



MOUSTAQBEL

Policy Plan – Stichting Moustaqbel

“A girl with an education can shape her own destiny, lift up her family and transform her community.”

– Michelle Obama, *Let Girls Learn*

Introduction

The word *Moustaqbel* means “future” in Moroccan Arabic – and that is exactly what we aim to offer. Stichting Moustaqbel supports underprivileged, motivated girls from southern Morocco who wish to pursue higher education but live too far away from universities to seize that opportunity.

In the student residence Dar Moustaqbel in Marrakech, 80 girls are provided not only with a safe home, but also with guidance, tutoring, and personal development support needed to make their dreams a reality. In this way, they build a future full of opportunities—for themselves, their families, and their communities. The foundation was established in 2016 and holds ANBI status, making donations tax-deductible.

Mission and Vision

Our mission is to create equal opportunities for development for girls in southern Morocco by facilitating access to education.

Our vision is to contribute to a society in which girls and women in Morocco can make their own choices, develop their talents, and thereby break the cycle of poverty—for themselves and for those around them.

We believe that education is the key to independence, and that one girl with a diploma can change the future of an entire community.

Objectives

- Provide housing for girls who wish to continue their studies after secondary school but live too far from the university.
- Support education through tutoring, language courses, and personal guidance.
- Stimulate personal growth through workshops, mentorship, and activities focused on self-confidence and self-reliance.

- Create community support in villages and families through regular contact and by sharing success stories.

Activities

Currently, more than 55 young women from mountain villages south of Marrakech live in Dar Moustaqbel. They study at universities and colleges in the city. The foundation provides:

- Safe housing and daily meals
- Tutoring and language courses in French, English, and subject-related fields
- Computer classes and digital skills training
- Workshops and courses in areas such as art, yoga, sports, and personal development
- Mental and social support provided by house supervisors and volunteers

Students usually stay in the house for three to four years, until they obtain their bachelor's degree. Where possible, we then support them in taking the next step toward a Master's program, employment, or further education.

Families in the mountain villages are actively involved. Through regular visits by founder Hanneke van Hooff, parents remain engaged and we can see firsthand the progress their daughters are making. In addition, Dar Moustaqbel organizes an annual parents' day, during which all parents are invited to visit their daughter's residence, receive a tour, and share lunch together. Fathers who once had doubts are now often among our strongest ambassadors.

Results and Impact

Since its founding in 2016, dozens of girls have graduated. What began with a group of 10 girls has grown into a vibrant community of 55 students whom we are able to house each year.

Our alumni find employment in education, tourism, healthcare, the judiciary, law firms, various companies, and the public sector—and inspire the next generation of girls to pursue higher education as well.

Finances and Fundraising

The student residence Dar Moustaqbel currently makes use of two houses that are privately owned by the founder of the foundation and rented for a modest fee. At present, the foundation is working toward acquiring its own housing in order to secure its future sustainability. Thanks to solar panels, the house is largely self-sufficient in hot water.

All funds raised by the foundation are fully allocated to:

- Salaries of house supervisors, meals, and students' living expenses
- Housing costs
- Teachers, mentors, and educational materials
- Activities and educational programs

Fundraising focuses on private donors, companies, charitable trusts, family foundations, schools, grants, and online campaigns via our website and social media. Every contribution—large or small—helps a girl shape her future.

Future Plans

Over the next two to three years, we aim to slightly reduce the number of students from 80 to 60, allowing all students to be housed together in Dar Moustaqbel Medina. This will temporarily reduce housing costs and serve as a first step toward a new situation: a large, fully owned residence with capacity for approximately 100 students. A large-scale fundraising campaign for this purpose will be launched soon.

Our future goals include:

- Acquiring our own housing to secure the foundation's long-term future
- Expanding Dar Moustaqbel's capacity to 100 students over time
- Further improving the quality of our courses and workshops and expanding our educational offerings
- Establishing more long-term partnerships to strengthen our financial base
- Making our impact visible through stories from our alumni

Asset Management and Expenditure

The foundation's assets are managed by the treasurer under the supervision of the board. The foundation applies a modest and transparent financial policy. Assets are used exclusively to achieve the foundation's objectives. No reserves are built up beyond what is necessary to ensure the continuity of the Dar Moustaqbel student residence and to cover future maintenance costs. Each year, the treasurer prepares a financial report that is approved by the board.

Remuneration Policy

Board members of Stichting Moustaqbel receive no remuneration of any kind for their work. All board duties are carried out on a voluntary basis. Volunteers and ambassadors also receive no financial compensation for their efforts.

Publication and Accountability

The foundation places great importance on transparency. Each year, Stichting Moustaqbel publishes an annual report including a financial overview, activity report, and future plans. These documents are made publicly available via the website www.moustaqbel.org. In addition, donors and partners are kept informed of progress through newsletters, social media, and personal communication.

Continuity and Risk Management

To ensure the continuity of Dar Moustaqbel, the foundation strives for a broad and stable financial base. By building long-term relationships with partners and donors, dependency on incidental contributions is reduced.

The foundation also relies on the commitment of volunteers and local staff. To safeguard knowledge and experience, all activities are documented and regular handovers take place within the team. This ensures continuity of operations even in the event of changes in the board or local organization.

Evaluation and Monitoring

The organization consists of two foundations. A Dutch foundation is responsible for fundraising and supervises the two-person executive management, which determines policy and oversees implementation. Meetings are held every two months, with the executive management always in attendance; additional meetings are scheduled when necessary.

There is also a three-member Moroccan foundation that guarantees the execution of our work in accordance with Moroccan legislation.

The Dutch board evaluates results annually at the organizational, operational, and financial levels. During this evaluation, achieved objectives are compared with planned goals. Together with the local staff in Marrakech, areas for improvement are discussed and translated into concrete action points for the following academic year. The findings are included in the annual report and form the basis for the policy plan for the coming year.

Organization and Governance

The organization consists of two foundations. A Dutch foundation is responsible for fundraising and supervises the two-person executive management, which determines policy and implementation.

Dutch Board

- Chair: Ms. A. van de Roemer
- Founder and Director: Ms. J.F.L.M. van Hooff
- Treasurer: Mr. R.J. Wefers Bettink
- Fundraiser: Ms. E. Hazenberg-Stoffer
- Board Member Communications: Ms. C. Crielaers
- Board Member Housing and Labor Market Morocco: Mr. H. Ohlale

Moroccan Foundation A three-member Moroccan foundation ensures the execution of our work in accordance with Moroccan legislation.

- Chair: Maître Abdelhamid Benjelloun
- Secretary: Mr. Mustapha Khalil
- Treasurer: Maître Laila Benfdil

Contact

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