



Strategic Plan



2017-2020

"Helping small scale African Entrepreneurs"

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2 Goal, vision and how we work

2.1 Goal

The goal of Jacana is to support small scale entrepreneurs in Zambia who want to expand their business, so that they can grow economically and create better living conditions for themselves and their environment.

- Poverty reduction: Strengthening and supporting small scale entrepreneurs results in extra jobs and the development of the local economy. The guided entrepreneurs will be role models for other people in their neighbourhood.
- Sustainability: The Zambian entrepreneurs ask for support and that makes them owners of their own growth process. Jacana guides the entrepreneurs, but does not take over responsibilities. That is how Jacana guarantees the independency of Zambian entrepreneurs.
- Knowledge exchange: Besides training in writing a business, financial and marketing plan, Jacana also facilitates knowledge exchange between Zambian entrepreneurs and experts if necessary.

2.2 Vision

The reason for these goals is that many small entrepreneurs in development countries do not get the chance to expand their businesses. Many of them are lacking skills and knowledge. Jacana performs a role in providing this missing knowledge and skills. Through tailor-made guidance, Jacana helps entrepreneurs to analyse their financial situation, make plans, and links them to experts and organisations that can support them in their specific field of expertise.

Credit facilities are not always available and accessible in Zambia. Jacana helps small entrepreneurs in planning their expansion based on available cash flow and/or in the preparation of the loan application to existing finance institutions.

Jacana trains and guides small scale entrepreneurs to improve the lives of their families and create jobs for others.

On 31-03-2015 Jacana foundation has been notarially founded and registered to the Chambre of Commerce under number 63033747 in the Netherlands.
Jacana foundation is recognized as Algemeen Nut Beogende Instelling (ANBI) by the Dutch Tax law.
On 01-11-2015 Jacana foundation was registered under DRNGO 10/0517/15 in Zambia.

2.3 How we work

Not everybody is able to lead a growing business. Therefore, Jacana uses strict standards to select entrepreneurs who want to receive guidance of one year.

2.3.1 Selection procedure

- 1) Selection of small scale entrepreneurs who have the aim to expand their business. Entrepreneurs who run their business for two years or longer are invited to write a simple expansion plan and deliver it to Jacana office.
- 2) Jacana makes a selection and offers a three days business, financial and marketing training.
- 3) From the entrepreneurs who follow the three days training, Jacana selects the most promising entrepreneurs and offers them a tailored made guidance for one year.

2.3.2 Post-training support of one year for selected entrepreneurs

This guiding is meant for those who emerged as most promising and resolute in the training and who are willing to be guided by Jacana in their growth process.

When funds are raised the individual guidance can start. Together with the entrepreneur the business plan is fine-tuned and a plan of action is made in which the current situation and future plans are described.

Every individual guiding trajectory is tailor-made according to the needs of the entrepreneur. When Jacana cannot deliver the guidance itself an expert is found who can guide the entrepreneur for a few weeks. After that Jacana follows up.

Jacana informs the expert and donors on the progress of the entrepreneur.

After the guidance period, the African entrepreneur is available as an expert assisting others.

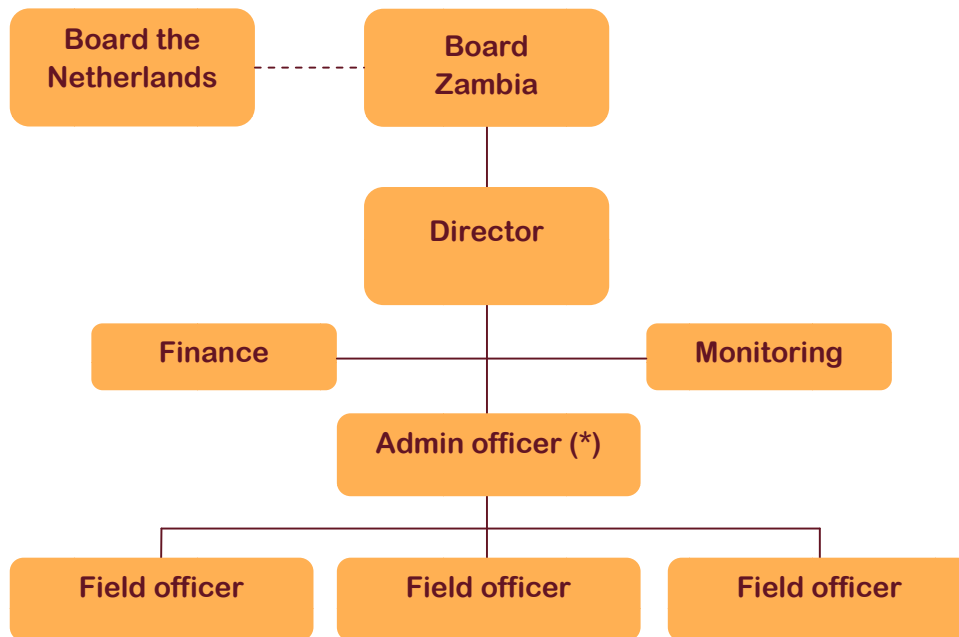
2.3.3 Additional activities

In specific sectors where funds have been raised (for example in the water sector) Jacana provides additional services like:

- Inspiring entrepreneurs to think out of the box, looking at alternative products and services.
- Provide technical training, guidance and quality control.
- Partly sponsor equipment.
- Help to establish a sustainable market by partly sponsoring early adopters of new products and/or services.

3 Organisation

3.1 Organogram Jacana



(*) When an Admin officer is not available, a Field officer takes his/her role.

3.2 Zambia

3.2.1 Board members in Zambia

Chairman: Mr. Benedicto M. Phiri
Treasurer: Mr. Anderson Zulu
Board members: Ms. Josephine Matibini
Ms. Elizabeth Chipeta
Mr. Brian Kalindi
Mr. Rik Haanen

Secretary: Mrs. Dinie Nijssen, she is not a member of the board

The board in Zambia meets quarterly.

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

3.2.2 Project staff

Director	Dinie Nijssen
Finance / Monitoring	Rik Haanen
Field worker	Pious Nyirongo
General worker/ guard	Reuben Churu and Patrick Maunda
Office attendant	Thressa Shumba

3.2.3 Responsibilities and authorities Jacana in Zambia

- Board
 - Approves both Annual Work Plan (AWP) and annual budget.
 - Appoints auditor, when funds are available and allocated for external auditing.
 - With guidance from the international Board members appoints the Director.
 - Approves any amendments to bank account structure.
 - Approves adjustments in salary and allowances.
 - Ensures proper accounts are maintained and audited.
 - Formulates new policy and revises existing policy.
- Director
 - The Director is the executive staff in Zambia and therefore appoints local staff.
 - Prepares project proposal and budget with the help of team members.
 - Administers routine payments, reviewing cash registers etc.
 - Approves all bank payments.
 - Administers internal audit.
 - Controls overall expenditure within budgetary limits.
 - Requests and acknowledges fund transfers from donors.
 - Ensures audit requirements are complied with.
 - Human Resource
 - Contracts
 - Labour law
- Finance
 - Administration and book keeping
 - Budget control
- Monitoring & Marketing
 - Monitoring of project activities and output
 - Fund raising
 - Recruitment of experts
 - Recruitment of entrepreneurs
 - Managing of Website, Facebook, LinkedIn, Google+, newsletters
 - Technical maintenance of social media and website
 - Tracking and archiving of incoming and outgoing communication as far as possible from Africa.
- Field officers / Trainers
 - Organise & Facilitate training sessions for entrepreneurs
 - Experts coaching
 - Train the trainer
 - Guidance of entrepreneurs

3.3 Netherlands

3.3.1 Board members

Chairman:	Laura Kurth
Treasurer:	John Vaessens
Secretary:	Rik Haanen
Board member:	Rene van Dongen

The board in the Netherlands have quarterly meetings.

3.3.2 Tasks of Board members

The tasks of the chairman are:

- Guidance of the organization, meetings, board members and volunteers;
- Representing the foundation, depending on the situation;
- Delegating and also performing activities;
- Keeping an eye on workload and collaboration;
- Reporting on board meetings.
- Participating during board meetings.

The tasks of the treasurer are:

- Financial tracking of income and expenditures in relation to actual planned income and expenditures;
- Control of financial administration;
- Assembly of financial yearly report;
- Report about financial matters in board meetings;
- Participation during board meetings.

The tasks of the secretary are:

- Handling incoming and outgoing mail;
- Archiving incoming and outgoing mail and e-mail;
- Representing the organization to the outside world, depending on the responsibilities and the situation;
- Reporting about this during board meetings;
- Taking minutes and submit reports of the board meetings.

The tasks of other board members:

- Thinking along about strategy;
- Supporting fundraising.

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

4 Project

Jacana started in April 2015 with preparations in the Netherlands and in August in Chisamba, Zambia. A strategic plan was formulated for the first three years.

This document is an update of the formal strategic plan for the coming three year: 2017 - 2020.

4.1 Results from May 2015 to December 2016

In this period Jacana's goal was to create a solid base, learn from experiences, fine tune procedures and tools, and test them.

Results:

- Manuals for business, financial and marketing planning are made, revised and in use. Also a version in one of the local languages (Nyanja) is finished.
- In this period Jacana trained in total 63 small scale entrepreneurs in business, financial and marketing planning.
- Jacana was approached to start a SMART Training Centre in Zambia. SMART stands for Simple Market bases Affordable Repairable Technologies. The SMART Centre will train and guide entrepreneurs in the technical production of these type of technologies.
- Jacana conducted a research in West, North, Central, South and East Zambia to find out where to start the Smart Centre. The outcome was Eastern Province, Chipata.
- Jacana started operating in Chipata in July 2016.
- Jacana selected 10 entrepreneurs to guide them in expanding their business. The goal was 20, but due to the move from Chisamba to Chipata Jacana had to start up marketing from scratch. The result was that it took some time before new entrepreneurs could be trained and guided.
- Train the trainer program was successful. Pious is trained as a local trainer and is now training.
- Fundraising is an ongoing process.
- Jacana contacted a lot of iNGOs and other organisation for cooperation. All partners are reported on our website.
- Two boreholes were drilled manually in 2016 and two rope pumps installed as experiment.

5 Way forward 2017 – 2020

For the period 2017-2020 Jacana will continue to support small scale Zambian entrepreneurs.

Just as before Jacana will provide:

- business training,
 - guidance and
 - linking of entrepreneurs to experts within and outside Zambia
- for all kinds of entrepreneurs who have ideas to expand their business.

5.1 Additional

5.1.1 Inspire to think out of the box

Jacana has learned that many small scale entrepreneurs could use a little help thinking out of the box. Jacana can facilitate a creative process on this topic. Jacana can inspire these entrepreneurs for example by using the internet.

For example: Well diggers from small villages have never heard from manual drilling. A YouTube video could inspire him.

5.1.2 Help to create sustainable markets

Jacana will inspire entrepreneurs to think out of the box. This often means introducing new products or services in the project area. It takes time for customers to get used to a new product or service and that is a risk which most small scale entrepreneurs can't manage by themselves. In these cases Jacana will try to get funds not only for training and guidance but also to establish a sustainable market and possibly partly sponsor equipment.

For example: Well diggers could serve their customers better if they could reach deeper for water. Manual drilling could be the solution. Jacana tries to find funds for technical training, purchase of drilling equipment and partly-sponsor the first customers to create a market.

5.1.3 Synergy among entrepreneurs

Jacana has learned that one entrepreneur can help another entrepreneur. Jacana aims to explore more of this type of synergy in future.

For example a borehole driller can help providing water to a farmer.

5.1.4 Best entrepreneur award

Jacana tries to find funds for awarding the Best Entrepreneur of the Year.

5.2 Short term

In the short term Jacana will implemented (some of) these additions in the water sector via the Jacana SMART Centre.

5.3 Yearly targets

The estimated annual targets represent the number of benefitting entrepreneurs which Jacana aim to each. The actual numbers depend among others on availability of funds.

Estimated Jacana yearly targets				
	2017	2018	2019	2020
Training entrepreneurs	80	96	144	216
Guided entrepreneurs	20	24	36	54
Installed SMARTechs	25	30	45	68

5.4 Yearly budget

The estimated annual budget is used as a target. The actual income and expenditures depend among others on availability of funds.

Estimated Jacana budget in Euro's				
	2017	2018	2019	2020
Income				
General entrepreneurs	19,000	43,000	65,000	97,000
Sector development (eg. water)	55,000	65,000	97,000	146,000
Total	74,000	108,000	162,000	243,000
Expenditures				
Purchase of fixed assets	2,000	3,000	4,500	6,500
Tools	3,000	3,500	5,500	8,000
Salaries	22,000	31,000	46,500	69,000
Experts & trainers	11,000	13,000	19,500	29,500
Transport	8,000	9,600	14,400	21,600
Materials	25,000	35,000	47,000	70,000
Annual audit		7,000	7,000	7,000
Others	3,000	5,900	17,600	31,400
Total	74,000	108,000	162,000	243,000

6 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.

In order to get Self-supply started and generate more work for the SMART Centre, Jacana constructs a Show case area. A Show case area consists of a few villages where SMARTechs are used in daily life and people and organisations can witness the benefits. Jacana will invite iNGOs or other organisations who are interested in SMARTechs to see the impact with their own eyes. When the visitors are motivated to introduce (part of) our approach then possibilities on how to implement a similar project in their area can be discussed. In this way this program will experience a spinoff by upscaling the concept to different parts of the country and Jacana as a SMART training centre will be self sustained.

Jacana provides information in various ways:

- Website, information about the aim of Jacana and its projects (www.jacana.help).
- Social media, up-to-date information about Jacana
 - Facebook (www.facebook.com/jacana.help)
 - LinkedIn (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 experts and donors. Jacana continues writing proposals.

Crowd funding is mainly done through the Jacana website and social media.

(*Self-supply is defined as improvements to household or community water supplies that are fully financed by the owners themselves. Neither governments nor NGOs provide subsidies for capital investment or for operation and maintenance. The products and services for the water source improvements are usually provided on a commercial basis by local private enterprises. (RWSN)

7 Administration and rewarding system

7.1 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. 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.

7.2 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