the Foundation is based on the volunteer work. The volunteers, including the Board members, are not employed by the Foundation and do not receive any remuneration or compensation for their work. We believe that the volunteers should not be financially dependent on the work they perform for the Foundation and at the same time, the Foundation must have the flexibility to stop a project that is not working properly.
- g) **Our work serves the local people's purposes,** not our own nor the sponsors' ones. We must keep in mind that our actions are driven by moral reasons. We are dealing with human lives, and must be flexible to adapt the complexity of the many dynamics inside a community. Therefore, our projects shall not be at the mercy of numbers or statistics.

2.2. Principles

All our projects are based on the following principles:

- a) **Establish a constructive exchange with the local population** to define together the lines of action. This allows finding new ideas that can work locally as well as to search together the actual root of the problems and identify the solution.
- b) **Projects are implemented in 3 phases:**
 - i. establish basic systems, structures and services;
 - ii. develop the processes to operate them and to put the results at the service of the community;
 - iii. transfer knowledge and ownership to make the progress sustainable economically, socially and environmentally.
- c) **Adaptive and progressive implementation** ensures continuous progress. The projects must be tested in advance. The adoption of new solutions by the local population shall be stimulated, but not forced nor hurried. Each project must be ready to adapt to the reality on the field.



- d) **Self-sustainable development by empowerment of the local population.** Every project shall promote the transfer of knowledge and capabilities making use of the necessary experts. The projects run from the introduction of new mechanisms until they work sustainably without us.
- e) **Every euro collected is dedicated to the project.** The Foundation does not bear any costs related to employment of personnel, compensation of travel and other expenses, rental of work premises, etc. This allows us to direct all our funds to the needs of our projects and activities.
- f) **Local population must always be rewarded for their work.** Experience shows that requesting unpaid work from people in distress, besides being unthoughtful towards their situation, is inefficient. The income allows the workers to fulfill their personal and family basic needs and to develop competences. Having a job is having a role in the community, it gives a long term perspective to the work done and to the workers' life itself.

3. Our activities

3.1. The ways we implement our projects

The Foundation implements its activities in various ways, including

- a) **Field work** – At least once per year our volunteers travel to the location where the project takes place and help with the setups. All projects start “in the field”. Field work can be summarized as:
 - Carrying out the necessary work in preparing the infrastructure/buildings and equipment.
 - Supporting training of local responsible teams for each project.
 - Preparing planning with local responsible teams and making available necessary resources to continue the work throughout the year for each project.
 - Identifying local initiatives needing support and assessing needs for improving existing projects and for starting new ones.
 - Collecting feedback from the local population.
- b) **Continuous monitoring of projects** – This is one of the main tasks. Our projects are implemented to the large extent by the local population, which is an important principle of our Foundation. We identify points of contact per project and keep a regular contact with them. Besides this, we collect feedback from the local population through interviews and surveys directly on the field. The more a project evolves the more our role reduces to simply the supervision and analysis of the results. By keeping a track on our projects, we are able to step in when our support and assistance are required.
- c) **Delivery of the necessary goods and procurement of services** – The Foundation guarantees that the projects are supplied with the necessary resources. These can be provided to us as a donation or purchased by the Foundation. We try to use local suppliers whenever possible. However, when the local market is not sufficient, our volunteers deliver needed supplies from Europe.
- d) **Knowledge build-up and exchange** – All members of our Foundation bring their personal experience and expertise to our projects. Furthermore, we do our best to collect the necessary knowledge and to pass it to the local population. In order to increase our awareness, we involve other humanitarian organisations and professionals from the relevant fields of expertise. Some of them travel to the target locations and share their experience with the local population directly.



- e) **Financial support** – Direct financial support is sometimes used at the early stages of our projects. This way we guarantee the viability of new projects during the transitional period, until they become self-sustainable. The duration and strategy of financial support is chosen on a case by case basis. However, for some projects (e.g. scholarships for education) this is the essential way of support.
- f) **Reporting** – Besides the work done with the local population, our Foundation members and volunteers carry out a significant amount of work reporting the achievements of each project both to sponsors, to the general public and regulatory authorities. This implies the preparation of specific feedback reports but also an annual activity report, financial report and communication flyer that we make publically available in our website. Furthermore we provide news through our website and social media in order to keep our partners, sponsors and general public aware of the evolution of the projects.
- g) **Coordination with partner NGOs** – Annual meetings are held with our partners in order to coordinate our goals and projects and share our achievements and feedback collected from the local population. During those meetings the yearly program is defined based on the needs and initiatives of the local population. The projects are then managed and implemented by each organisation autonomously. The responsibility of each project is with the organisation that carries it out.

3.2. The ways we fund our projects

Our projects are funded through several different funding sources that can be grouped in the following 3 categories:

- a) **Fundraising through its own activities** – Consists of organising events or online campaigns by the volunteers where different ways to collect funds are put into place, such as: participation fees, voluntary donations collection, selling catering and merchandise, event sponsoring by companies. The funds collected through these events are normally used to cover existing expenses, e.g. to keep the schools working or procure health centre supplies.
- b) **Applications for humanitarian grants** – Proposals for specific grants are prepared based on the yearly program agreed with the local population and the partners. These applications mostly aim to provide the funds for building new infrastructure and equipment (e.g. local médiathèque), or to fund initial phases of new projects in a transitory phase before they reach their operational status (e.g. health centre project, reforestation).
- c) **Donations** – We receive donations from private donors, individual or collective, who are willing to support our projects. These can be money donations or various goods for our projects (e.g., books, games, study materials, etc.). Some donors engage in regular money donations aligned with the needs of specific projects. These regular donations normally result from campaigns carried out online or in person and target specific current expenses within a designated program, e.g. support the scholarship of one student throughout high school and university

4. Our management

- 4.1. The management of the Foundation is represented by a Board of at least three members. The Board selects out of its members a Board Director, a Treasurer and a Secretary. One or several of these functions can be performed by one Board member.



- 4.2. The Board members are appointed by the Board for the period of four years and can be re-appointed for new periods of four years.
- 4.3. The Board meets at least once per year.
- 4.4. The Board members and the volunteers do not receive any remuneration for the performance of their function.
- 4.5. The functions of the Board are:
- a) Approval of the projects;
 - b) Management of the Foundation's projects;
 - c) Approval of activities budget;
 - d) Approval of the Foundation policy;
 - e) Approval of the annual financial and activity reports;
 - f) Appointment of the Board members;
 - g) Coordination of partnership with other NGOs;
 - h) Management of volunteers;
 - i) Discussion of and decision on any other matters that are necessary for the functioning of the Foundation and implementation of the projects.
- 4.6. Conflict of interests
- a) The board members cannot be in close family of similar relations among themselves (including marriage, registered partnership, unmarried cohabitation, blood relation up to the fourth degree).
 - b) A Board member cannot at the same time hold a function of board member, manager, founder, shareholder, supervisor or employee of:
 - an entity to which the Foundation provides directly or indirectly, fully or partly the money collected by it;
 - an entity with which the Foundation performs in a structured manner money-based acts in law.