



# Strategic Plan



## 2021-2025

*"Helping small scale African Entrepreneurs"*

# 1 Contents

1	Contents.....	2
2	Goal, vision and how we work.....	3
2.1	Goal .....	3
2.2	Vision .....	3
2.3	How we work.....	4
2.3.1	Selection procedure .....	4
2.3.2	What happens after the business training .....	4
2.3.3	Additional activities .....	4
3	Project strategy 2021-2025 .....	5
4	Organisation .....	6
4.1	Zambia .....	6
4.1.1	Board members in Zambia.....	6
4.1.2	Responsibilities and authorities Jacana in Zambia .....	6
4.2	Netherlands.....	7
4.2.1	Board members .....	7
4.2.2	Tasks of Board members.....	7
4.3	Yearly targets.....	8
4.4	Yearly budget .....	9
5	Marketing .....	10
6	Administration and rewarding system .....	11
6.1	Administration.....	11
6.2	Reimbursement policy .....	11

## 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.

#### **Colofon**

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- Poverty reduction: Strengthening and supporting small scale entrepreneurs results in extra jobs and 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.

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 training and guidance.

### **2.3.1 Selection procedure**

Selection of entrepreneurs who want to be trained in business and other skills is very important for Jacana.

- 1) When Jacana has the funds for business, technical skills training or partly sponsored pumps for small scale entrepreneurs, the program will be presented to the target group, most of the time during community meetings and Jacana approaches individuals.
- 2) The next step is that Jacana interviews every potential entrepreneur and makes a first selection.
- 3) The selected group will be invited for a two or three days business, financial and marketing training and out of this group the most motivated and skilled people are chosen for further training, guidance or partly sponsored pump.
- 4) If necessary the entrepreneurs are visited at home to check if their business plans are realistic and executable.

### **2.3.2 What happens after the business training**

There are different possibilities after the business training, depending on goal of the project.

- 1) When a technical training is needed and Jacana has not the skills to train the subject, we will look for an expert who can train local trainers. For example train the trainer programs for manual drilling, beekeeping or mushroom growing.
- 2) The local trainers will train small scale entrepreneurs in knowledge and practical skills.
- 3) Guidance of the small scale entrepreneurs will be done on the job.
- 4) Jacana will monitor the process.

### **2.3.3 Additional activities**

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

- Partly sponsor equipment.
- Help to establish a sustainable market by partly sponsoring early adopters of new products and/or services.

### **3 Project strategy 2021-2025**

For the past five years, Jacana's focus has been mainly on water for entrepreneurs, because there is no drop of rain in Zambia for six months. We have trained entrepreneurs who bring water to people and we have trained many farmers in particular in expanding agricultural activities. With access to water they were able to expand their business.

We noticed that a solution for one entrepreneur generates demand for other entrepreneurs, for example if we look at the beekeepers. It started with water for farmers, a number of those farmers wanted to specialize more in beekeeping. As a result, Jacana started training trainers for new beekeepers. The trainers trained the beekeepers; they again need good equipment, such as hives, smokers and protective suits. We therefore searched for a number of entrepreneurs who could fill the equipment-gap. In short, there is a demand for diversity.

That is why Jacana wants to focus a bit more on diversity in the coming years without trying to explore all kinds of different fronts. We plan to make a logical and manageable selection of a range of sectors without trying to cover as much as we can. Therefore we mainly focus on innovative developments and customer demand.

One of these new innovative developments is “renewable energy”. A start has already been made in 2020.

In the next five years, Jacana plans to start an additional SMART Training centre in a new district.

The new office and business centre will be a collection of activities of all kinds of entrepreneurs, including Eastern Manual Drilling Cooperation (EMD) and Eastern Beekeeping Cooperation (EBC). For the last group, a food processing unit will be built where honey can be pressed and wax separated. Both cooperatives will need the necessary management and production guidance.

In addition, there will remain room for new entrepreneurs who have an interest in a space for further growth or guidance in other areas, such as management, marketing, production, etc.

## 4 Organisation

Jacana has a flat organisation structure. This means that the director makes the final decisions, but always in cooperation with line managers. Next to the director there are manager Chipata and Lundazi and field workers and a resource manager. The managers do field work, manage the project and work with other field workers related to the project they manage.

Managers of Jacana work a lot of times with consultants. These consultants are small scale entrepreneurs, mostly trained and guided by Jacana. Like manual drilling trainers, beekeepers trainers, pump production trainers etc.

### 4.1 Zambia

#### 4.1.1 Board members in Zambia

Chairman:	Mr. Benedicto M. Phiri
Treasurer:	Mr. Anderson Zulu
Secretary:	Mrs. Dinie Nijssen
Board members:	Ms. Josephine Matibini
	Ms. Elizabeth Chipeta
	Mr. Brian Kalindi

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.

#### 4.1.2 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.
  - 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
- Resource manager/Admin
  - Administration and book keeping
  - Budget control
  - Initiate new innovative projects
- 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 workers / Trainers
  - Organise & Facilitate training sessions for entrepreneurs
  - Experts coaching
  - Train the trainer
  - Guidance of entrepreneurs

## 4.2 Netherlands

### 4.2.1 Board members

Chairman:	Rene van Dongen
Treasurer:	Erik Dijk
Secretary:	Dinie Nijssen
Board member:	Ria de Vries

The board in the Netherlands have quarterly meetings.

### 4.2.2 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.

### 4.3 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					
	2021	2022	2023	2024	2025
<b>Training entrepreneurs</b>	262	317	383	464	562
<b>Guided entrepreneurs</b>	65	79	96	116	140
<b>Installed SMARTechs</b>	82	100	121	146	177



## 4.4 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					
	2021	2022	2023	2024	2025
<b>Income</b>					
<b>General entrepreneurs</b>	117,400	140,300	167,700	200,400	239,500
<b>Sector development</b> (examples: water or solar)	176,800	211,300	252,500	301,700	360,500
<b>Total</b>	<b>294,200</b>	<b>351,600</b>	<b>420,200</b>	<b>502,100</b>	<b>600,000</b>
<b>Expenditures</b>					
<b>Purchase of fixed assets</b>	8,100	9,500	11,400	13,600	16,300
<b>Tools</b>	10,000	11,700	14,000	16,800	20,100
<b>Salaries</b>	86,000	100,800	120,700	144,800	173,400
<b>Experts &amp; trainers</b>	36,800	43,100	51,700	61,900	74,100
<b>Transport</b>	26,900	31,500	37,800	45,300	54,300
<b>Materials</b>	87,300	102,200	122,600	146,900	175,900
<b>Annual audit</b>		7,000	7,000	7,000	7,000
<b>Others</b>	39,100	45,800	55,000	65,900	78,900
<b>Total</b>	<b>294,200</b>	<b>351,600</b>	<b>420,200</b>	<b>502,200</b>	<b>600,000</b>

## 5 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](http://www.jacana.help)).
- Social media, up-to-date information about Jacana
  - Facebook ([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 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)

## **6 Administration and rewarding system**

### **6.1 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.

### **6.2 Reimbursement policy**

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

Volunteers get compensation according to the tax law.