



Strategic Plan



2026-2030

"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 African entrepreneurs who want to expand their business, so that they can grow economically and create better living conditions for themselves and their communities.

- 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. Some will provide access to affordable equipment or services to other small-scale entrepreneurs.
- Sustainability: The small-scale entrepreneurs ask for support and (partly) pay for it 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 small-scale entrepreneurs.
- Knowledge exchange: Jacana provides training and guidance in all kind of skills, for example: business, agriculture, renewable energy and water related issues.

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2.2 Vision

The reason for these goals is that many small-scale entrepreneurs in development countries do not get the chance to expand their businesses and many of them work hard but 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.

On 31-03-2015 Stichting Jacana has been notarial founded and registered to the Chambre of Commerce under number 63033747 in the Netherlands.

Stichting Jacana 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.

- 1) When Jacana has funds for business, technical skills training or partly sponsored equipment for small-scale entrepreneurs, the program will be presented to the target group, most of the time during community meetings or via advertising or site visits and individual contacts.
- 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 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 does not has the skills to train the subject, Jacana will look for an expert who can train local trainers. For example train the trainer programs for manual drilling, renewable energy, beekeeping or mushroom growing.
- 2) The local trainers will train small-scale entrepreneurs in knowledge and practical skills.
- 3) Guidance of trained 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 Strategy

3.1 Strategy past 10 years (2015-2025)

1. The first 5 year (2015-2025), Jacana's focus has been mainly on water for small-scale farmers. Jacana trained and guided water entrepreneurs, like manual drillers, pump and drilling equipment producers.
2. After the first 5 years beneficiaries requested training and guidance on other areas like: renewable energy, organic farming, beekeeping, and chicken feed production.
3. Training, guidance and training manuals were developed in: sustainable organic agriculture, chicken feed production, beekeeping, affordable borehole siting, manual drilling, making of siting and drilling equipment, hand pump production, electrical pumps selection and installation and solar design and installation.
4. Jacana also started with low cost portable solar pumps,
5. Android Apps were developed for simple bookkeeping, ground water data and self-supply(*) chains.

3.2 Strategy 2026-2030

The coming five years Jacana will continue the most important activities achieved in the past 10 years and will add:

- 1) Jacana will strengthen stakeholder relationship with the goal to reach more small-scale entrepreneurs.

For example by:

- Training and guiding trainers and/or beneficiaries from other NGOs in their areas,
- setup self-supply chains for Simple Market base Affordable Repairable Technologies (SMART) in areas where partners operate,
- training and guiding partners in implementing projects using a Jacana-like approach.

- 2) Define succession plan for sustainability

The founders of Jacana are working as director and resource manager at Jacana Zambia.

They might phase out within 5 to 10 years. A structure will be put in place to allow work to continue after that.

- 3) Diversify revenue streams. For example, through broadening the donor base, generate income with sales of SMARTech (although we want to keep costs of end users low) and/or generate income from consultancy or training partners.

4 Organisation

Jacana has a flat organisation structure. Jacana consists of two officially independent organisations: Stichting Jacana in the Netherlands and Jacana foundation in Zambia. Both have their own board who meet at least quarterly. In Zambia is a director for day to day operations. Under the director is one line of managers and under the managers are field officers. The director makes the final decisions, but always in cooperation with line managers.

Jacana often works with trainers who are small-scale entrepreneurs with a lot of practical experience, mostly trained and guided by Jacana in the past.

4.1 Zambian board

Jacana foundation in Zambia has the following board members as at March 2026:

Chairperson:	Mr. Benedicto M. Phiri
Treasurer:	Mr. Anderson Zulu
Secretary:	Mrs. Dinie Nijssen
Board members:	Ms. Josephine Matibini
	Ms. Mwai Treneetar
	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.

4.2 Board in the Netherlands

Stichting Jacana has the following board members as at March 2026:

Chairperson:	Ria de Vries
Treasurer:	Wim Melenberg
Secretary:	Floor Gijzen
Board member:	Annemarieke Maltha

The board in the Netherlands have quarterly meetings.

5 Administration and rewarding system

5.1 Administration

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

The board restricts certain transactions, by a 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 financial records will be compared with the predefined operating and project budgets.

5.2 Reimbursement policy

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

Volunteers get compensation according to the Dutch tax law.