



P.O. Box 32071
Kampala - Uganda

Tusaidiane Uganda Limited
Management Advisory & Implementation Services
Mobile: +256752766402/401 / www.tusaidiane.com
Certificate of Incorporation No. 97141
e-Tin 1000111344 / URA File nr. 99865

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STRATEGY 2020

WHO WE ARE, OUR EXPERTISE AND WHAT WE ARE DOING (January 2020)

1. STRATEGY AND ORGANISATION

Tusaidiane Uganda Limited (in short "TUL") is a company, incorporated with limited liability on the 2nd of April 2008. The objects for which the company is registered are extensively described in the Memorandum of Association.

Main reason for founding the company was the need to formalize advisory and implementation services for community-based projects; both for implemented projects or projects in implementation in Uganda by a Ugandan organization on request of donors abroad, to start with the Tusaidiane Foundation of the Netherlands.

These advisory and implementation services were mainly rendered in free time by Mr. Kees Ebskamp with help of Ugandan employees. Mr. Ebskamp started to do so during his assignment as the General Manager of the Joint Medical Store (JMS) in Kampala (2002-2006).

Projects are funded by benefactors from abroad, mainly from Europe. It started with benefactors from the Netherlands, who channeled their donations through the Tusaidiane Foundation from the Netherlands for dedicated projects.

TUL has been founded to guarantee continuity in the service delivery to schools, health facilities and CBOs, and continuity in supervision and reporting on behalf of donors.

TUL has been intentionally founded as a company limited, which could develop as an independent "social enterprise", helping Ugandan customers to learn "social enterprising" themselves. Main reason for the company limited form are efficiency considerations and decisiveness in implementation.

Local fundraising in addition to support from abroad for local projects is an essential part of the strategy.

Since its inception in 2001 the motto of the Tusaidiane Foundation in the Netherlands has been: "One Euro here is one Euro there". "Here" is standing for the location of the donor, "there" is standing for the location of the beneficiary in Uganda or another African country.

The Board of Directors of Tusaidiane Uganda Ltd has adopted this strategy for TUL.

From the 1st of January 2020 the Mirembe Foundation has taken over the Portfolio of Products of the Tusaidiane Foundation, who liquidated per the same day. Several sponsors of the Tusaidiane Foundation will continue their sponsorships through the Mirembe Foundation.



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Tusaidiane Uganda will continue to implement its portfolio of products, sponsored by several donors/partners.

Today, the Board is composed of:

- Mr. Kees Ebskamp, Chairman.
- Mr. Brian Kabayiza, Secretary and legal specialist.
- Mr. Rogers Kayita, Member and financial specialist.
- Ms. Sharifa Nabaweesi, Member and Managing Director.
- Mr. Fred Kiwanuka, Member with the beneficiary environment as field of expertise.

Before 2017 the Chairman (as executive) transferred his knowledge and experience to the Ugandan Team members. Among them was the Administrator, Ms. Sharifa Nabaweesi, who was appointed Board Member and Managing Director as per the 1st of April 2017.

The company also changed from a “foreign” company to a Ugandan company by transferring all shares to the Ugandan Board members. Today, three Ugandan Board Members are holding the shares in the relation 40%/30%/30%. Shareholding of Tusaidiane Uganda is not personal but linked to the function of board membership.

Today, TUL is operationally managed by the Managing Director with the TUL-Team, which is composed as follows.

					
Sharifa Nabaweesi Managing Director Bachelor International Business	Oliver Namuyanja Accountant Business Administration and Accounts	Phiona Nalweyiso Advisor/Consultant ICT & Project Management	Emmanuel Karamaje Driver & General Duties Pastor	Tabora Didas Technician- Installation, service & maintenance	Rachel Tushabe Junior Consultant Business Administration

The Team is fully capable to implement consultancy and implementation services for Ugandan customers and beneficiaries, either on requests of partners abroad or on request and funded by local partners.



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2. THE EXPERTISE AND WHAT TUL IS DOING IN UGANDA

Tusaidiane Uganda supports schools, hospitals, health centres and community-based organizations in villages and parishes with investments in education, community care (specifically clean and safe drinking water), income generation and with advisory and training services.

TUL acquired through the organization and implementation of water projects (since 2005) substantial knowledge and experience in organization and planning, in rainwater harvesting and water purification and in solar energy and construction. In more recent years, the fields of expertise have been extended with accountancy, services in financial literacy and set-up and organization of microcredit funds and project management for different types of projects.

Increasingly, TUL is asked by other organizations, both in Uganda and from abroad, to investigate specific situation and to give advice for the start-up of new projects. In several situations TUL is asked thereafter to implement and/or supervise the implementation of the project.

Note: For understanding the history of the different areas of intervention it is advisable to read the corresponding paragraphs in the Annual Report 2019 (see 6).

2.1. ADVISORY & TRAINING SERVICES

TUL is delivering since the start in 2008 organizational and advisory services, including accounts and training support. It concerns:

- Water projects: project planning, implementation and services after implementation.
- Women groups in view of training and management for microcredit funds.
- Partner projects, such as FRALIBI CDA, CHIDFEA, KACHICA and SEECHILD.
- Project Management for the planning and implementation phases of solar projects.
- Other ad-hoc request for assessing an organization or a project.

2.2. INCOME GENERATION AND (WOMEN) MICROCREDIT FUND PROJECTS

Major intervention for income generation is the supply of microcredit to women groups and other communities for creating income based on a proper business plan.

Beneficiaries can increase their capital through savings by group members.

Tusaidiane Uganda is the custodian for several Microcredit Funds (MCF). In majority, they are founded by women groups.



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Tusaidiane is guiding the groups in managing their fund. This is more than just administrative and accounting support. It concerns also training in business planning and budgeting. We train beneficiaries in making a business plan (market, requirements, prices, expected profit, etc.).

Regularly, we communicate on the website about the progress of different microcredit funds.

Presently, we are supporting several women groups on their request including the new women group from Soroti. The women are guided in how to manage their funds, how to account for the money in their group and how to set up an accounting system. We closely monitor the progress and if it's positive we try to find capital (donations or loans) for their fund or we link them to donors.

The Child Development and Family Empowerment Association (CHIDEFEA) women group reached independence, whereby operational support of Tusaidiane Uganda could still be required by the leadership of the women group. However, not on initiative of donors abroad, but on request of and paid for by the women in Uganda themselves. The group is doing well. They paid back the loan to Mirembe in 2019. Mirembe has honoured their request to renew the loan for the same amount and to start repayment in 2020.

The St. Francis Women & Widows Club in Mannyra failed to make their loan repayments. They did not give out new loans. The women decided to do a joint business with the remaining money on their account. They bought chairs for hiring out at different occasions.

Kyabiwa Bakyala Twezimbe Women Group will need further support, in particular training in the use of Excel for accounts and of Word for reporting. TUL will continue to support them in MCF issues.

In 2018 we received a loan request from Agali Awamu Women Group, Bukeeka in Nazigo, Kayunga district where TUL has a water purifier at Bukeeka Primary School. The purpose for their loan request was to boost their existing poultry business to improve their family livelihood and also be able to pay school fees for their children. The joint poultry business got some setbacks and the women are not able, already for several months, to repay their installments.

TUL would like to re-vitalize the TUL MCF with an injection of new capital, if a sponsor can be found.

Special attention is given to income generation and vocational training (see also Education below) by St. Francis Little Birds Nursery and Primary school in their vocational facilities with the aim to earn income to provide education to several OVCs. It concerns tailoring, carpentry, and agriculture.

Apart from income generation one of the main objectives is vocational training for the pupils (see also Education below).



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Developments and ambitions for 2020:

- Further guidance -if required- for CHIDEFEA
- Follow up on the new MCF-business of St. Francis Women & Widows Club (SWWC) in Manny.
- Continued financial and ICT support for the Kyabiwa Bakyala Twezimbe Women's Group.
- Support Agali Awamu Women Group -wherever possible- in revitalizing their poultry business and their capacity to repay agreed loan installments.
- Search for a capital injection for the TUL MCF.
- Give only support to the vocational projects of St. Francis Little Birds if school management (and/or the SMC) takes initiative in managing their projects.
- Support (managerial and financial) at least three more grass-root women group.

2.3. EDUCATION AND COMMUNITY DEVELOPMENT

Several years ago, Tusaidiane Uganda supported a school and 2 health centres in construction and account keeping. Today, our main support is in scholarship funds, textbooks and scholastic materials and in school and community development. We need for that expertise in organization and general management, in account keeping, in solar provisions, and in construction.

Scholarship Funds

TUL will continue to manage the two Scholarship Funds (SF's) on request of St Francis-Rakai-Initiative Marburg (SFRIM), one for secondary and vocational students (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 Manny/Rakai District.

Several individuals from abroad are still supporting pupils or students in Uganda. Tusaidiane Uganda will continue to act as the intermediate for administration and fee payments.

SEECHILD started in 2019 with support from the Mirembe Foundation in the Netherlands a scholarship fund for 30 orphans/vulnerable children with special needs and struggle with payment of school fees. The children will get an opportunity of receiving specialized education for a full year through a half bursary school fees sponsorship. This scholarship will continue in 2020.

Textbooks and scholastic materials

TUL has a so-called "Book Fund"; the Fund supports annually some needy schools with scholastic materials. Last year Wajaabu Primary School benefited from the fund. We aim at supporting 5 needy schools with textbooks and scholastic materials, incl ICT, in 2020.



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School and community development

The cooperation with FRALIBI CDA has come to an end, because the “dream” could not be realized. In 2018 St. Francis Little Birds (originally part of FRALIBI) became independent with a School Management Committee in the driver seat. The intention for 2020 is to provide new textbooks for the school and install a computer laboratory at the school. Possibly, there will be financial support for renovation and maintenance.

The history of the KACHICA organization and their Annual Action Plans for the realization of the School Development Plan 2017-2021 can be found in the TUL Annual Report 2019 (see under 6.4)

School and Community Water supply and the renovation of 4 old classrooms in the Action Plan 2019 could not be realized because of lack of funds. The Action Plan 2020 is ambitious and aims at almost completing the School development Plan 2017-2021.

A review of the School Development Plan 2017-2021 and proper priority-setting for 2020 based on experiences have resulted in the 2020 Action Plan. In priority order the Plan aims at the realization of:

1. Water for school and village community.
2. Scholastics and training in ICT and management.
3. Dormitories for P7-candidates with beds.
4. Construction of the last 3 primary classrooms with furniture.
5. Constructing a kitchen with food store.
6. Realize a dining-, performing- and meeting hall.
7. Levelling sports- and playing fields.

Required funds are huge with more than 372 million Uganda shillings. We submitted a Request for Funding to the “Mirembe Consortium” (Mirembe, Tusaidiane, Rotary Woerden, etc.), supported by Wild Geese (supplementing 50% of the fundraising result), for realization of this Action Plan 2020, be it possibly in tranches.

In 2020 TUL shall focus on providing managerial and accountancy support to SEECHILD. This support is delivered on request of the Mirembe Foundation. Mirembe will pay TUL a consultancy fee for the services. TUL will also monitor the use of the Scholarship Fund for the OVCs, the continuation of the rehabilitation program of the mentally disturbed street youth and new income generating projects (tailoring & sweater making and exercise book making).

Developments and ambitions for 2020:

- Manage Scholarship Funds as per expectations of sponsors and be open for cooperation with individuals abroad in view of sponsoring of apprentices.
- Help 5 needy schools with scholastic materials if funds are available.
- Assist St. Francis Little Birds according to Action Plans of the School Management Committee and in line with funding possibilities of SFRIM.



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- Help KACHICA and Kamuli Childcare Nursery & Primary School to implement the Action Plan 2020 according to their School Development Plan 2017-2021.
- Continue guiding SEECHILD in the development of the Skills Training Centre for Disabled People, the Rehabilitation of children with Mental disabilities, the implementation of the Scholarship fund and new income generating projects.

2.4. SAFE DRINKING WATER

Tusaidiane supports since 2005 schools, hospitals, orphanages, health centres and village communities in Uganda with tanks and accessories for rainwater harvesting and the installation of a water purifier.

In a period of 14 years, 93 projects with more than 2 million litres of rainwater harvesting capacity have been implemented in 18 Ugandan Districts. It concerns the communities around 39 nursery & primary schools, 31 secondary & vocational schools, 13 health facilities and 10 parishes and care homes.

More than 100.000 children, students, patients and village people in Uganda got access to clean and safe drinking water through the installation of 81 water purifiers.

Sixty-seven (67) are still in operation and in service with Tusaidiane Uganda (TUL), usually based on a service contract. Most of them got also rainwater harvesting facilities and water back-up provisions.

Some 12 Beneficiaries were helped with only rainwater harvesting facilities.

Project initiation by TUL starts with an assessment of the situation on the ground after having received an Application Letter of a candidate (community and/or institution), endorsed by the local authorities.

A water purifier can serve 3-4000 users/day with clean and safe drinking water and must be installed in a safe and protected environment of a school or health facility (the Host).

A water purifier will only be installed if the future owners of the purifier (Community and Host):

1. Shows capability and motivation to effectively manage and maintain the facilities,
2. Will mobilize the community to be involved in the project and the ownership, and
3. Will act to guarantee that users are aware about the impact of safe drinking water on health and understand how to use clean and safe drinking.

There are strict technical criteria to be met during assessment before granting a project, such as:

- Are roofs adequate for harvesting rainwater? Are there facer boards and gutters in good condition?
- How to guarantee sufficient water supply in times of insufficient rain? Is there a borehole nearby or swamps to fetch water in jerrycans? Is it possible to connect to municipality water?
- How many drinking water distribution points are required?
- Is there gravity, which among others can be used for drinking water distribution?
- Is there reliable electricity supply or do we have to install solar?
- Is there a safe and protected place to install the purifier or do we have to build a special house?



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The Community and Host should be willing and prepared to contribute to the realization of their project.

Local contribution is essential in view of ownership and achieving sustainability in operations.

In addition, Local Leadership must find a sponsor to help them financially to realize the project. Where possible, TUL will assist in the search process for sponsorship.

Project costs for a purifier with drinking water storage and distribution facilities amounts to more than UGX 20 million or € 5.000. If rainwater harvesting is required, expenses can go up with UGX 6-7 million (more than € 1.500) for 12.000 litres of rainwater harvesting (tank, tank-base, gutters, pipes, etc.). Usually a minimum of 24.000 litres (2 tanks of 12.000 litres) is required or around UGX 13 million (more than € 3.000).

Contribution of at least 20% of the project costs (from UGX 4 to UGX 7 million) by the Community can be in kind (bricks, cement, sand, facer boards, rainwater tank, etc.) or by sharing in the funding. Originally, project costs were funded for 100% by donors abroad through the Tusaidiane Foundation.

Apart from private people, major donors in the beginning years were Cordaid Netherlands and the S.P.Y.N. Welfare Foundation. Also, several organizations in the Netherlands, Germany and Austria co-sponsored a project of a beneficiary in Uganda, with whom they had already a partnership relation.

Tusaidiane Uganda has also experience in organizing the drilling of a borehole (80-100 meters deep after doing a geological assessment). Costs of such borehole are high (UGX 45-50 million or € 11-12.000).

Two of such boreholes were realized and one is under construction and will be completed in 2020.

Challenges for 2020 and following years

1. Give priority in operational service support to clients with a good track record in view of drinking water use and make service business self-supporting.
2. Support requests of Local leaders for "mind-set change" by offering native speakers to sensitize communities about the benefits of safe drinking water against a training fee.
3. Support requests for investments of existing customers for small extension of facilities.
4. Find a sponsor to stock several LineGuard Water purifiers.
5. Stock a minimum of 4 purifiers if seed money for stocking (€ 10.000) can be found.
6. Find sponsors for investing in new projects.
7. Assess three schools in Kaliziso as requested by Rotary Masaka and provide Report with Budget.
8. Assess Kako Secondary School as requested by the Principal and provide Report with Budget.
9. Implement new purification projects in consultation and cooperation with the new beneficiary communities as far as sponsors are available.

For 200 million Uganda shillings (or ca. € 50.000) it will be possible to serve 5-7 communities with clean and safe drinking water. The exact number will depend on the composition of the projects.



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2.5. PROJECT MANAGEMENT FOR SOLAR PROJECTS

For background see Annual Report 2019 under 6.1).

TUL has been helping CONGRAVA and the Hospitals with the planning and procurement for the projects.

The implementation of all three solar projects has been a challenging task, which was not completed when COVID-19 broke out. We have worked to the best of our ability to supervise the three projects. Two were nearly live when the lock-down paralysed further work. We will need at least another 2-3 months after the lock-down has been cancelled. This project has been a great achievement for TUL during 2017-2019. We hope that this will open more doors for us once it is finalised. The Sisters like to maintain the relationship with TUL for overseeing on request some of their projects in Uganda.

Ambition for 2020: Assist CONGRAVA and the Hospitals in completion and the hand-over the projects and in the training of the Hospital Solar Technicians as first-line support employees.