



Management Advisory & Implementation Services

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STRATEGY 2021

WHO WE ARE, OUR EXPERTISE AND WHAT WE ARE DOING

(January 2021)

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 for 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 channelled 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.

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	Birungi Anthony Technician- water	Rachel Tushabe 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.

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 2020 (found on the TUL website)

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, CHIDEFEA, MAMA & ME, BULIKIMU KISOBOKA, KACHICA and SEECHILD.

- 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.

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. 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. The women lost all their savings and capital during the lockdown crisis and Mirembe Foundation has revitalized their MCF with funding. Tusaidiane will continue supporting their MCF IN 2021.

The St. Francis Women & Widows Club in Mannya embarked on a joint business. 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 2021, TUL will re-vitalize the TUL MCF through an injection of new capital by the Tusaidiane Trust.

Developments and ambitions for 2021

- Further guidance -if required- for CHIDEFEA
- Follow up on the new MCF-business of St. Francis Women & Widows Club (SWWC) in Mannya.
- Continued financial and ICT support for the Kyabiwa Bakyala Twezimbe Women's Group.
- Support (managerial and financial) at least three more grass-root women group.

2.3. EDUCATION AND COMMUNITY DEVELOPMENT

Tusaidiane Uganda to-date has supported 3 schools 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

The scholarship fund project was dormant in 2020 due to the pandemic. TUL in 2021 will continue to manage the two Scholarship Funds (SF's) on request of St Francis-Rakai-Initiative Marburg (SFRIM), for the last year one for secondary and vocational students (for mainly old boys and girls of SFLBNP school) and continuously one for the orphans and vulnerable children (SF OVCs) of St Francis Little Birds in Mannya/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 operating a centre (BISTC) in Bunamwaya 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 got an opportunity of receiving specialized education for a full year through a half bursary school fees sponsorship.

Textbooks and scholastic materials

TUL has a so-called “Book Fund”; the Fund supports annually some needy schools with scholastic materials. We aim at supporting 5 needy schools with textbooks and scholastic materials, incl ICT, in 2021.

School Development

In 2021, TUL shall focus on providing managerial and accountancy support to SEECHILD for both BISTC and MISTC centres. This support is delivered on request of the Mirembe Foundation and CONGRAVA (assessment and construction of MISTIC project). Both Mirembe and CONGRAVA will pay TUL a consultancy fee for the services offered for the concerned projects. TUL will also monitor the SEECHILD (BISTC) 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).

In 2018, St. Francis Little Birds became independent with a School Management Committee in the driver seat. Last year. In 2020, school activities were affected by the COVID 19 lockdown crisis and could not go on. We will install a computer laboratory at the school in 2021 and possibly, there will be financial support for renovation and maintenance. This will reduce annually because later in the coming years, funds for renovation will come from the school income generating projects.

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. A review of this plan will aim at the realization/ completion of the Action plan 2020 with the following activities;

1. Buy the remaining part of the scholastics and complete the training in ICT and Management.
2. Build dormitories for P7-candidates and refurbish them with beds.

Developments and ambitions in Education and Community Development for 2021

- 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.
- Assist St. Francis Little Birds according to Action Plans of the School Management Committee and in line with funding possibilities of SFRIM.
- Help KACHICA and Kamuli Childcare Nursery & Primary School to complete the implementation of the Action Plan 2020 and any additional activities for 2021.
- Continue guiding SEECHILD in the development of the Skills Training Centres for Disabled People (BISTC and MISTC). For BISTC; the focus will be on rehabilitation of children with mental disabilities, implementation of the Scholarship Fund and new income generating projects. For MISTC; the focus will be on project planning, guidance and supervision for the development of this new boarding centre in Mpigi.

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.

2.4.1 Water Service

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. For the year 2021, clients who paid their annual water service fees duly will receive free water service as a way of mitigating the negative financial impacts of COVID 19 on schools. The free water service is funded by the Tusaidiane Trust and donors abroad.

2.4.2 Stocking new purifiers

Tusaidiane Uganda is restocking and buying 5 new Line guards and 5 shurfle pumps for possible new water clients.

2.4.3 New Projects

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):

- Can meet the technical criteria as assessed during the assessment,
- Show managerial capability to run their project.

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).

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.
2. Support requests for investments of existing customers for small extension of facilities.
3. Implement new purification projects in consultation and cooperation with the new beneficiary communities.
4. Tusaidiane Trust made some water assessments on request of CONGRAVA, NL, these could be potential implementation water projects for TUL in 2021.

CLOSURE REMARK ABOUT COVID 19 AND THE CORONA VIRUS

In 2020 (March to the beginning of June), TUL operations were hampered by the corona virus and COVID 19 disease which resulted into government restrictions in order to keep people safe at home under lockdown. So, many TUL partners were affected by the COVID-19 crisis and lockdown. TUL resumed office on the 4th June 2020 and like everyone else around the world with increasing infections, TUL is adapting to this new situation as best we can. We want to take this opportunity to assure our partners that we remain committed to making sure that we serve the needs of the beneficiaries. TUL has been proactive in raising awareness about how to prevent the spread of the virus, promote hygiene and social distancing measures, and making sure that the beneficiaries in Uganda have proper hand washing facilities, access to hand sanitizers and corona posters for sensitizing people. These were made by the donors in the Netherlands. We wish to extend our gratitude to all our partners in the Netherlands whom we reached out to and they supported us in our COVID relief projects. We hope that all our partners in Uganda and abroad are doing all they can to support each other, and to keep each other safe during this difficult time.