



## Management Advisory & Implementation Services

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# ANNUAL REPORT FOR THE YEAR 2019 / ACTION PLAN 2020

30 April 2020

## 1. INTRODUCTION

Tusaidiane Uganda Limited (in short “**TUL**”) is a company, incorporated with limited liability on the 2<sup>nd</sup> of April 2008 on initiative of the Tusaidiane Foundation of the Netherlands.

The objects for which the company is registered are extensively described in the Memorandum of Association.

Tusaidiane started in 2000 as a private initiative foundation in the Netherlands with the aim to financially support small scale community-based projects in Africa. At the end of 2019, the Tusaidiane Foundation of the Netherlands concluded a cooperation agreement with their partner the Mirembe Foundation of the Netherlands. From the 1<sup>st</sup> of January 2020 the Mirembe Foundation has taken over the Portfolio of Products of the Tusaidiane Foundation. Several sponsors of the Tusaidiane Portfolio of Products will continue their sponsorships through the Mirembe Foundation. Tusaidiane Uganda will continue to implement the Portfolio.

TUL is supporting schools, hospitals, health centers and community-based organizations in villages and parishes with investments in education, in community care (especially clean and safe drinking water) and in income generation.

Tusaidiane (Kiswahili for “Let’s help each other”) invests in construction, installations, equipment and the start-up of projects for people, who like to improve the living conditions in their communities in the areas of education, health care or income generation. Operational expenses are not part of investments. The local community is encouraged and supported in drafting a plan for sustainability of their project after the investment-phase.

Main reason for founding the company was the need to formalize advisory and implementation services for several community-based projects, initiated by the Foundation from the Netherlands and implemented or in implementation in Uganda. Strong impulse for the foundation was the rapid and strong growth in rainwater harvesting and water purification projects for schools, health facilities and communities. Increasingly, TUL is focusing on consultancy services for several funding partners abroad and for clients in Uganda, often on request of partners abroad.

TUL got an Investment License of the Uganda Investment Authority No. SSD/110472/45502, dated 19<sup>th</sup> of May 2008. Project Investments in Uganda from the start in 2008 to June 2018 amounted to 3,5 billion Uganda shillings (more than 1 million euros).

Interventions encompass safe drinking water, education, health, solar assessments and income generation projects for many village communities and community-based organizations. Specific strategies for the different areas are described in “Strategy 2020/Who we are, our expertise and what we are doing?”.

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### 2. OBJECTIVES & STRATEGIES

The objectives of Tusaidiane (U) Ltd are:

- a. To support schools, health facilities and small-scale community initiatives in the design, organization and implementation of projects, aiming at:
  - i. improving education and health,
  - ii. access to safe and clean drinking water,
  - iii. income generation and more in general
  - iv. projects improving the living conditions of local communities.
- b. To support and intermediate in requesting for funding with donor organization locally or abroad.
- c. To supervise on behalf of funding agencies the implementation of projects and to guarantee proper reporting and accountability by the beneficiaries.

Strategies to achieve these objectives are:

- I. To advise in the planning of activities of schools, health facilities and local initiatives.
- II. To support in proper organization of the local initiative.
- III. To support in the making of proper project plans with a corresponding budget.
- IV. To draw up a project proposal with request for funding and to teach beneficiaries how to do this.
- V. To submit such proposals and requests for funding to potential donors.
- VI. To receive funds for approved projects on the company's bank account and to channel the monies to the beneficiaries.
- VII. To advise and to provide technical support and to supervise the implementation of the local projects.
- VIII. To supervise and support the beneficiaries in the reporting and financial accountability to donors.
- IX. To conclude agreements with donors abroad for acting as the local implementer for projects funded by that donor.

### 3. ORGANIZATION, RESPONSIBILITIES AND EXPERTISE

The Board of Directors of Tusaidiane Uganda is responsible for strategic management.

TUL aims at being a responsible Ugandan company, fully registered, law-abiding and socially responsible, leading the way in customer orientation, human resource management and tax compliancy.

From the foundation and registration of the company in 2008 onwards the long-term strategy of the Board has been to develop an independent Tusaidiane Uganda Ltd as a Ugandan company, who would increasingly follow its own way in view of consultancy, fundraising, project financing, project implementation and "social enterprising". TUL is implementing own projects as well as projects of partners, local and from abroad.

In view of "social enterprising" the Board intentionally founded the company as a company limited in view of the advantages for efficiency and decisiveness in the implementation of projects.

Organization development since the start can be characterized as follows.

- 2008-2010: establishing and consolidating the company.
- 2011-2013: start of "Ugandizing" the company:
- 2014-2016: continue "Ugandizing":
  - In human resources:
    - By entering agreements with other partners for implementation of their projects:
    - By extension of own fundraising from 5% in 2012-2013 to 58% of all investments in the financial year 2015-2016.
    - By extension of service delivery with organizational assessments, school fee services for individuals, solar provisions and construction.
- 2017: completion of "Ugandizing":
  - In human resources:
    - With a 100% Ugandan Team chaired by a Ugandan Managing Director,
    - With 2 new Ugandan Board members, resulting in a Board of 5, of which 4 are Ugandans and 1 is a foreigner/founder, who acts as the Chairman.
  - In ownership: 100% of the shares are in hands of 3 of the Ugandan Board members.
  - By extension of own fundraising to 80% of all investments in the financial year 2017-2018.
  - By extension of service delivery to project management for the planning and implementation phases of solar projects.

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From 2017 onwards, the Board of Directors of Tusaidiane Uganda Limited is consisting of:

- Kees Ebskamp, Chairman,
- Rogers Kayita, Director with Finance as field of expertise,
- Brian Kabayiza, Director and Secretary with Legal Affairs as field of expertise.
- Sharifa Nabaweesi, Managing Director, and
- Fred Kiwanuka, Director with the beneficiary environment as field of expertise.

The Managing Director initiates, guides and supervises the Tusaidiane Uganda Team (TUL-Team), responsible for the day-to-day operations. The TUL-Team consists of Managing Director, the Technical Manager, an Advisor/Consultant, a Junior Consultant, an Accountant, and an Assistant, in charge of transport and general duties.

If required, the Chairman Board is available as volunteer for operational work.

Where required the TUL-Team is using expertise of others on an ad-hoc basis.

Through the water projects TUL has acquired substantial knowledge and experience in organization and planning, in rainwater harvesting and water purification and in solar energy and construction. At the end of 2017 Tusaidiane Uganda was asked by CONGRAVA from the Netherlands (Sisters of Breda) to do the project management for the planning phase of solar installation in three major hospitals in Uganda and Tanzania. The planning phase was successfully concluded in July 2018. The TUL team was asked by the Sisters to also oversee/supervise the implementation of the solar installations in the hospitals. The implementation phase of the projects will soon be concluded.

In more recent years the fields of expertise have been extended with accountancy, services in financial literacy and the set-up and organization of microcredit funds.

During 2017, Tusaidiane Uganda through the Board of Directors got a donation of a plot of land for the benefit of the beneficiaries of Tusaidiane Uganda. The Board accepted the obligation to establish a Trust organization for the custody of the land title.

On the 25<sup>th</sup> of July 2018, the Minister of Lands, Housing and Urban Development granted the "Tusaidiane Trust" the Certificate of Registration and consented to acquire land.

#### 4. PARTNERS ABROAD AND IN UGANDA

They concern:

- **Mirembe Foundation** from the Netherlands.
- **Tusaidiane Trust** in Uganda.
- **St. Francis-Rakai-Initiative Marburg e.V (SFRIM).**

The partnership with the **Mirembe Foundation** started in 2013 with a water project in Gongonya East/Kampala, immediately followed by another water project for St. Francis Little Birds in Manny/Rakai together with SFRIM (see below). The partnership has been extended with a range of advisory services and project implementations (see 6.3). At the end of 2019, the Tusaidiane Foundation of the Netherlands concluded a cooperation agreement with partner Mirembe Foundation. From the 1<sup>st</sup> of January 2020 the Mirembe Foundation has taken over the Portfolio of Products of the Tusaidiane Foundation. Several sponsors of the Tusaidiane Portfolio of Products will continue their sponsorships through the Mirembe Foundation. The Tusaidiane Foundation has been liquidated and has ceased to exist as partner for TUL.

The **Registered Trustees of Tusaidiane** (in short "**The Tusaidiane Trust**") is a new partner in Uganda. The Tusaidiane Trust was founded in 2018 as the custodian of a plot of land, donated to the beneficiaries of Tusaidiane Uganda. The Tusaidiane Trust is a non-governmental organisation (NGO), certified by the Ugandan Government. Apart of being a custodian, the Tusaidiane Trust is also receiving funding for charity projects and purposes like the Tusaidiane Foundation was doing for projects of Tusaidiane Uganda Ltd. By the way, the Board of the Tusaidiane Foundation requested in 2019 the Tusaidiane Trust to take over its pre-financing function for projects of TUL. The Board of the Tusaidiane Trust promised to do so but informed the Foundation that capital to fulfil this role was missing. Thereafter, the Foundation created the opportunity for the Tusaidiane Trust to establish such capital fund through a donation before liquidation.

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### **St. Francis-Rakai-Initiative Marburg e.V (SFRIM)**

SFRIM asked in 2014 for support for projects of the community of St. Francis Little Birds in Mannya/Rakai District. What started with a single safe drinking water project in 2013, together with the Mirembe Foundation, has developed during 2014 and 2015 to a real social enterprising intervention.

SFRIM and Mirembe are joint partners in this intervention and will require TUL services for at least the period up to 2021. All TUL expertise areas are required, from educational and financial literacy services, management of microcredit and scholarship funds and safe drinking water to construction and solar.

TUL is asked by many **Other Partners**, both in Uganda and from abroad, to investigate project proposals and to give advice for the start-up and implementation of new projects.

Such **Partners in Uganda** were and are:

- FRALIBI CDA in Mannya in Rakai District (this partnership is dormant),
- St. Francis Little Birds Nursery & Primary school in Mannya in Rakai District,
- CHIDEFEA Women Group in Ggaba/Kampala,
- Mirembe Infant School in Bulenga in Wakiso District,
- KACHICA in Kamuli Trading Centre in Rakai District,
- SEECHILD in Bunamuwaya in Wakiso District.
- World Resilience and Agali Awamu Women Group in Bukeeka, Nazigo, Kayunga District
- Akili Women Group in Soroti
- Mama and Me Association in Jinja,
- Bulikuma KisoBOKa in Jinja

Such **Partners in Europe** are:

- Melania Foundation in Netherlands (women support),
- Sisters of Breda in the Netherlands (CONGRAVA),
- Rotary Woerden in the Netherlands.
- Wilde Geese in the Netherlands
- Stichting Mama and Me in the Netherlands
- Stichting KisoBOKa in the Netherlands

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### 5. FINANCIAL ACCOUNTS 2018-2019

TUL is following the Ugandan rules and regulations for the Financial Year, which implies that the financial year runs from the 1<sup>st</sup> of July till the 30<sup>th</sup> of June. TUL is reporting since 2009 the annual figures (Balance Sheet and Profit & Loss account) to the Ugandan Tax Authorities (URA), usually within 6 weeks after the financial year ends. TUL is reporting monthly PAYE (pay as you earn or income tax) for the employees. The table below shows the P&L situation for the Financial Year 2018-2019, ending on the 30<sup>th</sup> of June 2019.

#### P&L TUSAIDIANE UGANDA LIMITED / FINANCIAL YEAR 2018-2019

PARTNERS & DONORS	BENEFICIARIES	Balance Project Investment 1/7/18	Project Investments	Project Expenses	Investment Balance 30/6/19
SFRIM/ Mirembe	St Francis Little Birds N&P School-Mannya	8,912,128	86,012,313	- 23,077,900	71,846,541
	Women & Widows Club Mannya	8,727,000	-	-	8,727,000
	FRALIBI CDA	29,999,532	-6,411,750	- 24,643,400	-1,055,618
Mirembe	KACHICA (Kamuli Childcare N&P School)	3,075,610	216,276,080	- 167,424,500	45,775,970
	CHIDEFEA	-155,100	-	-	- 155,100
	Daughters of Charity	-	-	-	-
	SEECHILD	- 1,706,000	66,774,110	- 59,769,550	5,298,560
Tusaidiane Foundation	Victors High School Scholarship Fund	7,664,242	4,150,500	- 8,250,000	3,564,242
	TUL Microcredit Fund	-165,300	6,900,000	- 7,600,000	-865,300
	Textbook Fund	20,593,200	12,450,000	- 27,910,500	5,132,700
Melania	Grassroot-WGs Microcredit Fund	4,610,755	4,050,000	-4,000,000	4,660,755
Individuals	Scholarship Fund for Individuals	5,980,376	84,833,680	- 65,148,360	25,665,696
	Iganga Primary School Project	400,000	66,190,225	-66,578,700	11,525
	Projects for Disabled	-4,000,000	-	-	- 4,000,000
Different	Water Projects	24,111,128	15,166,500	- 2,975,500	36,302,796
	Bukeeka ICT/Library	-	21,350,000	-23,101,000	-1,751,000
	Elimination TUL MCF	165,300	-6,900,000	7,600,000	865,300
	corrections	-2,444,836	-	2,444,836	-
PROJECT SERVICE INVESTMENTS FY 2018-2019 in UGX		99,620,053	570,541,158	- 470,434,574	200,026,637
In Euros		23,685	135,649	-111,848	47,557
Average rate 7/2018 – 6/2019		4206	4206	4206	4206
		<b>INCOME</b>	<b>EXPENSES</b>	<b>RESULT</b>	
TUL – OPERATIONS FY in UGX	FY 2017-2018	166,080,753	163,201,544	2,879,209	
	FY 2018-2019	212,993,827	215,674,820	-2,680,993	
<b>Bank &amp; Cash positions per 30/6/19</b>		€	Exchange rate	UGX	
Barclays UGX A/C				631,146	
Barclays Euro A/C		€ 35,809.96	UGX 4,150	148,611,334	
Cash				14,401,100	
<b>TOTAL BANK &amp; CASH</b>				<b>163,643,580</b>	

#### Notes

- Donations for projects are regarded as project investments under the umbrella of the Investment License of the UIA. They are represented in the Balance Sheet under "Secured Liabilities" as the Investment balance at the beginning and at the end of the Financial Year after deduction of the project expenses in that FY.
- The above table shows that income for "Projects" or "Special Funds" amounts to almost 0,6 billion shillings (UGX 570,541,158 or € 135,649) with UGX 470,434,574 (€ 111,848) as expenses.
- Bank & Cash positions per 30<sup>th</sup> of June amount to nearly UGX 164 million.

TUL operations grew further in 2018-2019 because of the solar advisory services for the three hospitals in Uganda and Tanzania on order of CONGRAVA (Sisters of Breda). However, expenses grew more than income, resulting in a negative result (UGX -2,680,993 or € -637).

The negative "Retained Earnings" position on the balance sheet therefore increased.

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### 6. PERFORMANCE REVIEW FOR CALENDAR YEAR 2019

#### 6.1. General

In the reviews below we will follow the business areas as described in the annual TUL Strategy 2019 document. It concerns:

- Advisory and Training Services,
- Income generation and (women) microcredit activities,
- Education and community development, and
- Safe drinking water.

During the calendar year 2019 TUL received € 148.088 grants and consultancy fees from partners/donors (was € 138.888 in 2018).

There was additional operational income and expenditures in Uganda shillings for operational services to clients. Examples are microcredit loans and repayments, water maintenance service and transport.

Grants for project funding of partners/donors amounted to € 113.491 as exhibit in the table below.

Year 2019	euro	Partners/Donors			
Projects	TOTAL	Tusaidiane Foundation	Mirembe Foundation	St Francis-Rakai Initiative Marburg	Other donors
SF VHS	1.000	1.000			
SF Individuals	12.839	11.339	1.500		
Book Fund	3.000	3.000			
SFLBNP-SMC19	7.071			7.071	
SFLBNP-OVC19	4.320			4.320	
SFLBNP-others	550			550	
SFLBNP-san. pads	500			500	
FRALIBI-SFSV	2.860			2.860	
Water	500	500			
KACHICA	45.996		45.996		
SEECHILD	22.070	700	21.370		
Bukeeka ICT/Library	2.000		2.000		
Mama & Me	10.815				10.815
<b>TOTAL PROJECTS</b>	<b>113.521</b>	<b>16.539</b>	<b>70.866</b>	<b>15.301</b>	<b>10.815</b>
<b>CONSULTANCY &amp; G&amp;A INCOME</b>	<b>34.567</b>	<b>-25</b>	<b>5.205</b>	<b>0</b>	<b>29.387</b>
<b>TOTAL</b>	<b>148.088</b>	<b>16.514</b>	<b>76.041</b>	<b>15.301</b>	<b>40.202</b>

#### 6.2. Advisory & Training Services

TUL is guiding several women groups in managing their microcredit fund. This is more than just administrative and accounting support. It concerns also training in financial literacy, business planning ("How to make a simple business plan") and budgeting.

TUL supported the CHIDEFEA Women Group in Ggaba, Akili Women Group and the Agali Awamu Women Group in Bukeeka with training in business management, budgeting and account keeping.

St. Francis Little Birds Nursery and Primary School (SFLBNP), received in 2019 management, training and accountancy support, financed by the Mirembe Foundation and SFRIM. This was supposed to be the final year for training the school according to a five-year contract of (2015-2019) but the contract was renewed because the school still needs TUL support.

TUL extended management and training support to KACHICA, Kyabiwa Women Group and SEECHILD.

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TUL helped KACHICA with reviewing the School Development Plan and composing the 2020 Action Plan with priorities.

SEECHILD was helped with business planning, accountancy and report writing.

In 2017 the Congregation "Alles voor Allen" of the Sisters of Breda in the Netherlands requested the Chairman as private person, to assist as consultant in the planning of solar projects for three hospitals, viz. Nyakibale and Mutolere Hospitals in Uganda and Rubya Hospital in Tanzania.

Chairman agreed with CONGRAVA to take on the assignment as Tusaidiane Uganda, whereby Chairman as project leader would work for free and the required Tusaidiane employees would be paid for their services and of course for upkeep and transport. CONGRAVA agreed with this proposal.

TUL composed a Project Management Team with generalists and technicians. The TUL-PMT completed the planning phase to the satisfaction of the Sisters of Breda, who requested them to oversee/ supervise together with hospital management the implementation phase of the projects. Implementation by JOSNORM Electrical Services is going on. The project is severely behind schedule and could not be completed during 2019.

Tusaidiane Uganda has also experience in organizing the drilling of a borehole (80-100 meters deep after doing a geological assessment). Two of such boreholes were realized in 2019 and one is under construction and will be completed this year in 2020

### **6.3. Income Generation and microcredit activities**

Presently, TUL is supporting several groups with microcredit management and support.

#### *Child Development and Family Empowerment Association (CHIDEFEA)*

CHIDEFEA has 64 members and is fully registered. The aim of their microcredit fund is to empower women in Ggaba Village on Lake Victoria outside Kampala to look after orphans and vulnerable children.

CHIDEFEA started with 26 women and some got loans of 100.000-200.000 shillings (€ 30-60). However, now they have over 90 loans and the highest loan amount increased to 1 million (€ 300).

Mirembe Foundation boosted the capital in 2015 by giving a donation of € 2.500. Loan repayment is great: the group has not yet registered any loan defaulters.

After doing well in 2018, the group recruited 22 new members in 2019 to give them loans. In 2019, the businesses of the women were thriving!! The women are already making loan repayments in their group.

CHIDEFEA had to repay the Mirembe loan to TUL in 2020. The loan has been repaid by the women group and loaned back to the women group to give out new loans.

#### *St. Francis Women & Widows Club (SWWC)*

St. Francis Women and Widows Club started in 2013 and is a fully registered Women Group.

The women had 64 loan takers and they could take a loan of up to 500,000 shillings or ca. € 140.

Most women started their business project in agriculture and were confronted with climatic conditions. If unfavourable, they got low yields for their produce with poor repayment of loans, therefore.

The club did not issue out any new loans in 2018 due to a huge overdue outstanding balance and the situation did not normalise even in 2019, so they decided to embark on a joint women project of hiring out tents and chairs.

#### *Kyabiwa Bakyala Twezimbe Women's Group*

Kyabiwa Bakyala Twezimbe Women's Group (KBT WG) was established in 2014 as a self-help group initiative by women of Kyabiwa Parish in Kibanda Sub County in Rakai District. It started with 45 members with a subscription fee of 6.000 shilling (€1.70) per sitting day every month to create some capital.

By 2015 the women had opened a bank account and had accumulated an amount of 1.750.000 shilling (€ 473) through group savings and interest on small loans.

In December 2015, the group got an interest free loan from TUL which amounted to 2 million shillings (€540).

The loan was financed out of the fund for grass root women groups from the Melania Foundation from the Netherlands. The loan revolved within the members and was paid back to TUL by 26 December 2016. This enabled the women to raise the loan amount to a maximum of 500,000 per loan with an interest of 15% per annum. The group members have increased to 54 members and so far, the group has not registered any loan defaulter. The previous loan of 2 million in 2016 was paid back according to agreement.

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The management of KBT-WG asked Tusaidiane Uganda in 2017 for a new loan of 5 million shillings (€ 1.250) for:

- Two shared WG-projects (managing jointly a saloon and managing jointly a tailoring shop). Each group project required capital of 500.000 shillings.
- Increasing the microcredit fund capital with 4 million for individual income generating loans.

Tusaidiane Uganda approved the loan at the end of 2017, using again the Melania funds for supporting grassroots women groups.

In 2018, 1,5 million shillings was repaid to TUL. The women also in 2019 made their loan repayments promptly and the joint projects and individual businesses of the women are doing well.

### *FRALIBI Microcredit Fund*

The MCF no longer exists due to failure to pay back their loans. TUL had no option but to bring the journey of FRALIBI and their projects to an end.

### *Agali Awamu Women Group*

Agali Awamu is a Women Group located in Bukeeka, Kayunga District. The Group is comprised of teachers and parents from the community. The group received on the 3<sup>rd</sup> of April 2018 a loan from Tusaidiane of UGX 2,500,000 for their poultry business. The group has had 6 cycles of rearing since April 2018 but in 2019, the women got a set back and got a disease out- break on the farm which killed all the birds, a major hindrance in poultry farming. The group has since then not made their loan repayment promptly.

### *TUL Micro Credit Fund*

The TUL Microcredit Fund is operating for quite some years for assisting community-based initiatives in the start-up phase. The original capital in the fund amounted to 42 million shillings, of which 16 million is "sleeping" for many years; recovery most probably is doubtful.

We redefined the criteria (in principle short loan periods of not more than one year; spreading risks by limited loan amounts). We are working with clear signed loan agreements, in which repayment conditions are spelled out. Repayment follow-up is done monthly.

Although the available 25,8 million shillings (€ 6-7,000) has been active for a number of years, the capital is not any longer moving around. Repayments in 2018 and 2019 were meagre. So, also the 26 million shillings is becoming "dormant". Capital on the balance sheet is slightly negative.

### *Other income generating activities*

St. Francis Little Birds Nursery & Primary School started in 2016 vocational training in their new vocational rooms, constructed with the help of the Marburg friends in German and the German Government.

School management combined the training with a new approach for income generation.

The projects are at stand still due to lack of management by school management (hiding by stating a lack of operating capital for the project).

## **6.4. Education and community development**

Today, our main support is in scholarship funds, textbooks/scholastic materials and in school and community development, including construction.

The Victors High School Scholarship Fund was phased out in 2019 according to planning.

Tusaidiane Uganda is currently managing two Scholarship Funds (SF's) on request of St Francis-Rakai-Initiative Marburg (SFRIM), one for secondary and vocational students (SFSV for mainly old boys and girls of SFLBNP school) and one for the orphans and vulnerable children (SF OVCs) of St Francis Little Birds in Mannya/Rakai District.

In 2019, 120 OVCs were supported for the amount of 4,32 million shillings. Originally it was the intention of SFRIM to phase out the SF for OVCs during the coming years (93 in 2020; 74 in 2021; 53 in 2022; 33 in 2023; 19 in 2024 and the last 7 in 2025). However, partner SFRIM has offered to continue (as long as sufficient sponsors can be found) by taking on annually 10 new OVCs in baby class. This will result (with some ups and downs) in supporting annually a group of ca. 100 OVCs.



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Some 20 secondary and vocational students were supported in 2019 through the SFSV for the amount of ca € 4,500, financed by SFRIM. No new students are taken on by the sponsors of SFRIM. SFRIM will phase out the sponsorships for existing in 2021.

Some 16 children and students were sponsored in 2019 by the Scholarship Fund for Individuals from abroad for the total amount of ca. € 11.000, mainly transferred through the Tusaidiane Foundation. TUL is acting as the custodian of this Scholarship Fund. In 2020 sponsors will transfer money through the Mirembe Foundation who has taken over the work of the Tusaidiane Foundation in the Netherlands. TUL has the capacity to serve more sponsors.

The cooperation with FRALIBI CDA has come to an end, because the “dream” could not be realized. In 2018 St. Francis Little Birds Nursery & Primary School (originally part of FRALIBI) became independent with a School Management Committee in the driver seat. Today, the School has drastically improved in performance because of the good and conducive learning atmosphere at the school.

A milestone was the opening in 2016 by the Ambassador of the Federal Republic of Germany of the 300 million extensions of St. Francis Little Birds with 2 nursery classrooms, 2 vocational rooms, 2 dormitories and the fencing of the school compound. Funding came for more than 50% from the German BMZ.

In the years thereafter SFRIM through TUL provided playing equipment for the nursery section, installed a weather station in the school for study purposes and also introduced the making of sanitary pads by the girls and ladies from the women group. This initiative has helped to improve the attendance rates of the girls at school, thus improving their performance and enabling them to compete favourably with the boys. The school constructed in 2019 a new flushing girl's toilet with bathing facilities. This year 2019, SFRIM has supported SFLBNP school with a total amount of **€ 15.301**.

Kamuli Childcare Nursery & Primary school is assisted since 2016/17. KACHICA (Kamuli Childcare Community Association) was founded in 2017. After a difficult start in 2016-17 KACHICA Management with help of Tusaidiane Uganda managed in 2018 an acceleration in the realization of the School Development Plan. The positive developments contributed highly to preventing closure of the school by the authorities.

A review of the School Development Plan 2017-2021 and proper priority-setting for 2019 resulted in the 2019 Action Plan. With help of the Mirembe and Tusaidiane Foundations and with support of Wild Geese of the Netherlands the following of the Action Plan 2019 could be realized: construction of the Nursery section with furniture, construction of a Library and Administration with furniture and several provisions for creating a conducive learning environment. School and Community Water supply and the renovation of four old classrooms could not be realized (lack of funds).

From the start in 2016 to 2019 KACHICA has invested through TUL more than UGX 400 million in the education of their children. KACHICA management and the entire school community are expressing their sincere gratitude to Donors and Tusaidiane Uganda for the support given.

Sustainable and Effective Empowerment of CHILDren with Disabilities (SEECHILD) is a partner of Tusaidiane and came into existence during 2017. The initiators (four people with a track record in this field) have the passion of working for children with special needs categorized as mental and physical disabilities. They have come up with innovative solutions, which could contribute to bridge the gap that is making the life of these children and their families exceedingly difficult.

From the start SEECHILD is supported by the Mirembe Foundation of the Netherlands and managerially and financially by TUL.

SEECHILD established in 2018 a day Skills Training Centre which is now thriving. New toilets for the students were constructed, playing tools were installed and the centre now has a beautiful fence for strengthening the security at the school premises.

In 2019, trainees have made significant improvements in tailoring, mats weaving, sweater knitting, book making and received wheelchairs.

In 2018, SEECHILD management started projects for mentally disturbed recruits and in 2019 the scholarship fund for disabled orphans and vulnerable children.

The rehabilitation program for children with mental disabilities is steadily progressing with the second group of beneficiaries recruited for 2019 and the third group will start in 2020. This project involves finding people with mental problems from the community and support them to start medical therapy to contain the problem. In addition, SEECHILD supports them to take them to Butabika referral mental hospital to receive the drugs.

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With the scholarship fund for disabled orphans and vulnerable children SEECHILD is aiming at giving half-bursaries to 30 vulnerable disabled children for the amount of UGX 27 million through the TUL Scholarship Fund. It is funded by Mirembe and Church in Action.

All the staff of BISTC apart from the Social Worker who was in her maternity leave received in 2019 first aid training. The Centre got a First Aid Kit.

Another major intervention in 2019 was advocacy for transport means (a motorcycle and a van) for SEECHILD to ease mobility of the beneficiaries to and from the center in order to work effectively and efficiently. The van will be donated by a congregation of sisters neighboring SEECHILD.

SEECHILD has also started construction of their permanent premises in Mpigi District which will accommodate the boarding section for the beneficiaries. SEECHILD got a grant for it of € 20,000 from Wereld Missie Hulp. This was used to buy more than one and a half acres of land and construction of the buildings. They also have now a beautiful garden of matooke and fruits on this land. SEECHILD is also supported by Missionaries of Africa.

### **6.5. Safe Drinking Water**

- a. Servicing, maintenance, repair and sale of jerry cans for the installed base (operations)

67 units in 18 Districts were serviced twice a year for the service fee of UGX 240.000 (€60 per year) including transport to the location but excluding expenses for broken gadgets.

- b. Small investments in hardware for existing clients

Sometimes existing clients are requesting for small extensions to the existing facilities. Examples are an extra galvanized water harvesting tank, an extra stainless-steel tank for safe drinking water storage, extension of the safe drinking water to another nearby user group, etc. In 2019 there were no requests.

- c. Investments for new projects

No new projects could be installed because of lack of funds. Both in 2018 and in 2019 Tusaidiane Uganda got yearly applications from 3 potential Beneficiaries. Beneficiary management and Local Leaders (including TUL) were not able to find sponsors for their projects. Moreover, TUL has no funds to stock a limited number of purifiers for use as soon as a project is materializing. Procurement and delivery from abroad are taking more than 6 months.

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### 7. ACTION PLAN 2020

The Action Plan of Tusaidiane Uganda for 2020 is composed of project interventions and ordinary business for the intervention areas:

- based on the renewed partnership with the Mirembe Foundation (including the interventions of the liquidated Tusaidiane Foundation).
- based on the partnership with the Tusaidiane Trust Uganda,
- based on the existing partnership with St. Francis-Rakai-Initiative Marburg e.V. (SFRIM), and
- based on other existing TUL business and new market opportunities.

#### 7.1. Interventions on request of Tusaidiane Foundation of the Netherlands

In January 2020, Tusaidiane Foundation, NL ceased to exist and was liquidated. The work of the Foundation was taken over by the Mirembe Foundation in the Netherlands and the Tusaidiane Trust in Uganda. Hence, Mirembe Foundation has agreed to continue with the Portfolio of Projects of the Tusaidiane Foundation, including some of its sponsors. Tusaidiane Uganda (TUL) will continue with implementation of this portfolio on request of now of the Mirembe Foundation and with a range of other Mirembe interventions in Uganda (see 7,2).

#### 7.2. Interventions on request of Mirembe Foundation of the Netherlands

The Mirembe Foundation of the Netherlands expects to request Tusaidiane Uganda to implement the following interventions in 2020. Each intervention (project) must be materialized by handing in a formal Request for Funding signed by the Managing Director of Tusaidiane Uganda Ltd, after which a formal approval of the Board of the Mirembe Foundation will follow.

- Provide managerial and accountancy support to St. Francis Little Birds Nursery & Primary School on behalf of both the Mirembe Foundation and St Francis-Rakai-Initiative Marburg e.V. according to the agreement signed on the 3<sup>rd</sup> of July 2019, considering that:
  - It is Mirembe who will pay the annual fee, amounting € 2.600 for 2020.
  - Tusaidiane Uganda will send invoices per half-year in January and in July, after which Mirembe will pay within 30 days.
  - The need for continued supports in 2021 will be assessed in November 2020.
- Providing financial support to the KACHICA Action Plan 2020 of Kamuli Childcare Association (KACHICA) with assistance of the Wild Geese Foundation. Funding requirements for the Action Plan 2020 are € 74.508 without the construction of 3 new classrooms. The “Mirembe Consortium” (Mirembe, Tusaidiane, Rotary Woerden, etc) will fundraise to the highest possible extent (€ 49.672) and expects to get 50% supplementation from Wild Geese (€24.839) on their fundraising result. The fundraising target for Mirembe sponsors and well-wishers is ca.€ 22.000 and for previous Tusaidiane Foundation sponsors (incl. Rotary Woerden) ca.€ 28. 000.

It should be noted that:

- The Request for Funding (RfF2020-001) for the KACHICA Action Plan 2020 has been submitted to the Mirembe Foundation in October 2019.
- Wild Geese is intending to fund the construction of 3 new classrooms for the KACHICA Action Plan for € 20.000 through another Benefactor.
- Wild Geese has communicated that they will not contribute to the construction of dormitories.

The consequence of the latter is that the Mirembe Foundation with their sponsors of the consortium have to raise an extra € 7.000 for the realization of the dormitories.

- Providing financial project support to planned developments for SEECHILD. SEECHILD has communicated that they would like to submit in 2020 to Mirembe two projects and a program for sub-projects for funding, viz.:
  - Training project for people with mental disorders (UGX 58 million or €14.400)
    - Group 1, vocational training for 11 people (UGX 19 million)
    - Group 2, vocational training for 20 people (UGX 19 million)
    - Group 3, starting with rehabilitation for 20 people (UGX 20 million).
  - Scholarship Fund for Orphans and vulnerable children (UGX 28 million or € 7.000),

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- A program for some sub-projects, aiming at increasing income at the centre, e.g. sweater making (UGX38 million) and book making (UGX 12 million) for UGX 50 million or €12.500.
- The requested amount for SEECHILD interventions together could be ca. € 34.000

### Summary envisaged Interventions by Mirembe Foundation

	<b>In €</b>
1. Consultancy fee for managerial & accountancy support for SFLBNP/FRALIBI	2.600
2. Providing financial support to the KACHICA Action Plan 2020 (22.000+28.000+7.000)	57.000
3. Providing financial support to planned developments for SEECHILD	34.000
<b>TOTAL of the intended Interventions by fundraising of the Mirembe Foundation</b>	<b>€ 93.600</b>
<b>Intended Interventions through the Mirembe Foundation from Wild Geese</b>	<b>36.500</b>
<b>TOTAL intended interventions by or through the Mirembe Foundation</b>	<b>€ 130.100</b>

### 7.3. Interventions on request of St. Francis-Rakai-Initiative Marburg e.V. (SFRIM)

St. Francis-Rakai-Initiative e.V. in Marburg/Germany (SFRIM) is continuing to use Tusaidiane Uganda (TUL) as their Trustee for a range of interventions for St. Francis Little Birds Nursery & Primary School in Mannya/Rakai District. Each intervention (project) must be materialized by handing in a formal Request for Funding signed by the Managing Director of Tusaidiane Uganda Ltd as the “Applicant” and by the project owner St Francis Little Birds, either the Head teacher and Secretary to the SMC or by the Chairman SMC or both. A formal approval letter or email of the Board of SFRIM in Germany will follow.

SFRIM expects to request TUL to implement the following interventions in 2020.

- Provide managerial and accountancy support to FRALIBI CDA for 2020. This support is delivered on request of both SFRIM and the Mirembe Foundation. (€ 1.300 to be paid through Mirembe Foundation). This support could be continued in 2021 after evaluation of the need in October 2020.
- Manage and monitor the use of the Scholarship Fund for 98 Orphans and Vulnerable Children (OVCs) for € 2.940, being 98 x € 30 per OVC plus € 300 for 10 new ones in baby class 10 x € 30
- Manage and monitor the use of the Scholarship Fund for 18 students in secondary and vocational school (SFSV) for € 2.430.
- Support and monitor the production of sanitary pads by schoolgirls and village women from local materials (€ 500).
- Replacement of outmoded textbooks according to requirement of Ministry (€ 3.000)
- Computer lab to be located in the library (ca 10 desktops + a small printer) for € 3.000.
- Extension of electricity to library for computer use (1.700), battery replacement for solar (2.200) and lump sum for school renovations (600).
- Interventions for projects submitted by the SMC
  - Revival of the Carpentry project with commercial approach (at least € 1.000)
  - Revival of the Tailoring project with commercial approach (at least € 1.500)
  - Construction of teacher’s residences (ca. € 6.500/house)
  - Yet unknown projects (€ 2.500)

### Summary Planned Funding by SFRIM

	<b>In €</b>
1. Consultancy fee for FRALIBI CDA (paid Mirembe)	0
2. Scholarship Fund for Orphans & Vulnerable Children	3.240
3. Scholarship Fund for Secondary & Vocational students	2.430
4. Support and monitor the production of sanitary pads	500
5. Replacement textbooks	3.000
6. Computers	3.000
7. Extension of electricity to library, battery replacement and school renovations	4.500
8. Interventions for SMC submitted projects	11.500

**TOTAL of Funding for envisaged interventions by SFRIM** **€ 28.170**

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### 7.4. Income & Fundraising for TULs Existing Business and New Market Opportunities

Tusaidiane Uganda is aiming at fundraising in 2020 through other local and foreign sponsors/donors for the following interventions

- It could be that private sponsors could start sending funds directly to TUL for studies of Ugandan pupils or students. For the budget we have put it on zero.
- It could be that funds could be found for new water purification projects and for stocking several purifiers.
- Repayments to microcredit funds is regular business. With proper repayment behaviour, the repayments will be given out again and will be part of expenditures.
- G&A income on projects is an estimate for regular administrative support costs.
- Consultancy fee and expense compensation for project management for client projects (e.g. solar).
- The allocation of full transport costs per km to projects and interventions lead to income for the Depreciation Fund in order to replace overtime the car.

<u>Interventions in Uganda as proposed and planned for by TUL</u>	<u>In UGX.</u>
1. Student Sponsorships for individuals	0
2. Donations to TUL Water Program 2019 for new projects	200.000.000
3. Travel trips	20.000.000
4. Donated Seed Capital to renovate the TUL MCF	40.000.000
5. Repayments to MCF W&WC Manny	0
6. G&A income on projects	12.000.000
7. Consultancy & expense compensation for clients projects (e.g. solar)	30.000.000
8. Transport Depreciation Fund	<u>25.000.000</u>
<b>TOTAL of funding for envisaged business and interventions of TUL</b>	<b>UGX 327.000.000</b>

### 7.5. Summary of Funds Required for Planned Interventions and Business in 2020

Interventions	Partner in €	Partner in UGX (millions)	Water	Income Generation	Education	Cons & Others
Mirembe Foundation	€ 130.100	UGX 520,40 m		€ 12.500	€ 115.000	€ 2.600
SFRIM	€ 28.170	UGX 112,68 m		€ 11.500	€ 16.670	
TUL Business	€ 81.750	UGX 327,00 m	€ 50.000		€ 0	€ 31.750
<b>TOTAL</b>	<b>€ 240.020</b>	<b>UGX 960.08 m</b>	<b>€ 50.000</b>	<b>€ 24.000</b>	<b>€ 131.670</b>	<b>€ 34.350</b>