



FOREVER ANGELS

2025 Report / 2026 Strategic Plan



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Message From Director Amy Hathaway

2025 has been a wonderful year for Forever Angels. When we first envisioned moving to Family Style Homes, we believed they would offer children greater stability and belonging, but seeing this model fully lived out has exceeded even our highest hopes. Watching children grow and thrive within family settings continues to fill our hearts, and the transformation has been remarkable.

The children are noticeably calmer and more settled. Strong, secure attachments have formed with their Mamas and Aunts, illness spreads far less frequently, and we are seeing clear improvements in language development, emotional regulation and cognitive growth. The shift has brought a new sense of peace and warmth to Forever Angels, and it is a joy for staff, children and visitors alike.

Maisha Matters has continued to grow. Each week, more malnourished and at-risk babies are referred to the programme, reflecting both the ongoing need and the trust placed in our work. Across the wider Maisha Matters network, almost three thousand babies have now been supported, each one given the chance to survive, grow and remain within their family, never needing to enter an orphanage. This remains one of our proudest achievements.

As the programme has expanded, so too has our sense of community. Wherever we travel, down familiar streets or into remote villages, we are increasingly likely to meet a Maisha Matters family caring for their children or running the small business that now supports them. These moments are powerful reminders of the long-term impact of walking alongside families, week by week.

We are profoundly grateful to our friends, supporters and donors who continue to believe in our vision. One child at a time, we are saving lives and changing futures, and none of this would be possible without your trust and support.

Our Story

Forever Angels and Maisha Matters grew from a dream Amy Hathaway carried from childhood. At just six years old, after seeing images of the Ethiopian famine on the news in 1985, Amy became painfully aware of the inequalities in the world. The knowledge that so many babies and children were growing up without enough food, care or family left a deep and lasting impression.

In 2002, Amy and her husband Ben moved to Tanzania, initially working at the International School in Mwanza. While adopting their first son, Barnabas, they spent time visiting orphanages and hospitals and witnessed first-hand the poor conditions many orphaned children were living in, often with little effort to reunite them with extended family. These experiences shaped the vision that would later become Forever Angels.

Family and community have always been at the heart of our work. Amy's belief was simple but powerful: no child should go hungry, and every child deserves to grow up in a loving family.

Forever Angels began by providing interim care to orphaned and abandoned babies and young children, from birth to five years old, addressing urgent needs around malnutrition, abandonment and maternal mortality. Where relatives were able to care for a child, reunification happened as quickly as possible once the child was healthy and strong enough. Children who were officially abandoned were fostered or adopted in line with Tanzanian Social Welfare regulations.

In November 2022, Forever Angels transitioned to Family Based Care, with all children now living in small family homes on our property alongside a dedicated Mama, Aunt and up to eight children.

Our goal has never changed: a permanent family for every child.

In 2016, following close collaboration with Social Welfare, HIV clinics and local hospitals, and guided by our experience working alongside hundreds of families, Forever Angels expanded beyond its own walls and into the wider community. This marked the beginning of Maisha Matters, a programme designed to keep vulnerable babies within their own families and communities wherever possible, whilst supporting them with life saving nutrition.

Through weekly clinics, Maisha Matters provides essential nutritional and medical support to babies at risk of malnutrition, illness and death. Caregivers also attend weekly training workshops covering HIV and malaria prevention, child development, health and hygiene, first aid, and nutrition. Alongside this, families are supported to establish small, sustainable businesses, enabling them to provide for their children independently into the future.

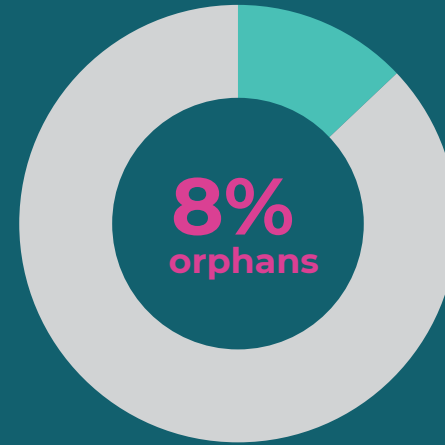
Forever Angels has grown over the years in response to the needs of those it serves. The success of Maisha Matters has led to the development of a social franchise model, with four partner centres across Tanzania now delivering the programme within their own communities. Together, we have provided life-saving nutrition and support to almost 3,000 malnourished infants, helping families stay together and build safer, more stable futures.



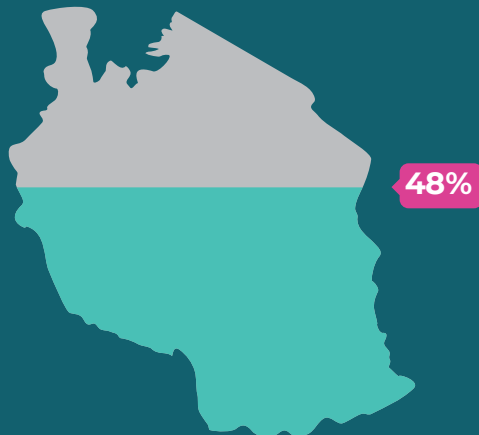
Why we exist



In 2022, USAID estimated that approximately 1.6 million orphans were living in Tanzania.



This represents around 8% of Tanzania's children.



48 percent of pregnant women suffer from anaemia due to poor nutrition.



In Tanzania, one in three children under the age of five experiences stunted growth, limiting their future learning potential, productivity and ability to escape poverty.

HIV/ AIDS

10%

HIV/AIDS remains a major contributor to the high number of orphans in Tanzania. In Mwanza, it is estimated that around 10% of the population is living with HIV.



The majority of those affected are aged 20–44, representing the parents and primary breadwinners on whom extended family networks, and wider Tanzanian society, depend.



In 2017, Tanzania recorded an estimated 11,000 maternal deaths, meaning around 30 women die every day during childbirth, often due to HIV/AIDS, birth complications, malnutrition, or inadequate medical care.



Without access to adequate nutrition, particularly where a mother cannot breastfeed, a child dies every 12 minutes in Tanzania. Malnutrition is a contributing factor in approximately 130 child deaths each day.



An estimated 28% of Tanzanians live below the poverty line, surviving on less than \$2 per day. In 2022, 75% of the population could not afford a nutritionally adequate diet, and for families who lose a mother, the cost of formula milk can make caring for a newborn simply impossible.



Tanzania has one of the highest rates of chronic malnutrition globally, with an estimated 3.3 million children affected. At the same time, 88% of Tanzanian children live in multidimensional poverty, facing overlapping deprivations in health, nutrition, education and living conditions.



Maternal mortality in Tanzania remains among the highest globally, at 524 deaths per 100,000 live births, far exceeding the UN target of 70 per 100,000. Maternal causes account for 18% of all deaths among women aged 15–49.

Our Structure

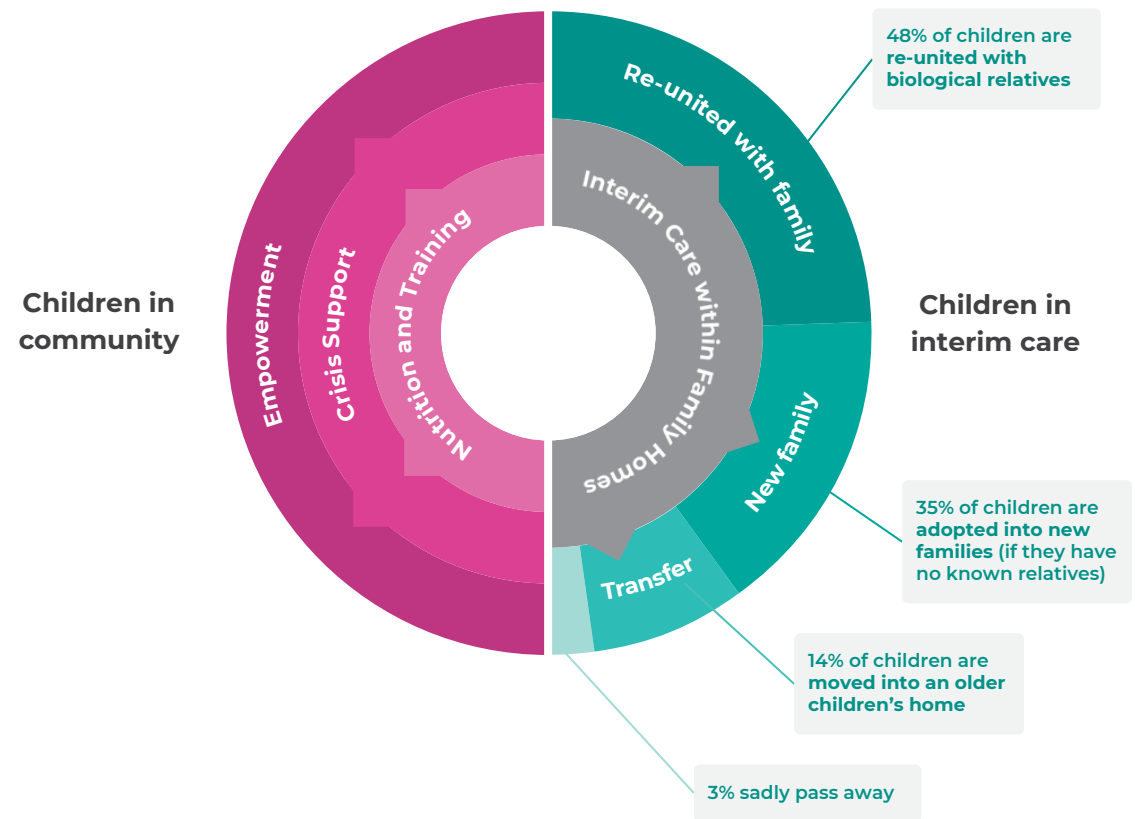
Our holistic approach begins with early intervention for a malnourished, sick or at-risk infant. Our immediate priority is the baby's health, safety and survival; our longer-term focus centres on strengthening the family around them.

Where a baby has living relatives, they are enrolled in our Maisha Matters programme and remain at home within their family. Babies receive weekly formula milk and medical monitoring, but the baby is never supported in isolation. We work closely with caregivers to understand the underlying causes of crisis, most often rooted in poverty, and to identify sustainable solutions.

In many cases, this involves supporting families to establish a small business, enabling them to provide for their child independently. While some families regain stability quickly, others require a longer period of support before independence is achieved.

When a baby cannot safely remain with relatives, they are welcomed into one of our family homes at Forever Angels for a short period while their immediate needs are met. Family reunification is always our preferred outcome where it is safe and possible. If no family can be identified, we work closely with Social Welfare to secure foster or adoptive care in line with national regulations.

Every child's support plan is individually tailored and developed in partnership with their family or caregivers. Our responses are thoughtful, evidence-based and informed by many years of experience, ensuring that each intervention delivers the greatest possible impact and creates lasting change for every child we serve.



Our Objectives

To support underprivileged, Tanzanian children by upholding their basic human rights, giving them opportunities and helping them to fulfil their potential.



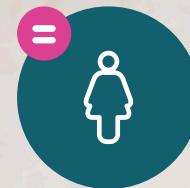
Reduce poverty and hunger



Reduce infant mortality



Reduce HIV, malaria and other diseases



Promote gender equality and empower women



Increase the capacity of families to raise their children in their homes



Increase education in nutrition, malaria and health and hygiene



Maisha Matters Objectives

Provide 'Life-Saving' Nutrition

Maisha Matters gives nutritional support to young babies who have no lactating mother. This enables them to be raised in their own homes instead of being placed in institutions.

Maintain the Social Franchise

Maisha Matters has proven to be so successful that we have developed a Social Franchise and shared the model with other NGOs in Tanzania who uphold our core values and believe in family preservation, empowerment and community driven approaches.

Empower Women and Families

We set up small businesses so women can work and provide for their families. We also hold weekly training workshops to educate and provide beneficiaries with confidence and knowledge to make lasting and positive changes in their families and communities.

Provide mosquito nets

Families receive nets, plus training about malaria symptoms and prevention. Payments for hospital costs and malaria treatment are also given when needed.

Work with Government

We support and strengthen the Government's policies, values and core objectives as well as upholding values which align with the United Nations Sustainable Development Goals.

Encourage Sustainable Farming

We teach families how to grow Sack Gardens in order for families with no land to grow crops and add nutrients to their diets at low cost.





Forever Angels Family Homes Objectives

Provide a safe, loving home

Forever Angels is a temporary safe haven for around 30 orphaned or abandoned babies who need emergency care and is a safety net for children who have nowhere else to go. The children in our care live in family homes with a Mama, Aunt and up to 8 children .

Connect with Community

We maintain close links with Social Welfare, local hospitals and established orphanages to ensure we can support needy infants as efficiently as possible.

Educating Children

We have an on-site Pre-school which gives daily enrichment to all our children.

Family Preservation

We empower families to care for their own children whenever possible in their own homes. This is always our first priority, to preserve the family and allow children to be raised by their own relatives, using Forever Angels only as an interim home.

Care for Special Needs

We provide loving and comfortable family homes which cater to the individual needs of all children, including those with special needs and HIV.

Finding permanent adoptive families

We liaise with the Social Welfare Department in Tanzania, finding permanent adoptive families for the children who have no traceable relatives and where family reunification is impossible.

Support Local Women

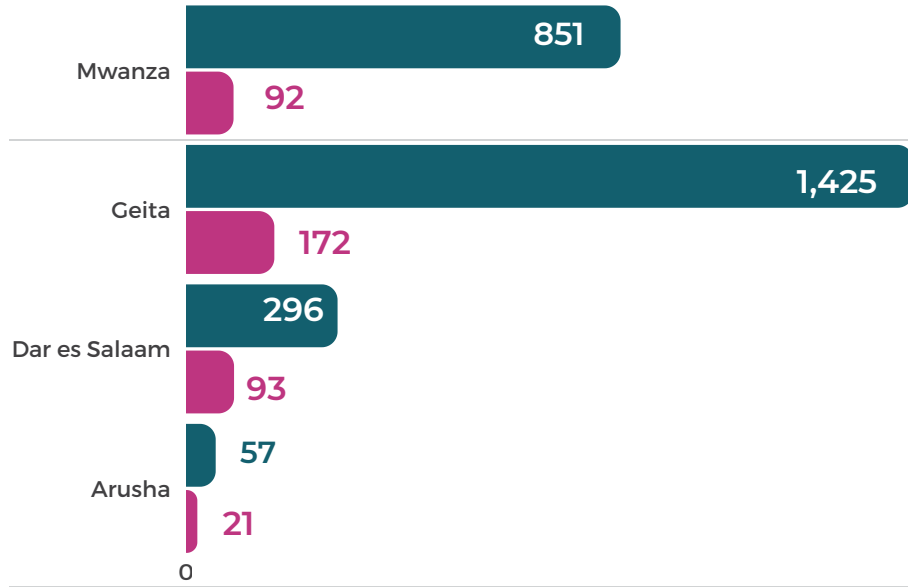
We employ 54 local Tanzanian staff, of which over 90% are women.



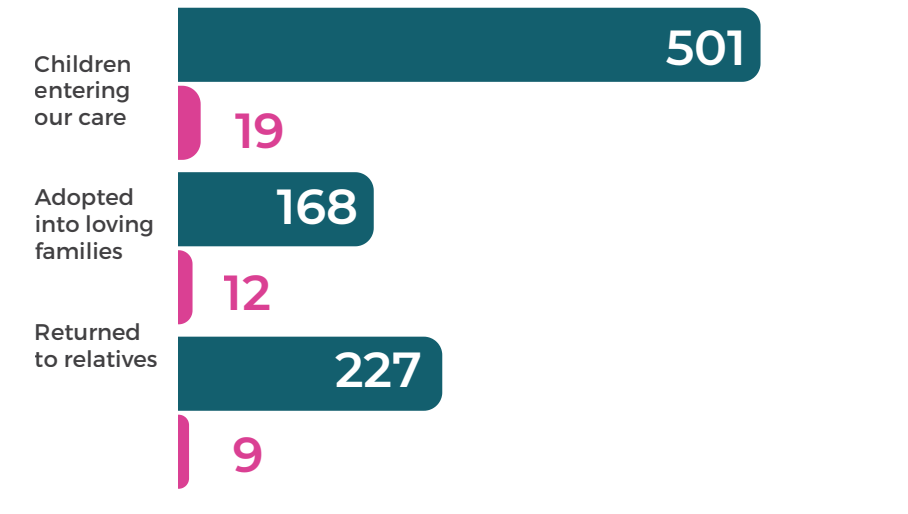
Snapshot

● The last 19 years
 ● The last 12 months

Maisha Matters
Cared for in community



Forever Angels
Family Homes



The Last Year

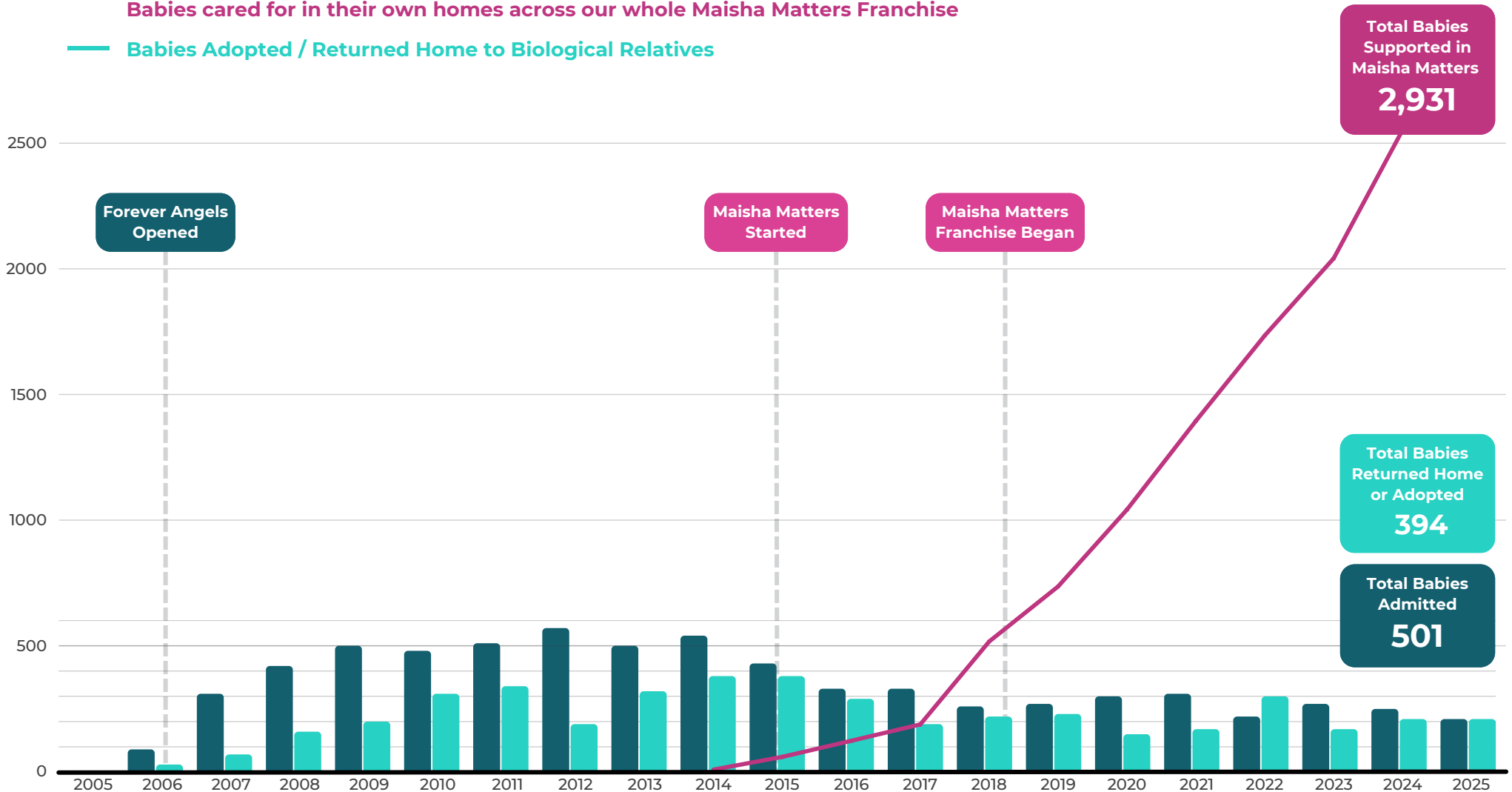


Our journey so far

— Babies Cared for at Forever Angels

Babies cared for in their own homes across our whole Maisha Matters Franchise

— Babies Adopted / Returned Home to Biological Relatives

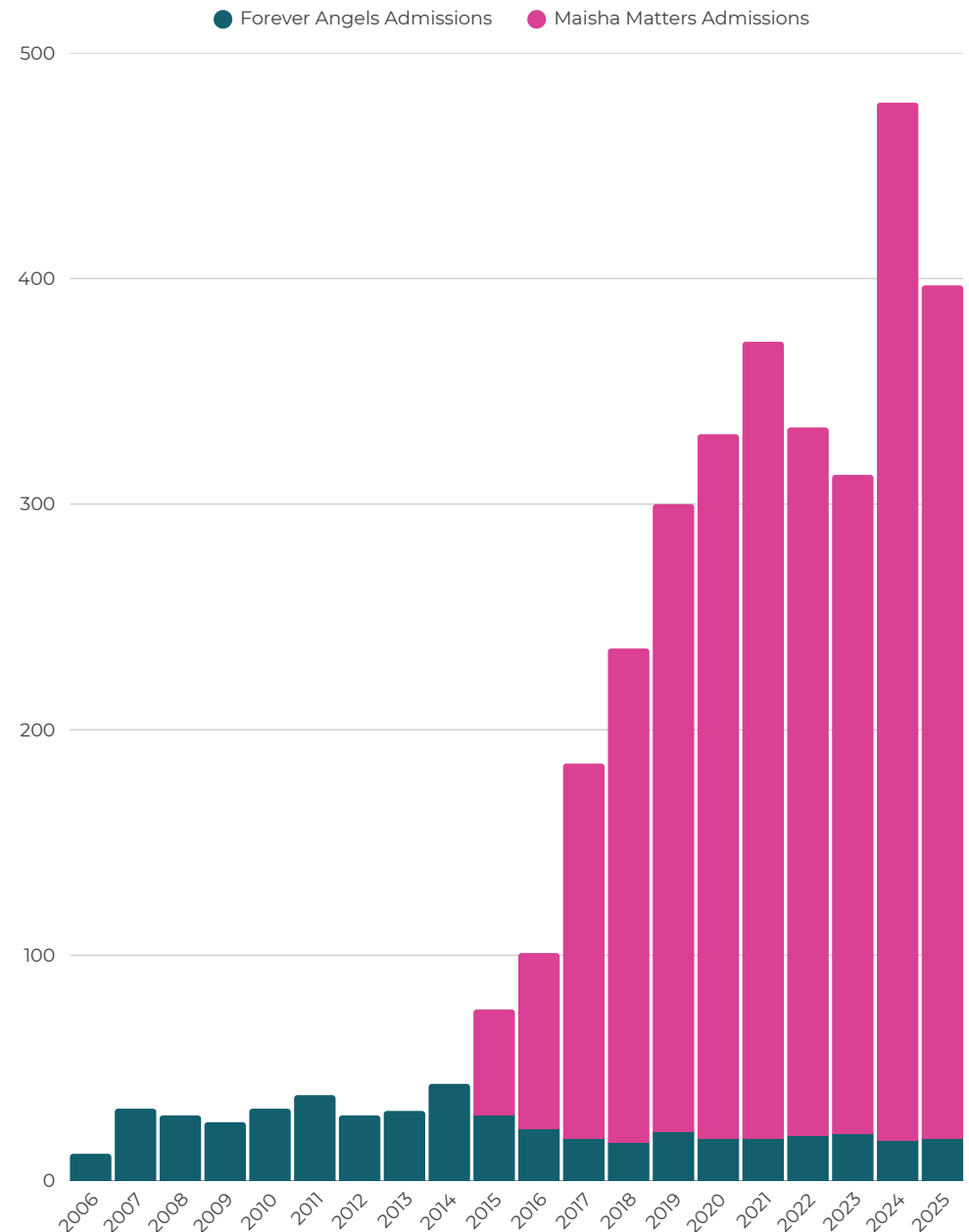


The Numbers – Our Impact

As the number of babies supported within their communities through Maisha Matters has increased, we have seen a corresponding reduction in the number of babies admitted to Forever Angels.

We believe this reflects the impact of early intervention, supporting families at the point of crisis so they are better able to care for their babies and are less likely to feel forced into abandonment.

Through our Maisha Matters franchise model, partner organisations are now delivering this work within their own NGOs. This has enabled many more malnourished babies across Tanzania to be supported in their own homes, raised by their families, and protected from institutional care.



Empowering
families
to care for
their children
at home

Forever Angels
**Maisha
Matters**

Highlights of Last Year

across all four Maisha Matters Partners

293 378 317

 new families

 babies given life saving formula

 caregivers trained

157 70 1742

 mosquito nets and malaria training

 businesses setup

 beneficiaries



Expansion

Maisha Matters partnered with a new NGO in 2024, AAIDRO in Arusha. We have supported 2,931 babies in 2,356 families between all partners to date.



Training

Our Team in Mwanza carried out impactful training with the new AAIDRO team in Arusha.



Partnerships

We continued to partner with Egmont and Tibra Capital Foundation who are major donors funding our work. We are delighted to have new three year partnerships with The Lewin Trust and Angus Lawson Memorial Trust.



Local agencies

We continue to collaborate with Social Welfare, Police, Hospitals and the HIV clinic to ensure all at-risk babies are known to us.



Total impact

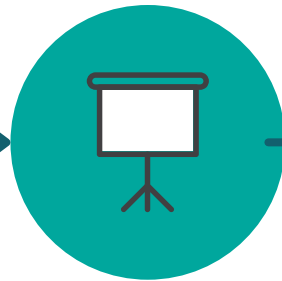
Altogether we have enabled a total of 14,508 beneficiaries to improve their lives.

The Maisha Matters Programme



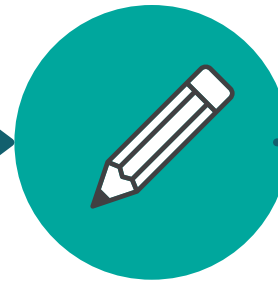
1. Milk

Maisha Matters starts by providing formula milk to babies because they are medically malnourished or do not have their mother's milk for a variety of reasons.



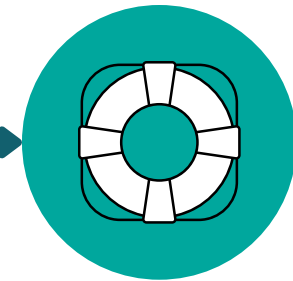
2. Training

Caregivers come to the centre to collect milk each week. These ongoing visits are an opportunity to teach about child care and basic first aid as well as food and nutritional education. They are taught how to prepare the milk safely and keep the bottles clean.



3. Follow up

Weekly visits are an opportunity to weigh the baby and monitor its growth and development.



4. Business Support

After six months of age, the need for formula milk is reduced. The infant now needs a good diet of fresh fruit and vegetables. Maisha Matters supports caregivers to start a small business in their own community. Through caregivers selling charcoal, fish, meat, fruit and vegetables, eggs, soap or clothes, families can provide for their children independently long term.

Maisha Matters

*We
Believe in
FAMILY*





We do not simply focus on short-term survival; our goal is to walk alongside families as they move out of poverty and towards long-term independence.

Experience from the early years of Forever Angels showed that many highly vulnerable babies could safely remain at home with their families when timely nutritional support and guidance were provided. In these cases, admission to Forever Angels was not necessary, as relatives were willing and able to care for the baby once they had the right support in place.

Maisha Matters most commonly supports babies whose mothers have died during or shortly after childbirth. When this devastating and all-too-frequent tragedy occurs, many families in Tanzania simply cannot afford the formula milk needed to keep a newborn alive. As a result, babies are often fed tea or thin porridge, neither of which provides the nutrition required for survival or healthy development.

We also support families where mothers are living with advanced HIV and are too unwell to produce sufficient breast milk, as well as mothers of twins or triplets who are unable to meet the nutritional needs of multiple babies. In all cases, Maisha Matters intervenes at a critical moment to ensure babies receive the nutrition they need while remaining safely within their families.



Empowering Women

Maisha Matters has been the primary area of growth for Forever Angels in recent years. Through this programme, we have been able to deliver life-saving support to sick, orphaned and malnourished babies within their own communities, helping almost 3,000 infants survive and thrive without ever entering institutional care.

However, our work does not end with saving a baby's life. Our ambition is to address the root causes of vulnerability by empowering families to move out of poverty. Alongside providing immediate nutritional support, we offer small grants that enable caregivers to establish sustainable, income generating businesses. This ensures that the benefits to a baby's health are not temporary, but can be sustained long-term by their own family.

Women are placed at the centre of our response to the orphan crisis. By strengthening women's economic security, we not only protect children but also create positive role models for daughters and wider communities.

Women in Tanzania are disproportionately affected by gender-based discrimination, domestic violence, political marginalisation and economic exclusion. Although they are typically responsible for feeding their families, they often lack access to income, land or financial decision making power. Providing women directly with the means to run a small business or rent land to farm significantly improves household food security and increases their status and influence within the community.

We consistently observe that once a grandmother or aunt achieves a stable income, one of her first actions is to support others, lending money, sharing food, or contributing to community initiatives. Empowered women strengthen entire families and communities, improving outcomes for the next generation well beyond the immediate nutritional support we provide. Promoting women's economic independence and equality is fundamental to addressing poverty, poor health and long-term vulnerability at a community level.



Reducing Infant Mortality

We provide tins of formula milk, alongside practical training on safe milk preparation, hygiene and infant nutrition, to caregivers of babies who have no breastfeeding mother.

Over time, our reputation for supporting severely malnourished and medically vulnerable babies within the community has grown significantly. Today, the main Government Hospital, the Baylor HIV Clinic, Social Welfare services and the Police all refer at-risk babies to Forever Angels as a trusted nutritional referral centre. Our work is highly regarded, and we are increasingly recognised as a centre of excellence for the care and recovery of sick and malnourished infants.

Across all Maisha Matters centres, 2,944 babies have now been supported to remain safely in their own homes with access to life-saving formula milk. In the past year alone, 378 new babies have been enrolled onto the programme.

Our intervention begins with providing urgent nutritional support to babies who are medically malnourished and at immediate risk of death. Caregivers receive hands-on training in safe milk preparation, the importance of clean water, and good hygiene practices. Families return to our centres weekly to collect milk, and during these visits we carefully monitor each baby's growth and health.

Some families travel more than three hours each way to attend these sessions, a testament to their commitment and determination to care for their children. Through these regular visits, our support reaches some of the most remote and vulnerable communities. We also use this time to deliver practical education on infant care, basic first aid, and food and nutrition, equipping caregivers with the knowledge and confidence needed to keep their children healthy long after their babies are weaned and they leave the programme.

Combating Malaria

We provide caregivers with training on malaria prevention and treatment, including the correct use of mosquito nets, which are distributed to families as part of this support.



378

new babies admitted to the programme across all centres in the last year.



70

businesses supporting 416 beneficiaries



157

nets have been given out protecting 548 people from malaria

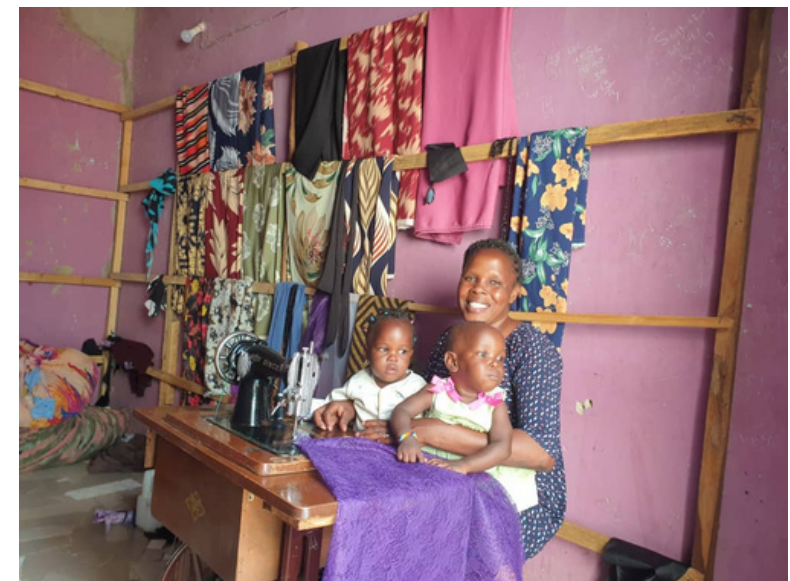
Sustainable Businesses

Once a baby reaches six months of age, their reliance on formula milk reduces. However, they then require a nutritious diet rich in fresh fruit and vegetables, something many families living in poverty struggle to provide. To ensure that the initial nutritional support leads to lasting impact, we support caregivers to establish small, income-generating businesses. This enables families to afford nutritious food and meet their children's needs independently. Our experience shows that even modest support can transform an entire household, allowing families not only to survive, but to care for their children with dignity and security both now and in the future.

Impact

We work closely with families to identify small businesses that are both viable within their local context and aligned with the caregiver's skills and experience. This careful planning, combined with ongoing support and regular monitoring, means that the majority of businesses established through Maisha Matters are successful and sustainable.

Maisha Matters may begin with a malnourished baby, but it ends with the empowerment of an entire family. The long-term impact of a stable income is profound: children are more likely to be well nourished, receive medical care when ill, and attend school consistently, laying the foundations for healthier, more secure futures.



 **£25-
£250**
businesses setup costs





Sophia's Story

When baby Sophia was just days old, her world changed forever. Her mother tragically died from a severe infection shortly after giving birth, leaving Sophia without the one person she depended on for survival.

In the midst of grieving for her daughter, Sophia's grandmother, Mariam, found herself facing an unimaginable responsibility. Already living in deep poverty, she suddenly became the sole caregiver for four children, including a fragile newborn. Mariam was exhausted and overwhelmed, yet determined to keep her family together.

The cost of a single tin of formula milk was several times more than her weekly income. She managed to buy one tin using her small savings, but when it ran out, she had no choice but to feed Sophia thin porridge, hoping it would be enough to keep her alive.

Sophia became malnourished and was signposted to Maisha Matters by the hospital. When Mariam first arrived at Forever Angels, she was frightened and ashamed, convinced that asking for help might mean losing her granddaughter.

Instead, she was met with reassurance and compassion. She was gently told that Maisha Matters exists to keep babies within their families, not to separate them, and that we wanted to support her to care for Sophia safely at home.

That moment marked the beginning of a very different journey, one rooted in dignity, support and hope.

Maisha Matters exists to keep babies within their families, not to separate them.

Kulwa, Dotto and Tatu's Story

Kulwa, Dotto and Tatu were born prematurely as triplets into a family already facing immense hardship. Their mother, Caren, was living with a long-term illness and, despite her determination, was unable to produce enough breast milk to feed even one baby, let alone three.

As the weeks passed, all three babies became severely malnourished. Recurrent diarrhoea led to rapid weight loss, and their fragile health deteriorated further. When the children's father left, Caren was left alone, unwell and overwhelmed, with no income and no way to meet her babies' most basic needs.

At a critical moment, the triplets were referred to Forever Angels through a local hospital. We immediately provided life-saving formula milk, and Caren began bringing the babies for weekly weighing and to attend our training sessions.

Gradually, the triplets began to gain weight. Their health stabilised, their strength improved, and the cycle of illness started to break.

Once the babies were stronger, we supported Caren to establish a small tailoring business she could run from home. This allowed her to earn an income while continuing to care for her children. Today, Kulwa, Dotto and Tatu are healthy toddlers, and Caren has a sustainable way to support her family with dignity, independence and hope for the future.

Caring for triplets is overwhelming for any parent - a small hand up can mean the difference between loss and survival.



From Survival to Stability: Measuring Long-Term Impact

A key area of development within this strategic period is strengthening our long-term impact measurement for the Maisha Matters programme. In addition to ongoing monitoring during participation, we now carry out 5–10 year follow-up visits with families who previously graduated from the programme. During these visits, families complete the original baseline questionnaires, allowing us to compare outcomes over time and assess sustained change. Early findings are extremely encouraging, with children remaining healthy, enrolled in school, and family businesses still operating successfully years later. This longitudinal data enables us to measure our impact against national indicators, including the WHO statistic that approximately 5% of children in Tanzania do not survive to the age of five, and provides powerful evidence of the long-term effectiveness of early intervention and family-based support.

Case Study: Joyce

Joyce joined the Maisha Matters programme in March 2016, just one month old. Her mother, Susan, was alive but unable to breastfeed due to severe infection, leaving Joyce malnourished and losing weight. Living in poverty and surviving on one meal a day, Susan had no means to buy formula and was feeding Joyce maize porridge in desperation. Referred by the local hospital, Susan began attending weekly Maisha Matters sessions at Forever Angels, where Joyce received life-saving formula milk and regular weight monitoring. Susan took part in training on health, nutrition, hygiene and business skills.

When Joyce was seven months old, we supported Susan to start a small fried-fish business. She quickly expanded, adding snack sales and later opening a small hair salon beside her stall. With a modest top-up from Maisha Matters, she was able to buy equipment and grow her business further.

When we visited again in 2025, nine years later, Susan's hair salon was thriving and employing two staff members. Joyce was healthy, happy and doing well at school.



Susan and Joyce's journey shows the long-term power of early intervention, where life-saving nutrition, practical training and economic support transform not just a moment of crisis, but a family's future.

Maisha Matters Social Franchise

The success of Maisha Matters made it clear that this model should not be limited to one location. We believe strongly in building on what works, rather than reinventing solutions, and our priority has always been to reach as many malnourished babies as possible with life-saving support.

To achieve this, we developed a Social Franchise model, a collaborative, non-profit approach to sharing proven ideas and practices with like-minded organisations. This enables the impact of Maisha Matters to extend far beyond Forever Angels, while remaining grounded in quality, consistency and shared values.

We created a comprehensive Maisha Matters Manual and Training Programme, allowing partner organisations to be fully trained in delivery while ensuring high standards of care and best practice are maintained. Ongoing monitoring and support are built into the model to safeguard quality and accountability.

Partners are selected carefully, with a strong emphasis on shared values, particularly the belief that children should be raised in families wherever possible. Our Maisha Matters Team provides regular oversight and visits to partner centres to support teams and ensure standards remain consistently high.

Today, trusted partner organisations are delivering Maisha Matters successfully in Mwanza, Geita, Arusha, and Dar es Salaam, extending life-saving support to vulnerable babies and families across Tanzania.



Maisha Matters Franchisees

Neema House: Geita

Geita is a mining town 125 miles away from Mwanza and was the first organisation we partnered with to roll out Maisha Matters back in 2017.

Cheryl, the Manager of Neema House, had a longstanding friendship with Amy and runs a Baby Home in Geita.

Both centres share the fundamental belief that children should be raised, wherever possible, in loving families. Geita region has very high rates of malnutrition and there was a huge need for Maisha Matters. The impact they have shown is immense.

Since 2017 when they started, they have:

- ✓ Provided 1,431 malnourished babies with formula milk (in 1,241 families including 136 sets of twins and 27 sets of triplets).
- ✓ Given out 94 mosquito nets, protecting 583 beneficiaries from the nightly dangers of malaria.
- ✓ Supported 56 families to set up a business – enabling them to become self-sufficient and food secure.
- ✓ Supported 110 families with HIV and signposted them for treatment and counselling.
- ✓ Ran 416 training sessions for the Caregivers educating the family about Malaria, HIV, Hygiene, Food and Nutrition and First Aid.
- ✓ Given out crisis items to all 1,241 families – including mattresses, school equipment, food parcels, peanut butter and medical support.



Maisha Matters Franchisees

AAIDRO: Arusha

Arusha is 600 km away from Mwanza and in 2024, AAIDRO began running Maisha Matters through its local hospital.

AAIDRO (Arusha Archdiocese Integrated Development and Relief Office) is a well-established non-profit organisation focused on empowering marginalised communities and promoting sustainable development across the region.

Since 2024 when they started, they have:

- ✓ Provided 57 malnourished babies with formula milk (in 39 families including 14 sets of twins and 2 sets of triplets).
- ✓ Supported 6 families to set up a business – enabling them to become self-sufficient and food secure.
- ✓ Ran 68 training sessions for the Caregivers - educating the family about Malaria, HIV, Hygiene, Food and Nutrition and First Aid.
- ✓ Given out crisis items to all 39 families – including mattresses, school equipment, food parcels, peanut butter and medical support



Maisha Matters Franchisees

Kulea: Dar es Salaam

Kulea, started running Maisha Matters in November 2021. They are already making a big impact in the Dar community.

- Provided 301 malnourished babies with formula milk (in 184 families including 32 sets of twins and 42 sets of triplets)
- ✓ Supported 48 families to set up a business – enabling them to become self-sufficient and food secure
- ✓ Ran 216 training sessions for the Caregivers, - educating the family about Malaria, HIV, Hygiene, Food and Nutrition and First Aid
- ✓ Given out crisis items to all 184 families – including mattresses, school equipment, food parcels, peanut butter and medical support.



Maisha Matters Franchisees

The Future

The success of Maisha Matters, delivered in partnership with trusted organisations across Tanzania, has shown us that this model has the potential to reach far beyond its original beginnings. Seeing our partners run the programme effectively within their own communities has strengthened our belief that the model truly works and should continue to reach even more vulnerable babies.

A very long term vision would be to expand beyond Tanzania, into Uganda and other East African countries. Our dream remains simple but bold: that no child should die from malnutrition. If Maisha Matters can play a meaningful role in addressing the wider challenge of global hunger, we are committed to continuing to share and strengthen our Maisha Matters model.

Despite this long-term vision, the disruption caused by the COVID-19 pandemic, combined with ongoing global economic uncertainty, means that our current focus is on strengthening and sustaining the programmes we already run. For the immediate future, we are prioritising quality, stability and impact across existing Maisha Matters centres rather than actively seeking new partners. By consolidating what we have built, we can ensure that the programme remains strong, effective and well-placed for future growth when conditions allow.



Caring for
Tanzania's
most
vulnerable
children

Forever Angels
**Family
Homes**

Highlights of Last Year

9

227 in total



children reunified with their biological family

12

168 in total



children adopted into their Forever Family

92

in Mwanza



babies remain in their own homes through Maisha Matters Mwanza

Continued decrease of babies in our care

One of our most encouraging achievements is the continued reduction in the number of children needing admission to Forever Angels, a direct result of the success of Maisha Matters. Being able to support children within their own homes, cared for by their extended families, is at the heart of what we do. Family preservation and strengthening remain our greatest successes and the outcomes we celebrate most.



Successful Transition

Transitioning away from the Baby Home model to Family Based Care has been such a positive transformation for Forever Angels. All children at Forever Angels now live in one of four family homes on our site with a Mama, Aunt and up to 8 children. This has been so successful and we have seen immense benefits in the health, happiness and attachments of the children.



Hosted a party

We held a 19th birthday party for Forever Angels and celebrated with our wonderful staff and children.



Staff Development

We continued our Staff Development and gave staff training in Trauma Informed Care, First Aid and Play.



Volunteers

Our volunteer programme has a focus on recruiting volunteers with specific skills to help train our staff and develop Forever Angels as an organisation.

Forever Angels Family Style Homes

Forever Angels believes in FAMILY.

The transition to Family Style Homes in 2022 has been one of the most positive and transformative developments in Forever Angels' history. The move away from a traditional Baby Home model was smooth and carefully managed, and it quickly became clear that this approach was the right one for the children in our care.

Within weeks, we saw secure attachments forming between children and their House Mamas, alongside marked improvements in language development, emotional regulation and overall well being. The children are calmer, happier and more settled, and the family units within each house are thriving. Since the transition, children have continued to move on to permanent families, returning to biological relatives where possible or being adopted. The family homes have adapted seamlessly as children arrive and depart.

Our goal for every child remains the same: a loving, permanent family. Research shows that when children are able to form secure attachments early in life, they are better equipped to transfer those attachments to new caregivers and build healthy, lifelong relationships. Our focus is therefore on ensuring that while children are with us, they experience stability, love and secure relationships within a family setting.

After 17 years of caring for children in a Baby Home environment, we are deeply encouraged by the success of this new chapter. Family Style Homes are now fully embedded within Forever Angels, and they continue to provide a strong, nurturing foundation for children as they prepare for life beyond our care.



Chui House

Family
Style
Homes



Simba House



Family
Style
Homes



Tembo House



Family
Style
Homes



Twiga House

Family Style Homes



Caring for At-Risk Children

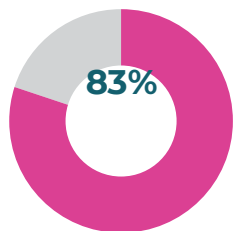
Forever Angels was established in 2006 to provide emergency care for orphaned and abandoned babies when no safe family alternative exists. Wherever possible, our first response is always to support children to remain at home through Maisha Matters, strengthening families so they are able to care for their own children. In the small number of cases where this is not possible, including situations of abandonment, Forever Angels provides a temporary place of safety.

Our focus is on delivering high-quality interim care within a family setting, with the clear aim that every child will go on to grow up in a loving, permanent family. To date, 83% of the 501 children who have left Forever Angels have either returned to their relatives or been adopted into new families.

Forever Angels now operates four family homes, each staffed by a dedicated Mama and Aunt and home to up to eight children. Children also have access to an on-site pre-school and a sensory room designed to support children with additional needs.

For those children who require short-term care, we provide the highest possible standard of medical, nutritional, educational and emotional support within the context of a developing country, all delivered within nurturing, family-style homes. Family life sits at the heart of everything we do. While children are with us, they are raised in stable, loving family units, enabling them to form secure attachments and thrive during these critical early years, until they are able to return home or be adopted.

All children are admitted to Forever Angels through the Social Welfare Department and only when it has been assessed that no relatives are able to provide care. Age-appropriate children attend our on-site pre-school, which continues to develop and offers a broad, balanced curriculum informed by the UK model.



83% of the children who enter our care have returned to live with their biological families or have been adopted into new loving families.



Special Needs

Over the years, Forever Angels has cared for many children with complex medical conditions and Special Educational Needs. Our staff team includes individuals with specific training and experience in supporting children with additional needs. Daily care includes physiotherapy, feeding support and structured sensory activities, with regular access to our purpose-built Sensory Room.

We are equipped with specialised resources and benefit greatly from skilled volunteers who support our work by providing training in areas such as physiotherapy, inclusive care, specialist feeding, and safe handling techniques. This ongoing learning helps ensure our care remains responsive and high quality.

We are encouraged by the emergence of dedicated children's homes in Tanzania that specialise in supporting children with complex needs. Where appropriate, and once children are too old to remain at Forever Angels, we work closely with Social Welfare to ensure that children with disabilities or long-term medical needs can transition to loving, appropriate homes where they can be cared for throughout their lives.

Maisha Matters also supports a number of children with disabilities and medical conditions within their own families. Through tailored guidance, practical support and education, we enable caregivers to meet their children's specific needs at home. By working alongside families in this way, we hope to contribute to reducing stigma and challenging negative perceptions around disability within the wider community.



Exit Strategies

Returning Home To Relatives 48%

Wherever possible, and in the majority of cases, children who come to Forever Angels are ultimately reunified with their extended families, providing them with a permanent home. This process begins early, with careful identification of relatives, encouragement of regular visits, and intentional support to help bonds form and strengthen between the child and their family. By the time reunification takes place, the transition feels natural rather than disruptive.

In many cases, we also support the primary caregiver to establish a small, sustainable business. This ensures the family has a reliable income and the capacity to meet the child's ongoing needs once they return home.

Although our formal responsibility ends at the point of reunification, we place great importance on staying connected. Through close relationships with families and local organisations, we continue to monitor children's well being, development and health. Many children return to visit us regularly, for health checks, school support, or simply to say hello and proudly show us how well they are doing, something we always treasure.

Foster Care / Adoption 35%

Where reunification with biological relatives is not possible, we work closely with Social Welfare to begin the legal process for adoption. Adoption in Tanzania is governed by strict regulations, and we adhere closely to these requirements to ensure that children are only placed with thoroughly assessed families, and only when no suitable biological relatives can be identified.

Transfer to Older Children's Home 15%

When a child reaches the age of five and reunification or foster placement has not been possible, we work with Social Welfare to support their transition to another appropriate children's home. We have established strong partnerships with Mavuno Village, Village of Hope and Bethany all of which operate family-style care models where children live in small homes with dedicated caregivers and siblings. Wherever long-term residential care is required, our priority is for children to grow up in nurturing, family-based environments rather than large institutional settings.



Community Impact

Forever Angels is widely regarded as a positive and reputable local employer, and roles within the organisation are highly sought after. Our workforce is made up entirely of local Tanzanian staff, with women representing around 90% of the team, contributing directly to the economic empowerment of a group that is often marginalised.

We place strong emphasis on ongoing staff development. Almost all team members have received training in areas including child care, special needs, food safety and hygiene, dental hygiene, HIV awareness and first aid. This knowledge not only strengthens the quality of care provided at Forever Angels, but is also applied within staff members' own families and shared more widely within their communities, extending the impact beyond our organisation.

In addition to providing stable employment, Forever Angels contributes to the local economy through its regular spending on food, supplies and building projects. Local market traders, taxi drivers, motorbike taxi operators, hotels and other small businesses benefit from this activity, creating a positive multiplier effect within the Mwanza community.



**Local
Tanzanian
Staff**



**Women
Employees**

350+

**Beneficiaries
supported by
our 45 staff**



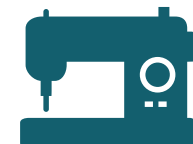
**A local taxi driver bought a
new vehicle from increased
income from Volunteers**



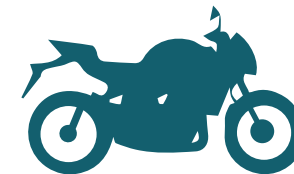
**A local farmer has seen
his sales double as he
sells his cows' milk to us**



**An NGO for disabled teenagers
supplied over 1200 staff
uniforms, funding advertising
to increase income**



**A local tailor who has
been making clothing
for Volunteers bought a
new sewing machine**



**Volunteers used a new social enterprise of
all female motorbike riders that helped
give confidence, practise and expansion**



Our Global Community

Forever Angels comprises four parts:

- A Tanzanian Non-Governmental Organisation, called Forever Angels Tanzania, which runs our Family Homes, Maisha Matters and cares for day to day running of the Charity
- A UK Registered Charity, Forever Angels UK, which acts as the advisory body, raises awareness and is the main fundraiser.
- An Australian Registered Charity, Forever Projects, which raises awareness and funds for our projects in Tanzania.
- A USA Board, Forever Angels USA, which has 501c3 status and which acts primarily as a fundraising body.

Forever Angels was founded by Amy Hathaway and her husband Ben, both UK citizens. The family lived in Tanzania for twelve years, during which time the organisation was firmly established and grown. In 2014, day-to-day leadership was formally handed over to a highly capable Tanzanian management team, with Amy continuing to provide strategic oversight and support from the UK.

Alongside our local staff team, Forever Angels has been enriched by the involvement of short and long term volunteers from around the world. These volunteers play an important role in strengthening our work and connecting us to a wider global community. All volunteers are carefully selected, with relevant professional skills and experience, and commit to a minimum stay of one month. Their focus is on training and mentoring staff, sharing expertise, and contributing to the long term development of the organisation.

Beyond their time on site, many volunteers continue to support Forever Angels once they return home. They help raise awareness, advocate for our work, and provide vital fundraising support that sustains and grows our programmes. Today, the Forever Angels global volunteer community spans 14 countries, connected through strong relationships and our online and social media platforms.



Message from Josephine

Managing Director

Over the past 19 years, Forever Angels has been privileged to witness countless positive outcomes and truly joyful endings. Seeing children move on to permanent, loving families, whether through adoption or reunification with relatives, stays at the heart of why we do this work.

Since our journey began in 2006, Forever Angels has cared for 501 babies. Of these, 168 children have been adopted, and 228 have been reunited with their families, returning home to grow up within their extended families. Today, children at Forever Angels live within nurturing family homes, each cared for by a Mama and an Aunt.

The children are thriving, and the secure attachments and bonds forming within these homes are very encouraging. The move to Family Based Care has provided children with the stability, love and sense of belonging that comes from family life, including the joy of growing up alongside siblings in a safe and supportive environment.



Message from Lilian

Manager

It is within a family that a child experiences love, joy and a sense of peace, and where they first learn what it truly means to love and be loved. After 19 years of caring for babies within a Baby Home environment, Forever Angels has now fully embraced Family Based Care, a change that I believe is in the best interests of every child we support.

Knowing that our children are growing up in loving family homes, forming strong attachments and learning to care for one another, fills my heart with joy.

I was fortunate to be raised in a family full of love and support, and I know how deeply that shapes who you become. Not everyone has the privilege of choosing their family, and sadly many children do not experience that sense of belonging.

At Forever Angels, our hope is to give each child the closest possible experience of a loving family, so that one day they can go on to create strong, nurturing families of their own. In this way, love continues to ripple outward.

Priorities and Plans

These are the current directions, priorities and thinking that will guide our 2026 plans:

- Amy Hathaway, the Project Manager and Founder, will continue to focus her work on marketing, forward planning and maintaining an active liaison between Forever Angels branches in Tanzania, the UK, Australia and America.
- Lilian and Josephine, Forever Angels Managers, will continue to manage their Team. They will continuously train the Assistant Managers to take more responsibility at Forever Angels so their time is freed up for more complex cases. They will work alongside Hassan, who is Director of Maisha Matters, to continue to deliver Maisha Matters each week.
- We will continue to liaise with our three partners who are running Maisha Matters - Neema House, AADRO and Kulea. We will carry out site visits and conduct quality control assessments to ensure best practice is happening.
- Forever Angels Managers will maintain close, regular communication with the UK Project Director in terms of sending financial reports, monthly Manager Reports, and Social Welfare Statistics, as well as day to day communication about the children, their health and development. They will also incorporate detailed statistics arising from Maisha Matters so that we can continue to monitor and evaluate our impact.
- Continue to have a strong working relationship between FA Trustees/ Directors and Staff.
- Promote Maisha Matters and our transition to Family Based Care among other NGOs in the hope of spreading good practice.
- Whilst our maximum capacity at Forever Angels has always been 60 children, our target is to keep the current reduction in numbers (at around 32 children living in four family homes) as we work in conjunction with Maisha Matters to support, whenever possible, at-risk babies in their own homes.
- Continue to work with Egmont, ALMT, and The Lewin Trust as our key funders. Focus extra fundraising on small trusts and foundations.
- Continue to gather 5-10 year follow up data from Maisha Matters families which allows us to see the long term impact our support has made (including comparing to national statistics of infant mortality).
- With support from Egmont funding, continue to give more direct support to our HIV positive families, carrying out monthly training and support groups for them, focusing on nutrition. Continue to teach sack gardens to boost the daily intake of vegetables for families.
- Continue to develop the 'Apprenticeship Programme' within Maisha Matters involving paying graduated Maisha Matters families who are well established in a successful business, to take on one or two apprentices (from our current Maisha Matters beneficiaries) to support and train them to start their own businesses.
- Maximise the benefit of our expanding Global Community ensuring good communication and support between Forever Angels UK, Forever Angels USA and Forever Projects in Australia.
- Continue to work closely with Bethany, Mavuno Village and Village of Hope so our older children (who cannot return home or be adopted) have good options when the time comes to transfer them. There are many poorly run orphanages in Mwanza and we need strong relationships with successful centres to ensure the best future for Forever Angels' children - particularly centres offering 'family based' care.
- Encourage and build upon budgeting and saving with the Maisha Matters families.
- Support the Tanzanian Board and encourage them to develop in the role of local fundraising, local advocacy of adoption as well as keeping up to date with all Tanzanian laws and regulations in relation to the charity.
- Recent post-election unrest has highlighted the importance of organisational preparedness. We will review and strengthen our internal processes to ensure we are well equipped to respond to any future periods of civil unrest. This will include refining communication and decision-making protocols, reviewing site-based safety and supply planning, and ensuring staff are clear on procedures during periods of instability. Our focus will be on maintaining continuity of care for children and families while prioritising safety and well being.

Development Plan 2026

Maisha Matters Policy		
Objective	Costing / Funding	Responsibility
Maisha Matters in Mwanza to support malnourished babies and their families in the community through provision of weekly formula milk, training and business set ups.	X 75 families (at £650 each) = £48,750	MM Team in Tanzania + UK Director
Run weekly Training Workshops for Maisha Matters and ensure they are engaging and interactive utilising all resources available.		MM Team in Tanzania
Using our Social Franchise framework and Maisha Matters manual, we will build relationships with like-minded NGOs in Tanzania and East Africa, sharing learning and raising awareness of the Maisha Matters model, with a view to potential future partnerships when the time is right.		MM Team in Tanzania + UK Director
Continue to develop the 'Apprenticeship Programme' within Maisha Matters involving paying graduated Maisha Matters families who are well established in a successful business, to take on one or two apprentices (from our current Maisha Matters beneficiaries) to support and train them to start their own businesses	£15,000 (Funded by Forever Projects)	MM Team in Tanzania + UK Director
Fund the first 25 babies at new expansion centres when funding allows this to restart. (Maximum of one new centre per year).	£16,250 per centre	UK Director
Monitor graduating families to ensure long term success using our new 5-10 year questionnaire to monitor long term impact and change within the families so we can assess the impact of our work against the WHO statistic of 5% of children dying before the age of 5 years in Tanzania.		MM Team in Tanzania + UK Director

Maisha Matters Policy		
Objective	Costing / Funding	Responsibility
Maintain good links with Bugando Government Hospital, The Police, Baylor HIV Centre and Social Welfare to ensure all malnourished and needy families continue to be referred to our programme.		, MM Team in Tanzania + UK Director
Enhance and deepen liaison with our three partners who are currently running Maisha Matters - Neema House in Geita, AIDRO in Arusha, and Kulea in Dar. Maintain an active WhatsApp group for any immediate support and questions. Carry out site visits and conduct quality control assessments to ensure best practice.	£2,000	MM Team in Tanzania, UK Director, Arusha Director and Geita Director
Work with at-risk families in the community who may not meet the criteria for Maisha Matters (i.e. Children with Albinism, Special Needs, HIV etc) who are in danger of persecution by giving them safe places to live / income generating support / Advice etc		MM Team in Tanzania + UK Director
Use 'best practice', 'graduated' Maisha Matters families to train other families during the weekly workshops.		MM Team in Tanzania
Encourage Maisha Matters families to use our money saving system.		MM Director, MM Team in Tanzania
Maximise the benefit of our expanding Global Community ensuring good communication and support between Forever Angels UK, Forever Angels USA and Forever Projects in Australia.		MM Director, MM Team in Tanzania

Development Plan 2026

Forever Angels Policy		
Objective	Costing / Funding	Responsibility
Capacity to remain at 32 babies in conjunction with Maisha Matters and our desire to support more babies in their own families whenever possible and to limit each of our four family houses to a maximum of 8 children.		FA Tanzania and UK Director
Support the Tanzanian Board and encourage them to develop in the role of local fundraising, local advocacy of adoption as well as keeping up to date with all Tanzanian laws and regulations in relation to the charity.		FA Tanzania, New FA Tanzania Board and UK Director
Maintain and extend a strong relationship with Mavuno Village, Bethany and Village of Hope where Forever Angels children can transfer once they reach 5 years of age and live in a family style home as opposed to an institutional setting.		FA Tanzania and UK Director
Work closely with Social Welfare/other NGO's to ensure that our intake consists of babies we can most effectively help within our Organisation – those who need emergency short term care or those with no known family and who can be adopted.		FA Tanzania and UK Director
Further promote a programme of information and education about adoption in the broader community, assisted by past adoptive families and our Forever Angels Staff		UK Director + FA Managers
Ensure our Fundraising Strategy matches our budget needs.		FA Tanzania and UK Director
Continue to focus on our Donor Retention Strategy, particularly focusing on one off donors. to encourage more long term support.		FA Tanzania and UK Director
Reach out to the Global Community to recruit new FAUSA Trustees and to reinvigorate the American arm.		FA UK and Forever Projects

Finances and Funding		
Objective	Costing / Funding	Responsibility
Secure funding for on going running costs of Forever Angels	Desired £250,000	UK Director and UK Trustees
Secure funding for on going running costs of Maisha Matters.		UK Director and UK Trustees
Expand fundraising within Tanzania and increase local donations to Forever Angels.	Target £5,000 or goods in kind	FA Tanzania + UK Director
Continue to provide Managers with a monthly 'Social Budget' to allow them to meet and accompany volunteers / other NGO workers outside Forever Angels.	£1,000	FA Tanzania
Maintain current donor base through effective donor retention - presentations, personal relationships etc		UK Director and Trustees
Focus on low effort, high impact fundraising – Small Foundations and Trusts.		UK Director
Devise a Risk Policy and an Investment Policy for Forever Angels UK.		UK Trustees

Development Plan 2026

Staffing		
Objective	Costing / Funding	Responsibility
Amy Hathaway to continue the post of Founder and Director to oversee the strategic running of Forever Angels from the UK. She will focus her work on marketing, fundraising, forward planning and maintaining an active liaison between Forever Angels branches in Tanzania, the UK, Australia and America.	£40,000 (to include salary, flights, visas, pension etc)	FA UK
Forever Angels Managers will maintain close, regular communication with the UK Project Director in terms of sending financial reports, monthly Manager Reports, and Social Welfare Statistics, as well as day to day communication about the children, their health and general issues within the family houses. This needs to incorporate detailed statistics arising from Maisha Matters so that we can continue to monitor and evaluate our impact.	N/A	FA Tanzania + UK Director
Lillian and Josephine to train Assistant Managers in the day to day running of Forever Angels; and to work alongside Hassan (who is Director of Maisha Matters in Tanzania) and the rest of the Maisha Matters Team to continue to deliver Maisha Matters each week.		FA Tanzania + UK Director
General training of staff by volunteers to include IT, English conversation, Physiotherapy, Play Therapy etc		FA Tanzania + UK Director
Continue to develop viable working relationships between all arms of Forever Angels and its Partners.		FA Tanzania + Volunteers
Develop and maintain succession plans for the Core Management Team.		FA Tanzania + UK + AUS + USA
Give training and upkeep the skills of our Social Workers, Community Development Officers and Administrator.		FA Tanzania + UK Director

Pre-School and SEN		
Objective	Costing / Funding	Responsibility
Re-build the volunteer programme recruiting volunteers with specific skills and expertise to help develop the staff through training.		
Advertise for Pre-school Teacher Volunteers to come to specifically focus on training our Pre-school teacher, especially on Montessori type teaching and making equipment with local resources.		FA Tanzania + UK Director + Volunteers
Training on positive discipline for Pre-school teacher.		FA Tanzania + UK Director + Volunteers
Encourage 'Inclusive Education' and train staff how to achieve it.		FA Tanzania + UK Director + Volunteers
Give daily physiotherapy to our Special Needs children.		FA Tanzania + SEN Staff
Update Individual Education Plans for all SEN children to guide their 1:1 sessions with their House Mama, SEN staff and volunteers		FA Tanzania + UK Director, SEN Staff and Volunteers
Infrastructure		
Upkeep and general maintenance on all buildings on site	£5,000	FA Tanzania
Health and safety		
Further training for all staff in First Aid, Health and Hygiene, SEN, key medical ailments, and general hygiene practices.		FA Tanzania + UK Director
Review Fire Policy and practise fire drill		FA Tanzania + UK Director
Training for cooks on Health and Hygiene to improve overall standards of food preparation, cooking and storage.		FA Tanzania + UK Director
Improve and maintain security by replacing or repairing fencing reed matting.	£1,000	FA Tanzania

Financial Review 2024/2025

Where did the money come from?

In the 2024/25 financial year the total income of FAUK, was £262,316, slightly higher than that of 2023/24 (£247,745) but both years remained within 5% of our indicative target of £250K.

As ever, we continue to thank our loyal cohort of regular donors who contributed over £80K. The UK Government's Gift Aid scheme allowed many of our UK tax-paying donors, both regular and one off, to add an additional £12K from that scheme.

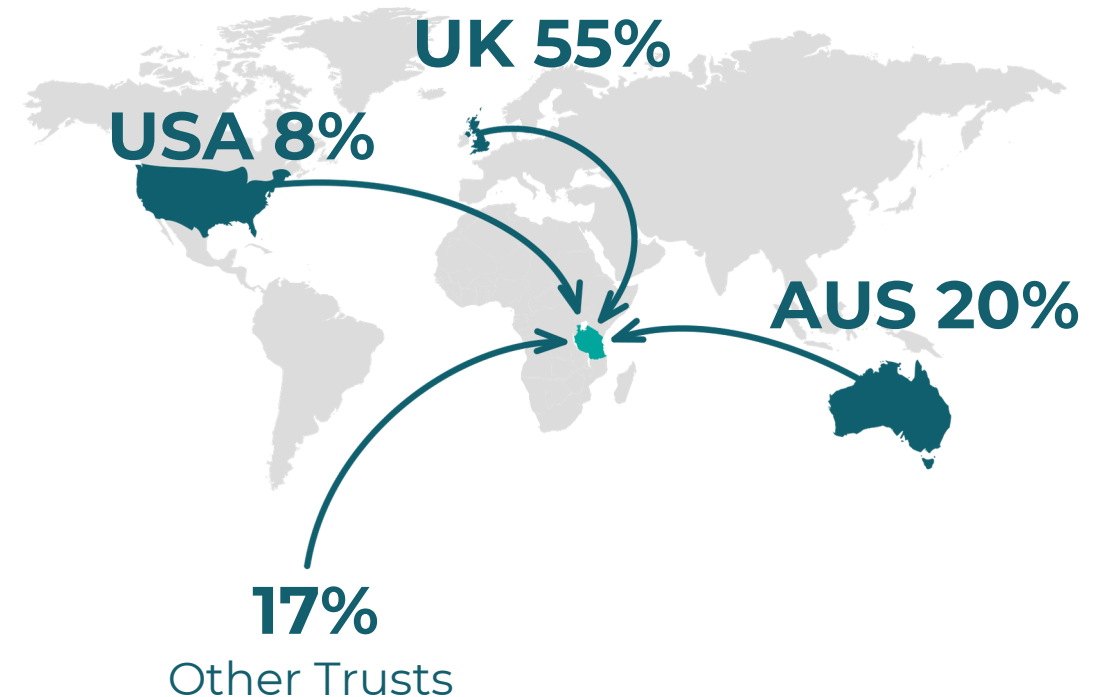
We also received just over £73K (2023/24, £71K) in grants, many from small foundations with awards in the £1 to 5K range. Other donations from larger trusts which, in some cases, have been supporting Forever Angels over a number of years, are paid directly to FATz.

The Forever Angels family remain extremely grateful to all its supporters, whether they be large or small, without whom none of our work helping disadvantaged babies and families in Tanzania could be achieved.

Investment income from our cash reserves held in savings accounts in the Coop and Virgin Banks totalled £6,109, very similar to 2023/24 (£6,157). During the year, £20,000 was transferred from our Coop savings account into our Coop current account to ease a potential cash flow issue which was arising in January 2025. Grants to Tanzania totalled £216,579 (2023/24 £196,000) which was closer to the total grants provided in 2022/23. These grants were principally to FATz but there was also a small grant of £1,578 as an initial 'start-up' to AAIDRO who started a Maisha Matters Social Franchise in Arusha in June 2024.

The FAUK's current account balance at year end was £35K (2023/24, £19K) and cash reserves in interest bearing accounts totalled £162K (2023/24, £177K). FAUK remains comfortably within its target of having over 50% of its annual expenditure available within its current account and cash reserves. However, raising money to meet the targets of a charity like FAUK is a continuing challenge. We live in an uncertain World and the civil unrest in Tanzania surrounding the elections in November 2025 has become a new uncertainty for which we have to be prepared. Having a strong balance in our reserves is one way we can be prepared for such future challenges.

The success of the Forever Angels can be measured by the simple fact that the tremendous family of donors who support this work now covers three continents.



Financial Review 2024/2025

Where did the money go?

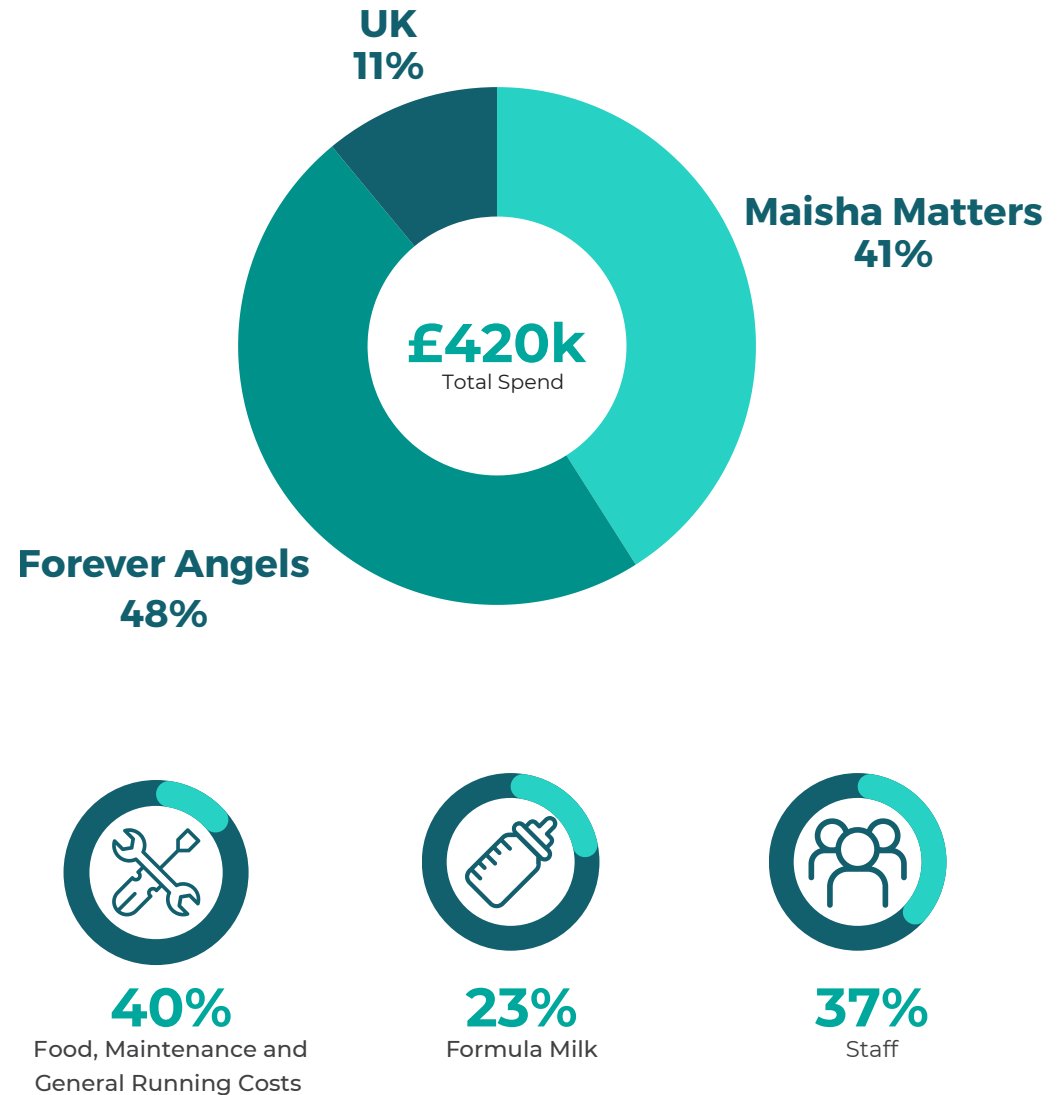
The Project Manager and Founder is FAUK's one employee. Half of her time is dedicated to fundraising and, unlike many charities, FAUK does not employ any additional external resources for fund raising, nor does it invest heavily in fund raising events. The various proportions of FAUK's overall expenditure were 83.5% on grants to Tanzania, 14.5% on the one UK employee, the remainder being spent on administration and miscellaneous items. These percentages are very similar to 2023/24. As in previous years, all other functions in the UK are carried out by member of the Trustee Board on an entirely voluntary and unpaid basis. No Trustee was paid any expenses. FAUK is justly proud that such a small proportion of the funds raised are spent on staff and administration.

At the end May 2025, the final month of the Forever Angels UK Ltd Financial Year, a small 'profit' of just over £3k was declared; we are just managing to balance our expenditure with our income.

The grants from Forever Angels UK contributed 55% of the running costs in Tanzania, very similar to the amount sent in 2023/24. A further 28 % came from our Forever Projects friends in Australia and from Forever Angels USA. In addition. 17% of the costs were provided by Egmont and another long term donor who have generously provided funding over several years.

The graphic shows that total expenditure by FAUK and FATz was approximately £420K, with 11% being spent in the UK, 48% on the Tanzanian Family Homes, and the remaining 41% on Maisha Matters. The proportion going towards Maisha Matters increases each year.

The biggest single item of expenditure in Tanzania continues to be the employment of local staff which in 2024/25 made up 37% of the Tanzanian costs. FATz pays its staff fair and, by local standards, generous salaries. As a consequence, FATz has a loyal and hard working group of care and support staff, comprising all Tanzanian nationals, dedicated to the welfare of the babies in the family style homes, and the Maisha Matters projects. The second biggest single item of expense is Formula Milk which in 2024/25 made up 23% of the Tanzanian bills. The remainder of the Tanzanian expenditure is spent on food, medical bills, maintenance costs and general running costs.



Financial Projections 2026

What is our financial future?



Family Houses expenditure



Maisha Matters expenditure



Reserves



Social media fundraising



Grants/Foundation



Individual donors

As explained earlier, whilst FAUK has cash reserves comfortably within its target, we recognise the potential need to call upon these reserves in the future should income drop below that which has been achieved in recent years. Attention has already been drawn to the potential risk arising from social unrest in Tanzania. In addition, the overall state of the charity sector is fragile. Cost of living increases affect most of our donors and the charity sector, which inevitably receives a large part of its income from individuals' discretionary expenditure, struggles. As such, fundraising within the Forever Angels family is getting increasingly challenging.

FATz relies on additional support from our Australian friends who provide grants to FATz directly, but they have not always been able to always meet their targets. FAUSA who also provide direct grants, have not been able to increase their income for several years. All this leads to careful circumspection about any expansion of our work in Tanzania. In fact, apart from the change of partner in Arusha and the support that Forever Angels may continue to give this organisation whilst they establish themselves, no change to the Maisha Matters franchise is planned for the foreseeable future. This 'continue as we are' policy – maintaining the four families within the Mwanza Family Home, and the four Maisha Matters projects (Mwanza, Arusha, Dar as Salaam and Geita) – is rightly one of caution, recognising that just standing still does not stop cost increases. Formula Milk continues to be a major expense and the cost of a tin of milk seems to rise considerably more than the general increase in the cost of living.

One of our strengths has been the broad spread of our source of funds, but our fundraising will continue to focus on; maintaining our loyal donor base, making appeals through regular newsletters and updates and making grant applications to mainly small foundations. Until recently, we had a reliable source of income from the Donorsee platform but, sadly Donorsee closed its doors to further fundraising in January 2026. Experience has also taught us that many trust funds and foundations are willing to make small unrestricted grants based, following an application, on seeing the success that the Forever Angels model has achieved. We also recognise that FATz has already received several years support from two or three large trust funds which eases the burden on the FA family, but we can not always count on their continued support. We will be seeking further support from new trust funds.

We anticipate that we may see a return of more volunteers in 2026. Our volunteer policy, which was reinstated in 2023/24, following earlier COVID restrictions, remains clearly focused on encouraging skilled professionals rather than young people looking for life experiences and we hope to increase the number of volunteers in the coming year. Finally, the purchase of a new car to replace the ageing Toyota Land-cruiser in Mwanza has been on the agenda for the past year and we expect to be able to realise this purchase in the near future.

Overall, we anticipate that expenditure will continue at a similar level to that of recent levels and that income from our various sources will be able to match that expenditure.

Acknowledgements

Forever Angels would like to sincerely thank the following organisations for their valued support and partnership. Together, they have played a vital role in helping us achieve our goals in 2025.

MAJOR FUNDERS



egmonttrust.org



tibra.com



researchpartnership.com



globaldevelopment.org.au



foreverangelsusa.org

Forever Projects.

foreverprojects.org



Reuse Littleborough



almt.org



lewintrust.org

Austin Bailey Foundation
Ashfield Junior School
Birchley St. Mary's Third World Group
C.B & H.H. Taylor 1984 Trust
C+R Pignatelli Foundation
CMS Tanzania Limited (Capital)
Cordis Charitable Trust
D C Moncrieff Charitable Trust
Filton Church
Joan and Sanford Trust

Lollipop
Mayden Foundation
MJB Charitable Trust
Pat Newman Memorial Trust
Peter Cundill Foundation
Shepherds Crook
SKKB
SPK Foundation
St Matthews School
Sterry Family Foundation

The Broyst Foundation
The R S Brownless Charitable Trust
The Rotary Club of Boulder
The Souter Trust
The Stanley Grundy Foundation
The Thomas Sivewright Catto Charitable Settlement
Totbots
Tula Trust
Wallace Bell Charitable Trust

Plus hundreds of very
generous individuals.

THANK YOU ALL

Appendix 1

Directors/Trustees' Roles

a) Meetings

To chair meetings; approve minutes; sign legal documents; appoint committees and deputies;

b) Administration

To keep relevant records and archives; record minutes, read minutes at meetings; ensure compliance with legislation; prepare regular activity reports; disseminate information where necessary;

c) Accounting

To keep good account of finances and assets of the organisation; balance books of accounts; operate bank accounts; solicit for funds; keep financial records;

d) Financial Planning

To research appropriate funding sources and develop grant proposals for the organisation; conduct feasibility studies on any new project area; ensure adequate cash flow and reserves are kept; to assess and manage all financial risks;

e) Publicity

To mobilize members; publicise the organisation to potential volunteers and donors; prepare publications and reports to donors and other interested parties; develop and manage the organisation's website;

Meetings are held regularly and minuted. All records are fully available to the Directors/Trustees of both the UK and Tanzanian arms. Forever Angels Tanzania collaborates closely with the local Social Welfare Department and maintains close links with other similar organizations.

f) On-Site

To arrange maintenance and repair of property; procure such supplies and utilities as required; ensure the beneficiaries are well cared for; to ensure the basic needs of the beneficiaries are met including food, clothing, cleanliness and to record, assess and treat the medical condition of the children;

g) Staffing

To manage staff and volunteers; hire or take on employees or volunteers as required; to release or dismiss employees or volunteers when necessary; arbitrate and resolve staff disciplinary matters; comply with all employment legislation;

h) Legal

To be accountable for formal submissions to Companies House and the Charities Commission; and

i) Other

Each Director is also required, in addition to, or in the absence of any of the above responsibilities, to do the following: contribute thoughtfully to discussions regarding matters relevant to the organisation's objects; publicise the organisation and its activities to potential volunteers and donors; and to liaise with the local community.

Appendix 2

Key Personnel

Forever Angels NGO Trustees

Josephine Phabian

Managing Director

Josephine is a Tanzanian who is in charge of the day to day Management and running of Forever Angels. She is a Trustee of our INGO.

Sophia Joseph

Sophia is a Tanzanian Citizen. She is the Administrator at Forever Angels and also works with Maisha Matters. She is a Trustee of our new INGO.

Romadi Joseph

Romadi is a Law Graduate from the University of Dodoma and has been a part of Forever Angels since he was 14 years old when he came to us as a DAVE student from Bethany Orphanage.

Pamela Kijazi

Pamela is a Social Worker in Mwanza and has strong understanding of the needs of vulnerable babies and their families in Tanzania.

Flora Frednand Chacha

Flora is a Paediatrician at Bugando Hospital and she adopted a baby from Forever Angels.

Other Key Staff in Tanzania

Lilian Ayoub

On Site Manager

Lilian is a Tanzanian who is in charge of the day to day Management and running of Forever Angels along with Josephine.

Hassan Ali

Maisha Matters Co-ordinator

Hassan is a Tanzanian who Co-ordinates Maisha Matters on the Ground in Tanzania. He is also a driver And Community Development Officer.

Key Staff in UK

Amy Hathaway

Project Director - UK

Amy is a UK Citizen and the founder of Forever Angels. Amy created and then Managed the Baby Home for 8 years on site and now works full time in the UK as Project Director.

Forever Angels UK Trustees

Diane Mitchell

Chair of Trustees

Diane is a UK citizen and a retired head teacher, having worked as a university lecturer and in primary education for over 34 years. She has been an active trustee for the past 19 years.

Val Lithgow

Secretary

Val is a UK citizen and, prior to retiring, was a nurse midwife and Health Visitor for 49 years. Val has played a vital role in the development of Forever Angels from its inception as a major fundraiser.

Peter Mitchell

Treasurer

Peter is a UK citizen, a retired senior Manager and qualified chemist, having worked in the chemical and nuclear industry for over 34 years. He has been an active trustee for 18 years.

Elizabeth Cassidy

Elizabeth is a UK citizen and a retired pharmacist. She currently volunteers at a Hospice. She has been a key fund raiser and supporter of Forever Angels since its inception in 2006.

Jacqui Madden

Jacqui is a retired Reception Class Teacher. She has volunteered at Forever Angels and now enjoys delivering talks to schools and organisations about our work to raise funds. She came on board in 2019.

Kirsty Datta

Kirsty is a GP in London and has volunteered at Forever Angels with her husband. We were so happy to welcome her on Board in 2020.

Shauneen Kelly

Shauneen is a General Counsel and qualified Solicitor who manages legal issues, risk and compliance for large corporates. She has volunteered at Forever Angels many times and joined the Board in 2023.

Kate Daykin

Kate is a partner and qualified Solicitor in an international law firm where she heads the intellectual property team. She joined the Board in 2023.

Forever Angels USA

Emma Parker

President

Emma works as an Environmental and Sustainability Manager in London, focussing on projects in Africa. She is Operations Director for the Musangu Foundation, developing and implementing meaningful social investment projects. She has visited Forever Angels many times and volunteered to help with Staff training and development.

Amber Wilson

Secretary

Amber is a US citizen currently living in London. She is a registered nurse working in paediatrics and has volunteered at Forever Angels on four different occasions.

Ciara Portwood

West Coast Vice-President

Ciara is a US citizen and works as a mental health therapist for at-risk and abused children in Los Angeles. She has twice volunteered at Forever Angels, the last time for six months.

Forever Projects Australia

Mark and Anna Dombkins

Directors

After adopting three children from FA in 2010, Mark and Anna have been fundraising for Maisha Matters ever since. In 2015, they registered Forever Projects as an Australian charity.

Other Support UK

Ben Hathaway

Volunteer / Co-Founder

Ben is a UK Citizen who has supported the development of Forever Angels on site for 8 years. He now offers his time from the UK on a Voluntary basis with the Tanzanian accounts as well as with technical support.

Appendix 3

Risk Assessments

Risk 1: Outbreak of Ebola / COVID or similar in Tanzania

Likelihood: High
Impact: High

Contingency: Follow all guidelines given by Medical personnel and Government directives. Send home foreign volunteers and cancel all upcoming volunteer placements until the crisis is over. Seek medical attention immediately for any sick child / staff member and follow all protocol given by the Government
Avoidance: Ensure we keep on top of all news so a plan can be made as soon as the first case is noted in Tanzania. Keep all visitors to Forever Angels at a minimum. Follow new protocol written specifically for COVID in regards to sanitation, hygiene and lockdowns.

Risk 2: The Social Welfare Department Revoke our licence

Likelihood: Low
Impact: Fatal

Contingency: Revoking the licence does not mean that the home would automatically close. There are very many 'unofficial' orphanages in Tanzania. We would engage promptly and formally with the relevant Social Welfare authorities and regulatory bodies, using established appeal and review mechanisms, and seek independent legal and professional advice where appropriate. We would work transparently and constructively with all relevant stakeholders to resolve the issue in line with applicable law and regulatory requirements.
Avoidance: Keep a very close and personal relationship with the ranking local social welfare officers. If there is some problem, we should be aware of it before it becomes an issue and take steps. If the problem arises from elsewhere in the Social Welfare department, those friendly members will be able to advise us and make an appeal on our behalf.

Risk 3: Government or Previous owner attack our land rights

Likelihood: Medium
Impact: Serious and ongoing

Contingency: Contact our agent, local land officers and a lawyer and prepare to appeal the action in court. This may take several years. Enlist the help of the local community and of friendly high ranking officials to investigate the motivations of the attackers. Contact the NGO Board for help.
Avoidance: Ensure all legal requirements for purchase of the land are met. Employ an agent who is both versed in the land law, and experienced with handling these issues in Mwanza. Obtain as many official waivers as possible. Ensure other local officials are a witness to the sale and the conditions under which it was made. Perhaps photographic or video evidence can be gathered in advance.

Risk 4: Funding dries up

Likelihood: Medium
Impact: Very Serious

Contingency: Apply for emergency grants from funding organisations in the UK. Appeal to our regular donors and those people with a special interest in our project for a one-off donation or a short-term loan. Apply for loan from those lenders specialising in charity credit. Approach other organisations doing similar work and offer a partnership or amalgamation. Cut back on costs as much as possible without jeopardising the wellbeing of the children. Recruit new Trustees or Directors to aid with our fundraising strategies.
Avoidance: Keep detailed cash flow analysis and ensure that our fundraising targets are being met. Remain proactive in fundraising activities, even when we seem to be ahead of our targets. Ensure our regular donors are happy with the level of service we are supplying in terms of information and publications. Try to create personal relationships with our donors as far as possible. Aim to keep a buffer of money as a reserve – enough to cover six months of running expenses.

Risk 5: UK Revoke Charity Status

Likelihood: Minimal
Impact: Increasingly jeopardises funding
Contingency: Immediately contact donors and inform them of the issue with as much positive spin as possible. Ask them to remain patient and assure them that we will comply with whatever demands the Charities Commission make. Contact the Charities Commission to discover the source of the issue. Comply with their demands and re-register as soon as possible. If necessary, hire a solicitor in the UK to assist our registration. Be as open with donors and members as possible.
Avoidance: Be sure to comply with all the requirements of the Charities Commission and that there is a good line of communication from them to us. Seek their advice on any sensitive issue before making a potentially un-charitable resolution. Ensure all submissions to the Charities Commission are accompanied by sufficient explanation.

Risk 6: Economic Instability

Likelihood: Medium
Impact: Low
Contingency: Seek financial advice from others in our position and try to take advantage of our dual currency finances as much as possible. Adjust cash flow predictions and where necessary, appeal to the donors for extra help. Barring total economic collapse (such as that in Zimbabwe in 2004); we should be able to continue to operate with only an adjustment to our finances.
Avoidance: Monitor the financial state of the economy. Spread our assets sensibly between the UK and Tanzania. Maintain a buffer of capital to cover any sudden economic changes.

Risk 7: Abuse / Negligence Accusations

Likelihood: Low
Impact: Medium
Contingency: Suspend accused parties immediately on full pay (if paid) pending investigations. If the allegations are proved true, they will be dismissed immediately and we will consider laying criminal charges. If there are rumours around the community that are damaging our credibility, we should locate prominent community members and invite them to visit our home. If necessary, a statement from the Social Welfare Department can be sought. If the allegations are made in the UK then steps need to be taken to inform our donors and restore their confidence in us.
Avoidance: Our Child Protection Policy is very comprehensive. All volunteers and employees will undergo some form of police check and no single carer will ever be alone with one of the children in our care. The discipline policy is also very clear. Our scrupulous adherence to this policy should allow us to avoid any serious allegations, and if we make sure people are aware of our policy there should be no cause for rumours.

Risk 8: Serious injury / fatality to key organisation member (i.e. Director)

Likelihood: Medium
Impact: Medium
Contingency: Pass all responsibilities over to someone else either temporarily or permanently. Inform the relevant bodies (Companies House UK, the Companies Commission TZ, the Charities Commission UK, the NGO Directorate TZ) of the hand-over to ensure no laws are broken. Inform the donors of all related events as they happen.
Avoidance: Ensure sufficient training that no one member is irreplaceable. Record procedures, contacts and notes in a central place such that another could take over easily. Collect sufficient legal paperwork so that there is no legal impediment to handover.

Risk 9: Other serious negative publicity

Likelihood: Low
Impact: Medium
Contingency: Our continuing efforts at positive publicity should help us react quickly to any negative that might arise. Endorsements from influential members of the community will have significant weight in Tanzania. If necessary, we can hold some form of function to help improve our image. We should take advice from other organisations, and perhaps a PR Specialist, before embarking on anything too drastic.
Avoidance: Openness and a build up of trust via a personal relationship with donors and the local community would be our best defence.

Risk 10: Civil unrest linked to elections, protests or localised riots in Tanzania

Likelihood: High
Impact: High
Contingency: In the event of civil unrest or post-election violence, priority will be given to the safety and well being of all children and staff. Children and essential staff will remain on site at Forever Angels, with movements restricted until the situation stabilises. All non-essential travel, visits and activities will be suspended. Senior management will maintain regular contact with staff teams, local authorities and partner organisations to assess risk in real time.
Avoidance: While Tanzania has historically been politically stable, recent post-election unrest highlights the importance of close monitoring during sensitive periods. We will continue to follow local and national news, government guidance and advice from trusted local networks. Advance planning will include ensuring adequate food, medical supplies and staffing are available on site, limiting visitors during periods of heightened tension, and maintaining clear communication channels with trustees and key stakeholders. Decisions will be informed by the actions and guidance of larger NGOs and international organisations operating in Tanzania.

Essential Considerations:

Risk 11: Serious Staff Issues (i.e. Court Action)

Likelihood: Medium
Impact: Low

Contingency: Follow all legal procedures to the letter of the law. We should not be afraid to go to court if necessary to resolve an issue. If we are honourable in all our dealings with staff and keep to a fair contractual environment, there should be nothing to fear from legal proceedings, and a bold approach will help mitigate any negative publicity.

Avoidance: Investigate fully all relevant legislation and procedures. Ensure that staff contacts are clear and comprehensive. Ensure adequate communication with staff on all issues, translating to Swahili where necessary. Tie up as many potential issues in advance so that there are no ambiguities. Seek advice early if in any doubt. Be fair and honourable.

Risk 12: Cash flow / banking problems

Likelihood: Medium
Impact: High

Contingency: Use our reserves for the short term and adjust our spending plan for the long term. Appeal to our donors for some extra short-term aid. Seek a loan from donors or other funding organisations. Monitor the situation very carefully. Cut back on spending as much as possible without jeopardising the health and well being of the children in our care.

Avoidance: Make clear and realistic cash flow predictions. Keep them up to date and refer to them regularly. Create short term budgets and stick to them. Aim to keep a buffer of funds, enough to cover one month's running costs in Tanzania and 6 months running costs in the UK.

Risk 13: Unable to find suitable staff

Likelihood: Medium
Impact: High

Contingency: Appeal for UK volunteers to cover a short term staffing problem. Advertise locally and in other cities in Tanzania. Appeal to other organisations in Tanzania doing similar work and suggest a concerted, co-ordinated recruitment incentive, perhaps an event. Contact Government agencies such as the NGO Directorate, the NGO Board or the Social Welfare Department for their help and recommendations.

Avoidance: Do our best to retain those staff members that show commitment, integrity and initiative. Keep a file of potential applicants. Perhaps hire more staff but on a shorter shift pattern so that shifts can be lengthened in a staff shortage.

Risk 14: Social Welfare Force us to work beyond capacity

Likelihood: High
Impact: Medium

Contingency: Boost fundraising to match the demand. Use our cash reserves in the short term where necessary. Recruit more volunteers in the UK to assist with fundraising. If necessary, sell our assets here in Mwanza and move further out of town where a larger facility could be constructed for the same price. Step up our efforts to find new homes for the older children in our care. Recruit local assistants or volunteers to that end. Offer Outreach support instead in the sense of setting up a small business for the family so that they can sustain themselves and their child and not need admission to an orphanage. Avoidance: Keep reserves of funds. Keep a register of potential volunteers in the UK and Tanzania should the demand for our services increase dramatically. Create plans for expansion in advance.

Risk 15: Demand for Maisha Matters grows beyond our capacity

Likelihood: High
Impact: Medium

Contingency: Train extra members of staff in the main Maisha Matters roles so that we have adequate man power to grow if needed. In terms of finances, keep a healthy reserve pot of cash and milk to deal with large growth and reach out to our donors for extra support if necessary. Avoidance: Keep regular check of funds in reserve and coming in monthly. Keep in regular communication with the team on the ground in Mwanza and stop admitting new cases if funding becomes problematic. Refer cases to Bugando Malnourishment Ward for inpatient care if cases are severe.

Risk 16: Government Policy changes on Orphanages and Orphan Care

Likelihood: Medium
Impact: High

Contingency: If Forever Angels was forced to close, Maisha Matters could still operate and we could still support many needy families through day (rather than residential) support. The children severely effected by this would be the true orphans with no family to support them - but Social Welfare would be ultimately responsible for finding alternative homes for them. Avoidance: Continue to highlight the need for orphanages as a LAST RESORT for abandoned and disabled children who have no other family to support them. Write newspaper articles and reports highlighting when and why orphanages are needed in argument of JK Rowling and UNICEF's 'Close All Orphanages by 2020' campaign.

Breast Feeding

Although we generally only support babies whose mother's have died in childbirth or who are unable to breast feed - we always promote breast-feeding as the best option. We need to make sure it is clear to everyone that we ONLY provide milk formula when there is no lactating mother and a child is at severe risk of malnutrition and death. We will not provide formula milk to HIV positive mothers who are producing milk. WHO guidelines recommend that HIV positive mothers exclusively breast-feed their babies and offering formula milk to these mothers is more detrimental and risky to a HIV exposed baby. We will only support a baby with formula milk where there is a real risk of starvation.

Medical

Although Maisha Matters delivers life saving formula milk to malnourished babies, we are not a clinic or hospital and do not intend to serve as one. Most referrals come to us from hospitals themselves once a child has already been treated for conditions related to malnutrition. All of our staff will be trained to know the difference between a malnourished baby and a baby who needs medical attention – and will always endeavour to refer such cases straight to hospital to receive proper medical attention.

Governance:

Safeguarding: Volunteers and Checks

Forever Angels operates a robust safeguarding framework across all its programmes. All volunteers are subject to appropriate enhanced criminal record and safeguarding checks in their home jurisdiction, verified prior to deployment. Volunteers are carefully selected for relevant professional skills and experience and work under the supervision of Forever Angels staff in line with our safeguarding and child protection policies. Our approach ensures that children are never left in the unsupervised care of volunteers and that safeguarding responsibilities are clearly understood across all teams. There is no equivalent of DBS in Tanzania but all staff are subject to rigorous scrutiny / vetting before they become permanent employees to ensure they are suitable to work with children.

Data privacy

Forever Angels is committed to protecting the privacy and dignity of every child and family we support. Informed consent is obtained for the use of stories and images in communications and fundraising materials. All case studies are reviewed to ensure they are shared sensitively and appropriately, and personal information is handled in line with applicable local laws and best practice.

Insurance

Appropriate insurance is maintained across all programmes, including cover for staff, volunteers, property and vehicles.

Employment and People Management

Forever Angels employs staff in accordance with Tanzanian employment law and maintains policies and procedures covering recruitment, contracts, safeguarding, disciplinary matters and staff welfare.

Hygiene and Safety

It is very common for Tanzanian's to drink dirty water and many do not boil it before drinking. This puts them at-risk for a large number of water borne diseases such as typhoid. Traditionally most babies will not be exposed to unclean water in the first few months of life because they will be breast fed. By the time they are given water, they are often strong enough to survive a bout of diarrhoea. Bottle feeding an infant means that powdered milk must be mixed with water and this means exposing new babies to water, which in Tanzania does not 'arrive' clean and sanitary. Most families get water direct from the lake and the risk of infection is high. It is essential that proper training is given to all care givers about the importance of boiling all water which is to be used for making bottles and teaching them how to clean bottles effectively. This must be one of our highest priorities.

Coronavirus

Whilst Tanzania (and East Africa as a whole) did not see COVID as widespread as was initially predicted, we do not know what the future holds. It is essential that good hygiene is practiced at Forever Angels at all times and that means washing hands, using hand sanitizer and using other precautions (like masks) as directed by the Government. The health of the children, staff and families we serve is paramount and we need to do everything we can to protect them.

Conflicts of interest

Any potential conflicts arising from personal, professional or family connections with Forever Angels' activities are declared and managed in line with the charity's governance policies, ensuring that decisions are always taken in the best interests of the organisation and the children and families it serves.

Financial controls

All grants and material support provided to families, including small business start-up funding and crisis support, are approved, recorded and monitored in accordance with internal financial control procedures. These processes are designed to ensure transparency, accountability and appropriate use of charitable funds.

Responsibilities Across Entities

Operational delivery and safeguarding responsibility sits with Forever Angels Tanzania. The UK charity provide governance oversight, fundraising and strategic support, working closely with the Tanzanian leadership team to ensure shared standards, accountability and compliance across the Forever Angels family. The USA and Australian charities provide grant support.

Anti-Money Laundering

The charity complies with all applicable money laundering and financial regulation legislation and has an appropriate policy in place to manage related risks



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