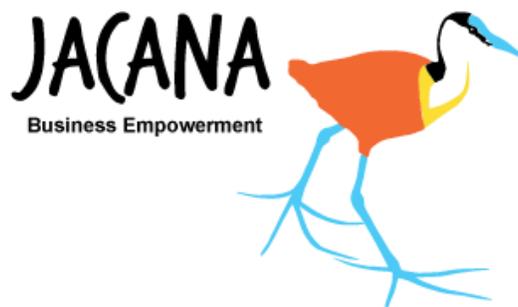


# Plan

# Jacana



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## 1. Aim, vision and procedures of Jacana

### Aim

The aim of Jacana is to create opportunities for small entrepreneurs in developing countries, specifically in Zambia, so that they can grow economically and create better living conditions for themselves and their environment.

### Vision

The background of this aim is that a lot of small entrepreneurs in development countries do not get the chance to expand their businesses. Many of them are lacking skills and knowledge. Besides that, credit facilities are not always available and accessible for them. This results in a poverty trap from which these entrepreneurs, their families and their environment cannot escape.

Jacana performs a role in providing these missing skills and knowledge.

Besides that Jacana helps small entrepreneurs in the preparation of the loan application to existing creditors.

### Procedure

Jacana invites small African entrepreneurs who have the plan to expand their business. Jacana invites them for a few workshops, where they learn how to write a business plan, to implement a book keeping system, to manage the business and use the computer. Out of these workshops Jacana chooses the most promising small entrepreneurs coaches each entrepreneur individually, because every business case has different and unique needs.

During this coaching, Jacana assists in preparing a feasible business plan and fund raising (by crowd funding). Once the funds have been raised, Jacana finds an expert for every entrepreneur. This is done through a recruitment and selection procedure that works as follows:

Experts can apply and the African entrepreneur decides together with Jacana with whom he would like to work.

The expert goes to Zambia for a couple of weeks. In the beginning, Jacana explains him how to behave in the Zambian culture. Thereafter the expert works for a few weeks together with the African entrepreneur. This results in a work plan.

When the expert has left, Jacana monitors the activities of the entrepreneur for about one year time. The expert will be available in the background. The entrepreneur can always contact him through email or skype when problems arise according to the work plan they made together.

Jacana informs the expert through a newsletter.

Jacana promotes the African entrepreneur to be an expert for others in the future.

**On 31-03-2015 Foundation Jacana has been notarially founded and registered to the Kamer van Koophandel under number 63033747.**

**Foundation Jacana is also recognized as Algemeen Nut Beogende Instelling (ANBI) by the Dutch Tax law.**

## 2. Organisation

### Foundation Jacana Business Empowerment

Board members:

Chairman: Rik Haanen  
Secretary Laura Kurth  
Treasurer John Vaessens

Project staff in Africa:

Finance and Marketing H.H.J. Haanen  
Training/Coaching & Human Resource A.J.M. Nijssen  
Local Staff

Every board member and volunteer has to comply with the statutory objectives and to carry out the projects successfully.

### Board

The board consists of three members, namely a chairman, secretary and treasurer. The board is kept small to promote efficiency.

The chairman

The tasks of the chairman are:

- Guide the organization, meetings, board members and volunteers;
- Represent the foundation, depending on the situation;
- Delegate and also perform activities;
- Keep an eye on workload and collaboration;
- Report on board meetings.
- Participate during board meetings.

Treasurer

The tasks of the treasurer are:

- Financial trekking of income and expenditures in relation to actual planned income and expenditures;
- Control of African financial administration delivered by African staff;
- Assembly of financial yearly report;
- Report about financial matters in board meetings;
- Participate during board meetings.

## Secretary

The tasks of the secretary are:

- Handle incoming and outgoing mail as far as not being done by African staff;
- Archive incoming and outgoing mail and e-mail;
- Represent the organization to the outside world, depending on the responsibilities and the situation;
- Report about this during board meetings;
- Taking minutes and submit reports of the board meetings.

All board members have equal votes and are expected to take part in opinion forming and decision making during board meetings.

## Project staff Africa

The following additional duties are performed by the project staff, working for Jacana Business Empowerment in Chisamba/Zambia

- Finance
  - Administration and book keeping
  - Budget control
- Marketing
  - Fund raising
  - Recruitment of experts
  - Recruitment of entrepreneurs
  - Managing of Website, Face book, LinkedIn, Google+, newsletters
  - Technical maintenance of social media and website
  - Tracking and archiving from incoming and outgoing communication as far as possible from Africa.
- Training en monitoring
  - Workshops for entrepreneurs
  - Experts coaching
  - Monitoring and guidance
- Human Resource
  - Contracts
  - Labour law
  - If necessary establishment of an African foundation

The project staff will be monitored by the board. They do not need to be present at board meetings but can be invited by the board.

### 3. Project

#### First year = pilot

A solid base must be constructed in the first year that Jacana is active. The organization will experience which approaches work well and which are less efficient. Our main goal in the first year is to learn from these experiences. Jacana must be able to make sure that our customers (entrepreneurs and experts) are not negatively affected by potential beginner's mistakes. Therefore it is important to keep the number of customers low in the first year.

For the first year our goals and minimum targets are:

Goal	Minimum target
Establish cooperation with partner(s)	One working partnership with Micro Finance Institution
Develop workshops and training and test them in small scale	Minimum 3 of the following 4: general business skills, internet, email and Skype
Develop Tools and test them on the small scale	Minimum 3 of the following 4: Business skills, book keeping, management skills and computer skills
Train, raise funds, find expert and guide entrepreneurs (goal 14)	For minimum 12 entrepreneurs
Start creating brand awareness	

#### The second year = fine tuning

Jacana will have learned a lot in the first year. In the second year it is time to fine tune procedures and tools and test them on a growing number of customers. In the second year Jacana also needs to work on exposure (brand awareness).

In the second year our goals and minimum targets are:

Goal	Minimum target
Fine tune procedures and tools and test them on larger numbers of entrepreneurs	
Train, raise funds, find expert and guide entrepreneurs (goal 42)	For minimum 32 entrepreneurs
Create brand awareness	

## After the second year

After the second year, procedures and tools will have been fine tuned to practical instruments. From the third year onwards Jacana will:

Goal	Minimum target
Continue Training, raising funds, finding expert and guiding entrepreneurs (goal 66)	For minimum 39 entrepreneurs
Investigate how to scale up the organisation to different locations	
Increase brand awareness	

## Performance indicators

- It is our goal that at least 80% of the business of the supported entrepreneurs expanded sustainably.
- It is our goal that at least 90% of our customers (experts and entrepreneurs) evaluate the work of Jacana as good or excellent. Jacana will yearly publish the survey results.

## 4. Marketing

Jacana Business Empowerment marketing strategy focuses on three different groups:

1. Marketing focused on small African entrepreneurs who will be supported by Jacana;
2. Marketing focused on passionate experts;
3. Marketing focused on recruitment of donors by crowd funding and charity organizations.

Jacana provides information in different ways:

- Website, information about the aim of Jacana and its projects ([www.jacana.help](http://www.jacana.help)).
- Social media, up-to-date information about Jacana
  - Face book ([www.facebook.com/jacana.help](http://www.facebook.com/jacana.help))
  - LinkedIn ([www.linkedin.com/company/jacana-business-empowerment](http://www.linkedin.com/company/jacana-business-empowerment))
  - Google+ (<http://plus.google.com/+JacanaHelp/posts>)
- News letters

By linking with other organizations, Jacana tries to find donors. Jacana will write proposals and submit them to organizations who fund organizations like Jacana. Crowd funding takes place via the Jacana website and social media.



Jacana links experts with the same passion to entrepreneurs in Africa to help them to reach their next step.

## 5. Administration and rewarding system

### Administration

The board in the Netherlands gives the financial staff member permission, in writing, for financial transactions in Africa.

Certain transactions are restricted by the board, by the transaction limit. This means that before starting a project, all the funds must be raised and collected.

The responsible financial staff member will report monthly to the treasurer. The treasurer will control the book keeping quarterly. He will advise if the fundraising or expenses need adjustments. The administration will be compared with the predefined operating and project budgets.

### Reimbursement policy

Board members get a compensation for the cost made for the organization.

Volunteers get compensation according to the tax law. See url:

[http://www.belastingdienst.nl/bibliotheek/handboeken/html/boeken/HL/thema\\_s-bijzondere\\_arbeidsrelaties.html#HL-16.21](http://www.belastingdienst.nl/bibliotheek/handboeken/html/boeken/HL/thema_s-bijzondere_arbeidsrelaties.html#HL-16.21)

## 6. Finance

### Year 1

Funds needed to achieve the aims:

- €30.000,- as initial investment
- €2.000,- per entrepreneur for training and guidance.

In the first year, Jacana's goal is to support a minimum of 12 entrepreneurs. This means that Jacana needs €24.000,- for support of the entrepreneurs and €30.000 as investment costs.

### Year 2

To achieve the goals for the second year, Jacana needs the following funding:

- €1.500,- to €2.000,- per entrepreneur for training and guidance

Jacana's goal in the second year is to support a minimum of 32 entrepreneurs. This means that Jacana needs a total amount of €64.000,- for support of entrepreneurs.

### Year 3

To achieve its goals, Jacana requires following funding in the third year:

- €1.100,- to €1.500,- euro per entrepreneur for training and guidance

Jacana's goal in the third year is to support a minimum of 39 entrepreneurs. This means that Jacana needs a total amount of €58.500,- for support of entrepreneurs.

More detailed information please contact Jacana Business Empowerment (rik.haanen[at]jacana.help)