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encouraging lifetime **learning** and **reading** habits among **african children**

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## **Annual Report**



**June 2008**

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*Dear Friends of Wings of the Dawn:*

*I am proud to present to you this copy of Wings of the Dawn (WoD) 2008 Annual Report.*

*The report summarizes the highlights from Fiscal Year 2008, a pivotal year for us in which we focused our efforts on our core mission of encouraging lifelong reading and learning habit among African children as well as capacity building to ensure that Wings of the Dawn remain a sustainable organization.*

*In our ongoing effort of providing supplemental educational materials to schools and libraries in rural communities of Africa, we have come to realize that to effectively measure the impact of these materials among African children in areas of reading, writing and exam success as well as due to lack of after hours access to school libraries and distance from villages to school libraries. These concerns confirm that there is a great need for after hours Learning Center.*

*With this in mind WoD began the process of transitioning into installing Self Sustainable learning Center (SSLC) with a pilot project to begin in the village of Mandinaba. Building off of the success of achieving the pilot project (short-term goal), we will allow our learning to frame the replication of SSLCs in other communities. To date, we have received interests from organizations in Nigeria, Burkina Faso and Mali for replication of the SSLC.*

*In our report, we presented the history of the initial pilot project with appropriate data from the users community, current service provided, proposed SSLC layout, as well as the organization short term and long-term goal in regards to replication of this center throughout Africa. Also we describe the organizations, mission, and guiding principles as it relates to our core functions of improving literacy in rural communities of Africa.*

*Most importantly, to give you the clearest picture of WoD SSLC frame work, where we are and where we are heading. Also enclosed are the 2008 financial statement and a proposed budget for FY 2009. We hope this information will be helpful to you in assessing the effectiveness and responsibilities involved with the organization.*

*As always, we need more volunteers and active board members. As you read the report, think of areas where you might want to become involved. We have many areas that need more attention and time.*

*On behalf of the entire WoD staff and board members I would like to thank you for your support. Your support and positive comments are the fuel that keeps us moving forward to make WoD a sustainable organization.*

*Sincerely yours,*



*Ade Otenaike  
President, Wings of the Dawn  
International Institute for Children*

# SSLC Story

We invite you to read the story about how our passion for lifelong learning in Africa began.

In 2006 the FIRST Self-Sustainable Learning Center was opened in Mandinaba, The Gambia. A small group of donors started something BIG and now YOU can be a part of their success story!

Mandinaba is a small village in the tiny Western African country of the Gambia, with an estimated population of about 2500 inhabitants, 60% of which are under the age of 30 and the literacy rate is estimated at 3.8% out of every 10%. About 25% of the community residents attend school while the rest have graduated or dropped out of school. There is also an unconfirmed percentage of those not attending school at all that are between the ages of 15-25 years old. Most residents want an education. Therefore, it has been suggested that the lack of educational facilities, e.g. (school, library skill training centre etc.) in this village is causing problems because the nearest Junior Secondary / Senior Secondary schools are 6km and 9km away from Mandinaba.

The people in Mandinaba, The Gambia, a small village with no electricity or running water, expressed to Wings of the Dawn through Lesley Copeland a Peace Corps volunteer their strong desire to have a resource center complete with a library, conference room, internet café, and market stalls. This past spring Wings of the Dawn gave the villagers a challenge. We offered to give the village \$1500 and a time frame of one month to construct a temporary learning center to be used for learning and fundraising efforts. A committee was formed and it was this committee that decided on the name, NAFA, a word meaning "benefit" in the local language. A local family donated their restaurant and the villagers donated their time and in less than a month and under budget the people of Mandinaba converted the restaurant into a temporary learning center complete with shelves, tables, and chairs. The learning center is open 7 days a week from morning into the late evening hours. Candlelight is no longer being used as solar power was donated. Volunteers are providing the staffing and are learning about the skills necessary to run a center.

Even without a permanent resource center and no state of the art equipment this temporary learning center has become the activity center for Mandinaba. A Kiddie Corner has started where preschoolers meet on a regular basis to be introduced to the center. A volunteer teacher is currently teaching them about health issues through books and singing. Young people are using the library for a quitting tobacco group. Parents come to read to their children. Students come to study, and other individuals come to enjoy a variety of books along with discussions.

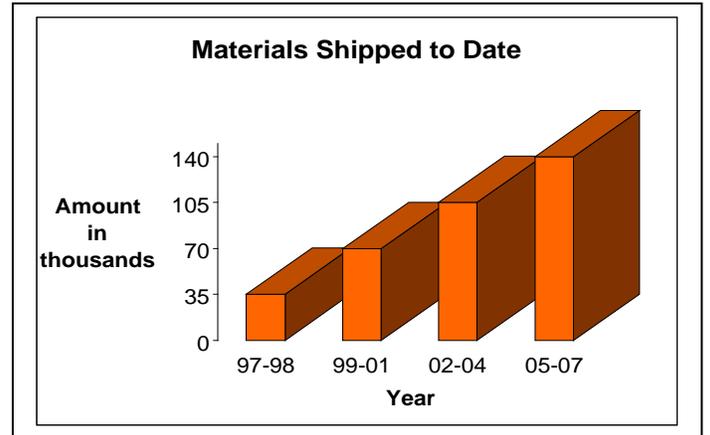
With the success of this temporary facility, we are moving forward to construct a permanent learning center to inspire lifelong learning for all community residents.

## ABOUT WINGS OF THE DAWN

Wings of the Dawn International Institute for Children (WoD) is the lead organization in the United States establishing lifelong learning centers in rural communities throughout Africa. Founded in December 1996, WoD currently operates projects in Gambia, Nigeria and Mozambique. WoD is a 501c3 not-for-profit organization headquartered in Fort Worth, Texas.

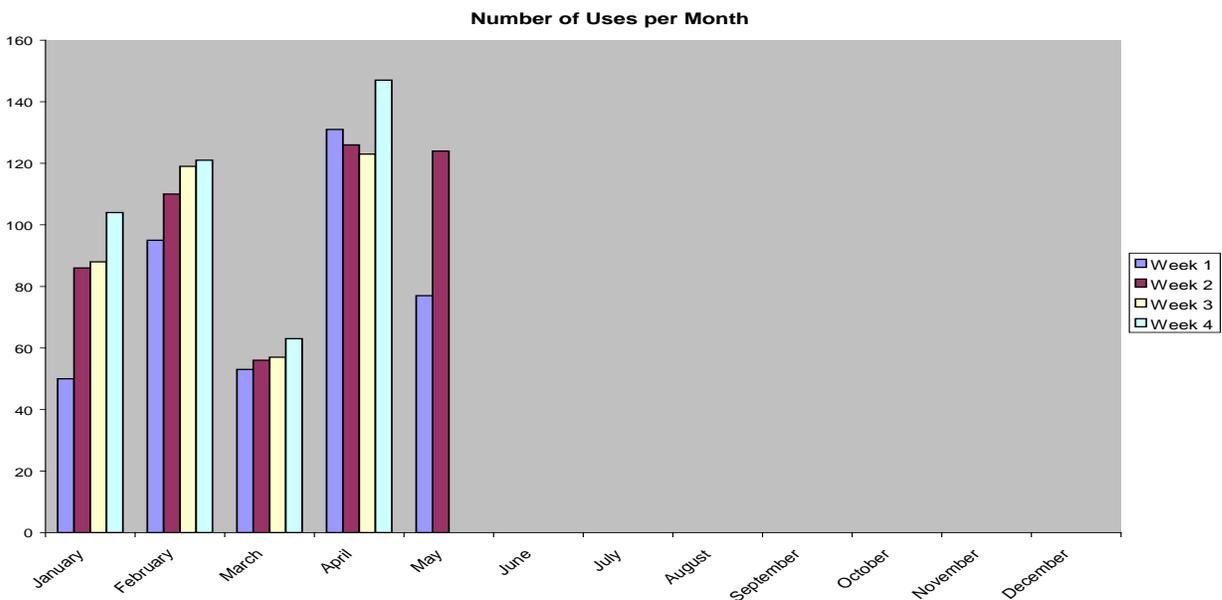
In 2008, we celebrated our 12<sup>th</sup> year of providing access to quality educational resources to African children, while promoting awareness as a goodwill ambassador for the United States. During this time we established the first Self-Sustainable Learning Center in Gambia and shipped over 300,000 donated educational materials and supplies from the United States and Brazil to Africa.

These books were distributed among schools, libraries and relief organizations in Nigeria, Mozambique and Gambia. This has helped to build an economically stable and productive society in African communities by ensuring access to quality educational opportunities and materials for its citizens.



This past year has been a milestone in the history of Wings of the Dawn as we opened the first center for lifelong learning that is owned and managed by residents of Mandinaba, The Gambia. This collaborative effort with the villagers has resulted in providing continual access to education to over 2,000 community residents.

## SSLC User Data January 2008 thru May 2008



Consequently, in response to the results of our initial pilot with the temporary SSLC, we have formulated the following strategy:

**Short-Term Goal – Demonstration Project**

WoD is raising \$250,000 to build the first permanent SSLC in Mandinaba, The Gambia. This facility will house a library, study rooms, conference facility and internet café. Residents will own and manage the SSLC. Small businesses like the café will be used to generate revenue to sustain the SSLC and to advance small business development in the community.

**Long-Term Goal – Replication**

Building off of the success of achieving the Demonstration Project (short-term goal), we will allow our learning to frame the replication of SSLCs in other communities. To date, we have received interests from organizations in Nigeria, Burkina Faso and Mali for replication of the SSLC. Further, we plan to test out this innovative concept in rural Africa where because no passable road exist, children are unable to go to school.

**Fund raising Effort**

In 2007, WoD's secured \$14,250 in contributions from corporations and individuals to support the shipment of 100,000 books to African and the initial contribution of \$1,500 to launch the first SSLC. Currently, WoD is an all volunteer agency with 90% of contributions go directly to support projects.

For 2008-2009, we are aggressively pursuing contributions to raise \$250,000. \$150,000 is earmarked for constructing the permanent facility for the SSLC in Gambia. The remaining \$100,000 will support capacity building that includes providing a salary to the Executive Director who currently volunteers his time. We secured a Matching Fund grant of \$24,000 from Leadership worth Following (LWF) to support the organization capacity building. More detail about the 2009 budgets is listed in this report.

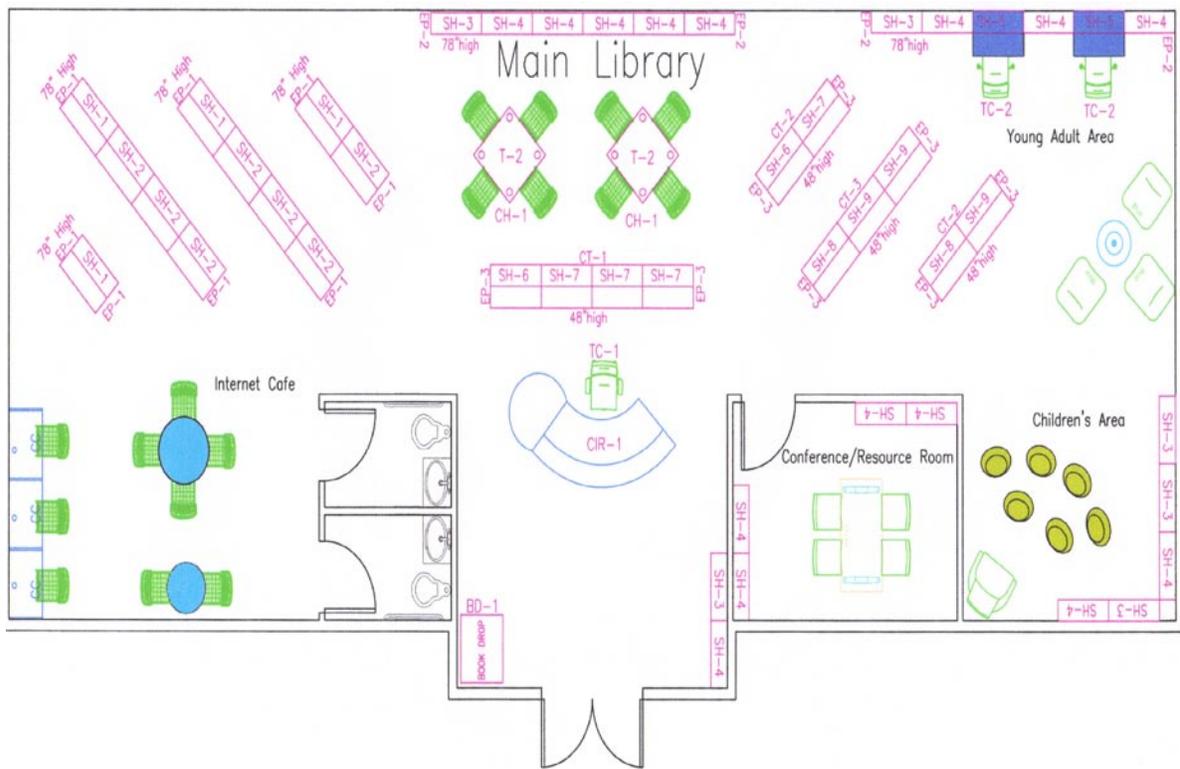
**Proposed Self-Sustainable Learning (SSLC) Exterior Rendering**



**Proposed Self-Sustainable Learning (SSLC) Roof-Top with Solar Panel Rendering**



# Proposed Self-Sustainable Learning (SSLC) Interior Layout




 1115 Thornridge Court  
 Argyle, Texas 76226  
 940.464.3033 Voice  
 940.464.3034 Fax

**Wings of the Dawn**  
 Self-Sustainable Learning Center (SSLC)

Scale	Not To Scale
Date	05.13.08
Approved by:	

\\server\databases\Projects\Wings of the Dawn\layout.dwg

## Fiscal 2006-2008 Financial Statement

	<b>Year 2006</b>	<b>Year 2007</b>	<b>Year 2008</b>
<b>INCOME</b>			
Capital Campaign	\$61.32		
Corporation	\$171.10	\$3,281.26	\$16,851.00
Individual/Board Donation	\$1,950.00	\$10,969.60	\$4,254.46
School			\$1,145.14
Faith Based			\$800.00
Foundation Solicitation			
Special Events			
<b>Total Income</b>	<b>\$2,182.42</b>	<b>\$14,250.86</b>	<b>\$23,050.60</b>
<b>PROGRAM EXPENSE</b>			
<b>Banjul Gambia</b>			
Transportation	\$3,695.00	\$200.00	\$4,025.00
Shipment	\$250.00	\$3,825.00	\$390.58
Sorting		\$265.00	
Port Transportation		\$350.00	\$150.00
Program Officer Fund		\$710.00	
<b>Total: Gambia Shipment</b>	<b>\$3,945.00</b>	<b>\$5,350.00</b>	<b>\$4,565.58</b>
<b>Nigeria</b>			
Transportation		\$0.00	\$2,005.86
Shipment		\$4,160.00	\$4,610.00
Sorting		\$392.73	
Port Transportation		\$249.43	
Program Officer Fund		\$0.00	
<b>Total: Nigeria Shipment</b>	<b>\$0.00</b>	<b>\$4,802.16</b>	<b>\$6,615.86</b>
<b>Total: Shipping</b>	<b>\$3,945.00</b>	<b>\$10,152.16</b>	<b>\$11,181.44</b>
<b>Inspectors Travel</b>			
Board		\$0.00	\$800.00
Air Travel		\$0.00	\$1,801.60
Visa for 2		\$0.00	
Passport and other Fees			\$84.40
In Country Travel		\$0.00	
<b>Total: Inspector Travel</b>		<b>\$0.00</b>	<b>\$2,686.00</b>
<b>Adopt a School</b>			
Support		\$0.00	\$19.27
<b>Total: Adopt a School</b>		<b>\$0.00</b>	<b>\$19.27</b>
<b>Library</b>			
Mandinaba Library		\$1,500.00	
Lagos Resource Center			\$954.00
Distribution Warehouse			
<b>Total: Library</b>	<b>\$0.00</b>	<b>\$1,500.00</b>	<b>\$954.00</b>
<b>Total Program Expense</b>	<b>\$3,945.00</b>	<b>\$11,652.16</b>	<b>\$14,840.71</b>

CAPACITY BUILDING			
Fundraising		\$503.80	\$1,135.45
Stationary			
Printing	\$43.25		
Postage			
Signage			
Award/Prizes			
Facilities Rental			
Public Relations			
<b>Total: Fundraising</b>	<b>\$43.25</b>	<b>\$503.80</b>	<b>\$1,135.45</b>
Administration			
Postage	\$107.89	\$245.85	
Office Supplies & Stationary	\$127.16	\$248.61	
Telephone & L/D	\$663.15	\$897.91	\$1,829.39
Annual Registration		\$55.00	\$25.02
Transaction Fees		\$89.00	
Gift		\$42.08	
Insurance			\$944.12
Printing and copying			
Audited Financial Statements			
Parking			\$385.00
Rent			\$1,369.30
Utilities			\$2,054.14
<b>Total: Administration</b>	<b>\$898.20</b>	<b>\$1,578.45</b>	<b>\$6,606.97</b>
Personnel			
Executive Director			
Fringe Benefits			
Intern (part-time)			
Consultant			
Total: Personnel			
<b>Total: Capacity Building</b>	<b>\$941.45</b>	<b>\$2,082.25</b>	<b>\$7,742.42</b>
<b>Total Expenses:</b>	<b>\$4,886.45</b>	<b>\$13,734.41</b>	<b>\$22,583.13</b>
<b>Net Income</b>	<b>\$2,704.03</b>	<b>\$516.45</b>	<b>\$467.47</b>

## PROPOSED CASH BUDGET FOR FISCAL YEAR 2009

### INCOME

Capital Campaign	\$140,000
Corporate Partnership	\$40,000
Individual/Board Donation	\$25,000
Foundation Solicitation	\$30,000
Special Events	\$16,000
<b>Total Projected Income</b>	<b>\$251,000</b>

### PROGRAM EXPENSE

#### 1<sup>st</sup> QUATER

##### Banjul Gambia

Transportation	\$600
Shipment	\$4,000
Sorting	\$320
Port Transportation	\$550
<b>Total: Gambia Shipment</b>	<b>\$5,470</b>

#### 2<sup>nd</sup> QUATER

##### Lagos, Nigeria

Transportation	\$600
Shipment	\$3,800
Sorting	\$320
Port Transportation	\$550
<b>Total: Lagos Shipment</b>	<b>\$5,270</b>

#### 3<sup>rd</sup> QUATER

##### Port Harcourt, Nigeria

Transportation	\$600
Shipment	\$4,500
Sorting	\$320
Port Transportation	\$550
<b>Total: Port Harcourt Shipment</b>	<b>\$5,970</b>

#### 4<sup>th</sup> QUATER

##### Inspectors Travel

Board	\$1,400
Air Travel	\$3,000
Visa for 2	\$150
In Country Travel	\$550
<b>Total: Inspector Travel</b>	<b>\$5,100</b>

##### Adopt a School

Support	\$1,200
<b>Total: Adopt a School</b>	<b>\$1,200</b>

### Library

Mandinaba Library	\$150,000
Lagos Resource Center	\$10,000
<b>Total: Library</b>	<b>\$160,000</b>

**Total Program Expense** **\$183,010**

### CAPACITY BUILDING

#### Fundraising

Stationary	\$200
Printing	\$200
Postage	\$300
Signage	\$200
Award/Prizes	\$300
Facilities Rental	\$1,000
Public Relations	\$100
<b>Total: Fundraising</b>	<b>\$2,300</b>

#### Administration

Postage	\$200
Office Supplies & Stationary	\$250
Telephone & L/D	\$1,500
Insurance	\$1,200
Printing and copying	\$350
Audited Financial Statements	\$5,000
Rent	\$3,540
Utilities	\$600
<b>Total: Administration</b>	<b>\$12,640</b>

#### Personnel

Executive Director	\$35,000
Fringe Benefits	\$4,200
Intern (part-time)	\$8,000
Consultant	\$5,000
<b>Total: Personnel</b>	<b>\$52,200</b>

**Total: Capacity Building**

**\$67,140**

**Total Budget:**

**\$250,150**

**Our Goal is to raise \$251,000**

Major Additions to proposed Cash Budget:

- Increase number of shipment in 2009
- Plan to establish state of the art library facility in Mandinaba (In Progress)
- Plan to establish neighborhood resource center in Lagos
- Identify industry standard salary for administrative personnel to improve organization capacity building for a sustainable program
- (\*) *Executive Director's salary of \$35k includes 12% for overhead and fringe benefit*

## General Governance

The duties of the various bodies within Wings of the Dawn International Institute for Children are determined by the laws of the State of Texas and by the organization governance policy and By-Laws. This organization governance policy is decided by the Board of Directors (Board).

The Board and the Executive Director are responsible for the management of the Organization. Other governance bodies have an assisting and supporting role. WOD prepares annual and interim financial statement according to general accounting principle. The Organization's head office is in Fort Worth, Texas. Presently the Board has not decided to identify an independent auditor due to the current size of the organization. To the maximum extent possible, organization actions and records are taken and recorded appropriately.

The decision-making bodies with responsibility for managing the Organization are the Board and the Executive Director. The operations of the Organization are coordinated through the Executive Director and volunteer members. Day-to-day operational responsibility rests with the project area and assigned volunteer members with related task.

### Board of Directors

The Board under the organization By-Laws and principles manage WOD. According to the organization articles of incorporation, the Board currently consists of 5 volunteered members appointed by vote at the Annual Board Member Meeting. All directors are required to be active with hands-on approach with the organization activities. And to disclose circumstances that might be perceived as a conflict of interest.

- The Board supervises the operation and management of WOD and decides on significant matters relating to strategy, investments, organization and finance.
- The Board is responsible for overseeing management and for the proper organization operations. It is likewise responsible for overseeing the proper supervision of accounting and control of financial matters.
- The Board has defined a working order, the principles of which are published in the annual report and on the organization's website.
- The Board elects a Chairman and a Vice Chairman from among the Board members and appoints the Executive Director and Vice President.
- The Board approves the organizational structure.
- The Board evaluates its performance annually.
- The Board also reviews the By-Laws annually and amends it when required.
- The Board meets regularly on a monthly members meeting at least ten times a year.

## Accountability and Control

1. The President / Executive Director has supervisory responsibility for the treasurer of Wings of the Dawn and each affiliate.
2. All financial books and records are kept in a manner consistent with Generally Accepted Accounting Principles.
3. All financial books and records are open for public inspection at corporate headquarters during normal business hours upon request.
4. An annual report is prepared within three months after the close of each fiscal year. This report will account for the current financial status of the organization and describe all material progress made with the projects of the organization.

A copy of the annual report is sent automatically to each major donor (one who contributes at least \$5,000 in the applicable fiscal year) and to all other donors upon specific request. The annual report is also made available to the general public on the Internet, or at corporate headquarters during normal business hours upon request. The Internet version may be freely downloaded. A non-donor may also have a hard copy of the annual report furnished to him by mail, at cost, upon request.

## General Mode of Operation

1. We will stay abreast with available information concerning developments in the field of education in our project countries. This includes compiling and updating our school "shopping list" based on needs determined by both current reports and personal visits by our personnel to the project countries.
2. Each year, at least one Board representative will visit each project country to assess needs, search for new qualified recipients of gathered materials, coordinate distribution of materials shipped, and evaluate and adjust allocations previously made.
3. We will continue soliciting gifts in kind of books and school supplies from donors in the United States.
4. We will continue our program of soliciting monetary contributions from individuals, charitable foundations and contributions of money and service from multinational corporations and NGOs doing business in our project countries in order to finance and arrange for shipping of donated materials and expand our programs.
5. We will continue collected materials of English language from the United States. In this connection, we will continue coordinating with local and multinational NGOs and government authorities in identifying schools and community groups for receipt of the materials we gather and send. Partnering NGOs normally will bear the costs of bringing the shipped materials from the port of destination to the places in the country where they will be ultimately used. Local NGOs will also see to their proper use. Annual visitors from our organization will also verify that materials previously shipped are being properly utilized.
6. Once our program of collecting and sending books and school supplies is well established in one location, the program will be expanded to other communities and countries. Such communities and schools that are candidates for receiving materials from this organization must have a good record of community involvement, physical infrastructure, and a willingness to work out their own problems if necessary without outside help. Ideally, there should be a spirit of pro-activeness in the community.

7. Future projects may include training and assisting in the establishment of school and library organization and construction. However, such projects will not be undertaken until we have the personnel and financial means to institute such new projects while continuing to operate our original book collection and shipping projects.

## **PERSONNEL**

### **BOARD OF DIRECTORS:**

1. Adeoye E. Otenaike
2. Andrew Lee
3. Rick Giberson
4. Cara Fay
5. Carie Hunter
6. Elizabeth Otenaike

### **ADVISORY BOARD**

1. Steve Uwazie (Netsolutions Ltd. Nigeria)
2. Yinka Adetola (Alied Health Company. USA)
3. Segun Otenaike (Crown Cork Ltd. Nigeria)
4. Denny Oladipupo (KBO Tax and Accounting, USA)
5. Edwin Okor (Vicbol Ltd. Nigeria)
6. Pastor Andrew Duya (Ecwa Church, Nigeria)
7. Jo Baker Sylvian Learning Center, Florida, USA)

### **STAFF PERSONNEL**

1. Christy Okhihuare
2. Nicholas Kopay
3. Art Rose
4. Bill Copeland
5. Holly Copeland
6. Funmi Otenaike
7. Melvin Freeman
8. Shingsai Chando
9. Aaron Otenaike
10. Simone Otenaike
11. Deola Apata Corporate Liason (Nigeria)
12. Andrew Duya Program Officer (Nigeria)
13. Lesley Copeland Country Director (The Gambia)
14. Ousman Bah Program Officer (The Gambia)
15. Kemi Oyewole Regional Program Officer (West Africa)

## SPONSORS

- [Rhythm Band Instrument](#)
- [Leadership Worth Following](#)
- [KBO Tax and Accounting Services](#)
- [Ecropolis](#)
- Google
- Vitran Express
- Manage2Manage Consultant
- Advance Medical Services

## PARTNERS

- [Center for Development Support Initiatives \(CEDSI\) Nigeria](#)
- [Women Consortium of Nigeria \(WOCON\) Nigeria](#)
- [The Nigerian School Project](#)
- [NAFAA Mandinaba, The Gambia](#)
- [African Children Libraries \(ACL\) USA](#)
- African Refugees Foundation (AREF) Nigeria