



## Management Advisory & Implementation Services

P.O. Box 32071  
Kampala – Uganda  
[www.tusaidiane.com](http://www.tusaidiane.com)

Certificate of Incorporation No. 97141  
e-Tin 1000111344  
URA File no. 99865

Managing Director: Sharifa Nabaweesi  
Mobile: +256752766402  
Email: [tul.sharifa@gmail.com](mailto:tul.sharifa@gmail.com)

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### **ANNUAL REPORT FOR THE YEAR 2020 / ACTION PLAN 2021**

**06 January 2021**

#### **1. INTRODUCTION**

Tusaidiane Uganda Limited (in short “TUL”) is a company, incorporated with limited liability on the 2nd 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 1st of January 2020 the Mirembe Foundation took over the Portfolio of Products of the Tusaidiane Foundation. Several sponsors of the Tusaidiane Portfolio of Products continued their sponsorships through the Mirembe Foundation. Tusaidiane Uganda continued to implement the Portfolio.

TUL is supporting schools, hospitals, health centres 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 19th of May 2008. Project Investments in Uganda from the start in 2008 to June 2020 amounted UGX 4.9 billion Uganda shillings (1.4 million euros).

Interventions encompass safe drinking water, education, health, project assessments and income generation projects for many village communities and community-based organizations. Specific strategies for the different areas are described in “Strategy 2021/Who we are, our expertise and what we are doing?”.

## 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":
  - o In human resources:
  - o By entering agreements with other partners for implementation of their projects.
  - o By extension of own fundraising from 5% in 2012-2013 to 58% of all investments in the financial year 2015-2016.
  - o By extension of service delivery with organizational assessments, school fee services for individuals and construction.
- 2017: completion of "Ugandizing":
  - o 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.
- o In ownership: 100% of the shares are in hands of 3 of the Ugandan Board members.
  - o By extension of own fundraising to 80% of all investments in the financial year 2017 onwards.
  - o By extension of service delivery to project management for assessment and implementation of client projects.

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, an Advisor/Consultant, a Junior Consultant, and an Accountant. 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 different projects, TUL has acquired substantial knowledge and experience in organization and planning, rainwater harvesting and water purification and in solar energy and construction, among others. 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 two of the projects in Uganda was completed and launched in 2020. The remaining project in Tanzania will soon be concluded in 2021.

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

The Tusaidiane Trust and Tusaidiane Uganda work hand in hand to realise projects. Tusaidiane Uganda is the preferred implementing organisation of the projects of the Tusaidiane Trust.

#### **4. PARTNERS ABROAD AND IN UGANDA**

Tusaidiane is working with different partners to support, implement and supervise different projects on their behalf and also guarantee proper reporting and accountability as indicated below.

**Mirembe Foundation;** The partnership with the Mirembe Foundation started in 2013 with two water projects. The partnership has been extended with a range of advisory services and project implementations. At the end of 2019, the Tusaidiane Foundation of the Netherlands concluded a cooperation agreement with partner Mirembe Foundation. From the 1st of January 2020 the Mirembe Foundation took over the Portfolio of Products of the Tusaidiane Foundation. The Tusaidiane Foundation was liquidated, and it ceased to exist as partner for TUL.

**The Tusaidiane Trust;** The Registered Trustees of the Tusaidiane Trust (in short "The Tusaidiane Trust") was founded in 2018 as the custodian of a plot of land, donated to the beneficiaries of Tusaidiane Uganda.

Apart from being a custodian of land, the Tusaidiane Trust is aiming at fundraising and receiving funds for charity projects. Implementation is organised in consent with donor partner. The Tusaidiane Trust regards Tusaidiane Uganda as the preferred project implementation organisation.

**SFRIM;** We have been working with St. Francis-Rakai-Initiative Marburg e.V (SFRIM) SFRIM since 2014 for support for projects. SFRIM and Mirembe are joint partners in funding the school projects and will require TUL services even 2021. All TUL expertise areas are required, from educational and financial literacy services, scholarship funds and construction.

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),
- Tusaidiane Trust in Uganda.
- 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 Bunamwaya 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:

- Mirembe Foundation from the Netherlands.
- St. Francis-Rakai-Initiative Marburg e.V (SFRIM).
- Sisters of Breda (CONGRAVA) from the Netherlands
- Rotary Woerden in the Netherlands.
- Wilde Ganzen in the Netherlands
- Stichting Mama and Me in the Netherlands
- Stichting KisoBOKa in the Netherlands
- Other individuals from the Netherlands

## **5. FINANCIAL ACCOUNTS 2019-2020**

TUL is following the Ugandan rules and regulations for the Financial Year, which implies that the financial year runs from the 1st of July till the 30th of June. TUL is reporting since 2009 the annual figures (Balance Sheet and Profit & Loss account) to the Ugandan Tax Authorities (URA). TUL is reporting monthly PAYE (pay as you earn or income tax) and compensating NSSF for the employees.

Tusaidiane Uganda is also making a shift from using Excel accounts to an ERP system of Quick Books. The Accountant and Managing Director were trained in Quick books under the guidance of the Chairman Board of Tusaidiane and for now, TUL is running both systems concurrently.

**P&L TUSAIDIANE UGANDA LIMITED / FINANCIAL YEAR 2019-2020**

PARTNERS & DONORS	BENEFICIARIES	Balance Project Investment 1/7/19	Project Investments	Project Expenses	Investment Balance 30/6/20
SFRIM/ Mirembe	St Francis Little Birds N&P School-Mannya	71.846.541	203.101.686	-236.455.913	38.492.314
	FRALIBI CDA	-1.055.618	11.561.500	-3.980.250	6.525.632
	Women & Widows Club Manya	8.727.000	-	-4.000.000	4.727.000
Mirembe	KACHICA (Kamuli Childcare N&P School)	45.775.970	357.846.661	-279.498.245	124.124.386
	CHIDEFEA	-155,100	14.442.390	13.268.000	1.019.290
	ULRIKA WOMEN GROUP	2.570	-	-2.570	-
	SEECHILD	5.298.560	109.320.020	-82.598.000	32.020.580
Tusaidiane Foundation	Victors High School Scholarship Fund	3.564.242	-	- 3.564.242	-
	TUL Microcredit Fund	-865.300	1.620.000	- 1.300.000	-545.300
	Textbook Fund	5.132.700	-	- 1.486.758	3.645.942
Melania	Grassroot-WGs Microcredit Fund	4.660.755	-	-	4,660,755
Individuals	Scholarship Fund for Individuals	25.665.696	24.894.400	-37.189.425	13.370.671
	Projects for Disabled	-4,000,000	-	-4,000,000	-
Different	Water Projects	36.302.796	-16.750.000	-22.111.975	-2.559.179
	Iganga Primary School project	11.525	-	-11.525	-
	Bukeeka ICT/Library	-1.751.000	-	1.751.000	-
	MMA Daycare Centre	-	67.052.255	-40.758.100	26.294.155
	MMA Covid-19 Emergency	-	10.258.200	-8.615.000	1.643.200
CONGRAVA	Nyakibale Transformer	-	81.073.160	-81.073.160	-
Different	Balance Partner	-	-	162.630	162.630
	Elimination TUL MCF	865.300	-1.620.000	1.300.000	545.300
PROJECT SERVICE INVESTMENTS FY 2019-2020 in UGX		200.026.637	862.800.272	- 808.699.533	254.127.376
In Euros		49.365	212.932	- 199.580	62.717
Average rate 7/2019 – 6/2020		4052	4052	4052	4052
		<b>INCOME</b>	<b>EXPENSES</b>	<b>RESULT</b>	
TUL – OPERATIONS FY in UGX	FY 2018-2019	212,993,827	215,674,820	<b>-2,680,993</b>	
	FY 2019-2020	275.364.389	275.254.237	<b>110.152</b>	
<b>Bank &amp; Cash positions per 30/6/19</b>		<b>€</b>	<b>Exchange rate</b>	<b>UGX</b>	
Barclays UGX A/C				<b>30.166.399</b>	
Barclays Euro A/C		<b>€ 43.141,71</b>	<b>UGX 4,100</b>	<b>176.881.011</b>	
Cash				<b>27.030.900</b>	
<b>TOTAL BANK &amp; CASH</b>				<b>234.078.310</b>	

1. 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” increasing the Investment balance at the beginning of the Financial Year. The investment balance at the end of the Financial Year is achieved after deduction of the project expenses in that FY.

2. Income for “Projects” or “Special Funds” amounts to **UGX 862,800,272**

3. Bank & Cash positions per 30th of June amount to nearly **UGX 234,078,310** million.

TUL operations closed the FY 2019-2020 with a profit of (UGX **110,152** or € 26.87) before tax.

The “Retained Earnings” position on the balance sheet is negative with -5,310.312

## 6. PERFORMANCE REVIEW FOR CALENDAR YEAR 2020

### 6.1. General

In the reviews below we will follow the business areas as described in the annual TUL Strategy 2020 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 2020, TUL received huge amounts in consultancy fees for paying salary and other costs. Investment Balance of Partner Projects (under “secured Liabilities”) increased with UGX 54,100,739

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 **274,606.37** as exhibit in the table below

#### Donations and Professional Income from Partners during Calendar year 2020

Year 2020	Euro	Partners/Donors						
Projects	TOTAL	Wilde Ganzen	Mirembe Foundation	St Francis-Rakai Initiative Marburg	CONGRAVA	Stichting Mama & Me	Tusaidiane Trust	Other donors
Partner Balances	5,125.00	-	-	150.00	-	-	-	4,975.00
SF Individuals	6,293.50	-	6,293.50	-	-	-	-	-
Book Fund	9,837.00	-	3,000.00	-	-	-	6,387.00	-
SFLBNP-OVC19	11,590.00	-	-	11,590.00	-	-	-	-
SFLBNP Maintenance	16,670.00	-	-	16,670.00	-	-	-	-
SFLBNP-others	500.00	-	-	500.00	-	-	-	-
SFLBNP-san. pads	403.00	-	-	403.00	-	-	-	-
SFLBNP computer lab	3,000.00	-	-	3,000.00	-	-	-	-
FRALIBI-SFSV	2,430.00	-	-	2,430.00	-	-	-	-
Water	-	-	-	-	-	-	-	-
KACHICA	71,662.72	23,887.57	47,775.15	-	-	-	-	-
SEECHILD	20,458.00	-	20,458.00	-	-	-	-	-
CHIDEFEA	9,550.00	-	9,550.00	-	-	-	-	-
Mama & Me first aid kit	1,250.00	-	-	-	-	1,250.00	-	-
Mama and me others	3,271.50	-	-	-	-	3,271.50	-	-
Nyakibale Transformer	20,000.00	-	-	-	20,000.00	-	-	-
Nyakibale Generator	29,281.00	-	-	-	29,281.00	-	-	-
Mutolere Generator	27,561.00	-	-	-	27,561.00	-	-	-
COVID Emergency & SOPs	36,978.73	12,187.87	8,631.00	16,159.86	-	-	-	-
<b>TOTAL PROJECT DONATIONS</b>	<b>274,606.37</b>	<b>36,075.44</b>	<b>95,707.65</b>	<b>50,902.86</b>	<b>76,842.00</b>	<b>4,521.50</b>	<b>6,387.00</b>	<b>-</b>
<b>PROFESSIONAL INCOME</b>	<b>0.00</b>	<b>0.00</b>	<b>2600.00</b>	<b>0.00</b>	<b>21,033.00</b>	<b>7,729.70</b>	<b>0.00</b>	<b>3,371.00</b>
<b>TOTAL</b>	<b>274,606.37</b>	<b>36,075.44</b>	<b>76,041.00</b>	<b>50,902.86</b>	<b>97,875.00</b>	<b>12,251.20</b>	<b>6,387.00</b>	<b>8,346.00</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. This year, we haven’t done much with these groups because of the COVID 19 situation as such no repayments were made and most of the groups lost their savings and business capital.

St. Francis Little Birds Nursery and Primary School (SFLBNP), received in 2020 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 and SEECHILD.

TUL helped KACHICA with reviewing the School Development Plan and implementing the 2020 Action Plan with priorities. SEECHILD was helped with business planning, accountancy and report writing. TUL also helped SEECHILD in making a development plan for the new SEECHILD MISTC centre at Mpigi.

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 for two hospitals is complete and launched (Nyakibale and Mutolere Hospitals). Rubya hospital completion was hindered by the corona lockdown pandemic boarder restrictions but it will be completed in early 2021.

CONGRAVA is happy with the services of Tusaidiane and hence this year, they requested the Tusaidiane Trust to conduct several assessments on their behalf for potential projects. The Tusaidiane Trust has involved Tusaidiane Uganda in the assessments.

From the first assessments, out of the thirteen projects received from CONGRAVA, seven were fake. One of the other five, promoting literacy for children and parents of Knowledge for Children in Soweto-Masaka, is meanwhile granted a donation. The others are still under consideration. For three smaller ones (water, sanitation, etc for schools), we expect early 2021 a decision.

The last is a big project i.e. the SEECHILD MTSTC project for which Tusaidiane (TUL and TRUST) has developed a multi annual Development Plan. We expect for this project a decision in January 2021. CONGRAVA prefers to channel their project funding through the Tusaidiane Trust. Funded projects by CONGRAVA could lead to substantial additional advisory and/or implementation services for Tusaidiane Uganda.

Meanwhile, CONGRAVA submitted the Tusaidiane Trust another six projects for assessment in 2021.

Tusaidiane Uganda if requested by CONGRAVA/Tusaidiane Trust or the client themselves is willing to offer consultancy services for improving and drafting organised Requests for Funding with proper budgets and implementation plans because this aspect is lacking from almost all the proposals received from CONGRAVA. These assessments will possibly create more consulting opportunities and work for Tusaidiane Uganda in 2021 onwards.

Tusaidiane Uganda has also experience in organizing the drilling of a borehole (80-100 meters deep after doing a geological assessment). This year 2020, one borehole was drilled at Kamuli Child Care Nursery and Primary School.

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

Presently, TUL is supporting several groups with microcredit management and support for example, CHIDEFEA, Kyabiwa Women Group, TUL MCF, among others. These groups have been affected by the current COVID 19 situation and their repayments are dormant.

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

CHIDEFEA women group currently has 44 members under their MCF and is supported by Mirembe Foundation since 2015. The group has been thriving since its inception. However, one member died early this year and with the outbreak of corona pandemic and lock down crisis in March 2020, it took away with

it what they had achieved and resulted in many negative and long term impacts for these women. They utilized their business capital to feed their families. They also experienced floods due to the rising water levels of Lake Victoria dispersing their businesses and homes and leading to diseases, hunger and starvation. This led to the intervention of Tusaidiane Uganda and CHIDEFEA women group leaders to appeal to Stichting Mirembe which provided relief support of food, sugar, beans SOPs and cash money for rent to the women worth UGX 28,020,000. Mirembe also provided extra financial support UGX 25.000.000 grant to revamp their businesses. The women were so grateful to TUL and Mirembe Foundation.

### **TUL Micro Credit Fund**

There were no repayments realised in 2020. The TUL MCF is “dormant” for several years due to loan takers not repaying their loans and having consumed in that way the capital of the Fund. In January 2020, the Tusaidiane Trust submitted a Request for Funding to CONGRAVA for the revitalization and re-capitalization of the TUL MCF. Just before year-end the Tusaidiane Trust informed TUL Management that it got a confirmation from CONGRAVA that in January 2021 CONGRAVA will grant € 10.000 for this purpose. So, we have to hand in a Request for Funding to Tusaidiane Trust with a project plan how to revitalize the TUL MCF.

### **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.

It should be noted that this year 2020, the government subjected the entire country to a total lockdown, all learning institutions included. Only finalists started school later in October which means that the scholarship fund was almost inactive. Some students will have to stay in the same class meaning that the plan (students on the fund) for 2020, moves to 2021 in case schools are re-opened.

This year 2020, TUL provided new textbooks for St. Francis Little Birds Nursery and Primary School. School activities were affected by the COVID 19 lockdown crisis and could not go on. The school also drafted an annual maintenance and renovation plan which they handed in to their sponsors (SFRIM) who funded the project. When the lock down was eased, the entire school buildings and furniture were renovated and painted. in order to keep the school property clean and in good order. There will be financial support for renovation and maintenance which will reduce annually because later in the coming years funds for renovation have to come from school income generating projects.

TUL also provided food relief support on behalf of the donors abroad to several of her partners to help alleviate the negative effects of the total lockdown and COVID 19. Beneficiaries who benefited from the food relief projects included St Francis Little Birds, KACHICA, CHIDFEA, Mama and Me Jinja and Bulikimu Kisoboka Jinja. TUL and the beneficiaries are grateful to the donors for extending a helping hand during these hard times. Some schools also received textbooks and printers for printing learning materials as part of the response plan to the COVID 19 lockdown on schools. The teachers print and take the learning materials to the students and there after mark the assessments which is helping the students keep busy at home.

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.

This year early in 2020, school and community water supply was finally realised. The community can now access the water by buying a token for 20 litres of water (a jerrycan) at an affordable price and the proceedings go to the school as income for maintenance of the water project. The Action Plan 2020 aimed at almost completing the School Development Plan 2017-2021. However, smooth implementation of activities was hindered by the corona virus lockdown crisis on the entire country which brought the project to a standstill. Later on with ease of government restrictions, work resumed and a lot has been achieved i.e. Scholastics and training in ICT and management was partly achieved, Construction of the last 3 primary classrooms with furniture is done, levelling sports and playing fields is ongoing, both construction of the kitchen with food store and realization of a dining (performing and meeting hall) and painting is on-going. We expect to complete the Action Plan 2020 (including the construction of dormitories for boys and girls) by mid-2021.

**Sustainable and Effective Empowerment of CHILDren with Disabilities (SEECHILD)** is a partner of Tusaidiane and came into existence during 2017. 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. 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.

With the scholarship fund for disabled orphans and vulnerable children SEECHILD aimed at giving half bursaries to 30 vulnerable disabled children for the amount of UGX 27 million through the TUL Scholarship Fund. The Fund is funded by Mirembe and Church in Action. Sponsorship for the first group of students on the Fund will stop this year, 2020. This scholarship will continue in 2021 for the remaining two groups. SEECHILD is also supported by Missionaries of Africa.

The Centre received a van which was donated by a Congregation of sisters neighbouring the Centre in Bunamwaya. SEECHILD got a grant of € 20,000 from Wereld Missie Hulp. This was used to buy more than one and a half acres of land in Mpigi and kick start construction of the buildings on the land to establish a boarding centre. Activities came to a standstill due to lack of funds. They also have now a beautiful garden of matooke and fruits on this land.

The training school being developed in Mpigi MISTC Centre is a sister centre to SEECHILD BISTC of Bunamwaya. MISTC will be a boarding section for 150 children and 50 day scholars with 30 staff. The Tusaidiane Trust and Tusaidiane Uganda on request of CONGRAVA are providing support for drafting the development and implementation plan (2021-2024) to help them build a fully equipped boarding training school for the disabled. We hope that SEECHILD gets funding for their MISTC project. The multi annual Development Plan drafted with our help is ready for handing in to CONGRAVA by the 31<sup>st</sup> of Dec 2020.

## 6.5. Safe Drinking Water

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

34 units in 18 Districts were serviced once this year for the service fee of UGX 240.000 (€60 per year) including transport to the location but excluding expenses for broken gadgets. Funded by CONGRAVA on request of the Tusaidiane Trust, clients who have fully paid their service fee for 2020 will get free service for the year 2021.

### **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 2020 there were no requests for these services.

### **c. Investments for new projects**

No new projects could be installed because of lack of funds. From 2018, 2019 and 2020 Tusaidiane Uganda got yearly applications from 3 potential Beneficiaries. Beneficiary management and Local Leaders were not able to find sponsors for their projects. Tusaidiane Uganda through the Tusaidiane Trust will get funding for new water purifiers from CONGRAVA for possible new investments for 2021.

## 7. ACTION PLAN 2021

The Action Plan of Tusaidiane Uganda for 2021 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. The Tusaidiane Trust

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. The Tusaidiane Trust is hiring Tusaidiane Uganda for implementation of projects on behalf and request of donors/clients.

Although we did not yet receive an intervention letter for 2021 from the Board of Directors of the Tusaidiane Trust, we know through collegial communication that the Tusaidiane Trust will ask the TUL MD to submit Requests for Funding for implementation of the following projects for which the Trust has received or expects to receive funds:

• Current Operations-water service 1 <sup>st</sup> round 2021 (ca. 40x 120.000)	UGX	4.800.000
• Current Operations-water service 2 <sup>nd</sup> round 2021(ca. 55x120.000)	UGX	6.600.000
• Water: funding of new water projects (€ 10.000 x 4200)	UGX	42.000.000
• Water: stocking 5 Pentair LineGuards (€ 10.000 x 4200)	UGX	42.000.000
• Education/Book Fund etc. projects € 10.000 x 4200)	UGX	42.000.000
• Reorganising the TUL MCF (€ 10.000 x 4200)	UGX	42.000.000
• <u>MISTC-Action Plan 2021 (€ 140.000 x 4200)</u>	UGX	<u>588.000.000</u>
<b>TOTAL</b>	<b>UGX</b>	<b>767,400,000</b>

It could be that the Tusaidiane Trust will transfer CONGRAVA project funds directly to the Beneficiary organization, requesting Tusaidiane Uganda to deliver advisory services for guidance and monitoring accountability of the receiving Beneficiary. An example is Knowledge for Children (USD 50.000)

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

#### **Planned Projects and Interventions for 2021**

The Mirembe Foundation of the Netherlands expects that Tusaidiane Uganda will support in 2021 the implementation of priority 3 of the KACHICA Action Plan 2020, being the construction of a Girls and Boys Dormitory for the amount of € 26.039, including furniture. This 2020 prio 3 project has been authorized already early 2020. Funds for the amount of € 17.631 are already on the account of Mirembe through 2020 contributions of the previous Tusaidiane Foundation (€ 6.331) and its individual sponsors (Grimmelikhuisen € 2.500 and Ebskamp € 8.800). The remaining € 8.408 would be financed by Mirembe.

Mirembe also expects to request Tusaidiane Uganda to implement the following interventions in 2021. 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 2021;
  - Tusaidiane Uganda will send invoices per half-year in January and in July, after which Mirembe will pay within 30 days;
- KACHICA: provision for Action Plan 2021 for remaining issues of € 12.000
- Providing financial project support to planned developments for SEECHILD. SEECHILD has communicated that they would like to submit this year to Mirembe three projects and a program for sub-projects for funding, viz.:
  - Training project for people with mental disorders (UGX 39 million or € 9,750),
  - Group 2, vocational training for 20 people (UGX 19 million or € 4.750),
  - Group 3, starting with rehabilitation for 20 people (UGX 20 million or € 5.000,)
  - A program for some sub-projects, aiming at increasing income at the centre, e.g. sweater making (UGX 38 million or € 9.500) and book making (UGX 12 million or € 3.000) or a total of UGX 50 million or €12.500.

The requested amount for SEECHILD altogether could be ca. € 32.000

<b>Summary of projects and envisaged Interventions by Mirembe Foundation</b>	<b>In €</b>
1. Delayed construction incl. furniture of KACHICA 2020 Action Plan prio 3/dormitories	26.039
2. Consultancy fee for managerial & accountancy support for SFLBNP/FRALIBI	2.600
3. Provision for remaining issues KACHICA ACTION PLAN 2021	12.000
4. Providing financial support to planned developments for SEECHILD	32.000
<b>TOTAL of approved projects and intended Interventions by the Mirembe Foundation</b>	<b>€ 72.639</b>

### **7.3. Interventions on request of St. Francis-Rakai-Initiative Marburg e.V. (SFRIM) 2021**

#### **Planned Interventions for 2021 by St. Francis-Rakai-Initiative Marburg e.V. for St Francis Little Birds Nursery & Primary School**

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 Manny/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 2021.

- Provide managerial and accountancy support to FRALIBI CDA for 2021. 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 2022.

- Manage and monitor the use of the Scholarship Fund for 91 Orphans and Vulnerable Children (OVCs) for € 4040, being 91 x € 40 per OVC plus € 400 for 10 baby class 10 x € 40 and 18 primary seven students being 240 for the first term which is 18 x13.33 for P7.
- Manage and monitor the use of the Scholarship Fund for 18 students in secondary and vocational school (SFSV) for € 2.430. This will be the last year of support by SFRM to the Scholarship Fund.
- Support and monitor the production of sanitary pads by schoolgirls and village women from local materials (€ 403). There are still some materials for last year available.
- Computer lab to be located in the library (ca 10 desktops + a small printer) for € 3.000.
- Manage and monitor SFRIM's contribution to the Service & Maintenance Plan for the coming years. The school has increasingly to fund such Plan out of own income. SFRIM will contribute for 2021 € 3.000, for 2022 € 2.000 and the final € 1.000 in 2023.
- The one-time COVID-19 expenditures for the restart of the Nursery up to P6 classes following the SOPs from the ministry of Health for the amount of € 2.927

<b>Summary Planned Funding by SFRIM</b>	<u>In €</u>
1. Consultancy fee for FRALIBI CDA (paid Mirembe)	0
2. Scholarship Fund for Orphans & Vulnerable Children	4.280
3. Scholarship Fund for Secondary & Vocational 18 students	2.430
4. Support and monitor the production of sanitary pads	403
5. Monitoring the contribution for the Service & Maintenance Plan 2021	3.000
6. Establishing a Computer Lab in the Library	3.000
7. COVID-19 expenditures for restart of all classes acc. to SOP's of Ministry	2.927
<b>TOTAL of Funding for envisaged interventions by SFRIM in 2021</b>	<b>€ 16.040</b>

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

Tusaidiane Uganda is aiming at fundraising in 2021 through other local and foreign sponsors/donors for the following interventions. Existing private sponsors will continue their sponsorship.

- It could be that new 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 for stocking several purifiers.
- TUL got seed capital for the revitalization of the TUL MCF.
- 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
- The allocation of full transport costs per km to projects and interventions lead to income for the Depreciation Fund in order the replace overtime the car.

**Interventions in Uganda as proposed and planned for by TUL****In UGX****Projects**

1. Student Sponsorships for individuals	22.000.000
2. Donations to TUL Water Program 2021 for new projects	42.000.000
3. Donated Seed Capital to renovate the TUL MCF	42.000.000
4. Water: stocking 5 Pentair LineGuards	42.000.000
5. Education/Book Fund projects	42.000.000

**TOTAL of funding for envisaged business and interventions of TUL****UGX 190,000,000**