

# Akaana Foundation Uganda

Where there's a will, there's a way

Wies Nijs



February 2018

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## Introduction

### **Akaana means “little child” in the local language in Kampala, Uganda.**

Welcome to our story!

In 2016, Wies Nijs (currently 20 years old), went to Uganda for a period of six months to work with homeless children and children with a handicap. “I had just finished my study social pedagogical worker in youth care. Inspired by a group of local volunteers, who give everything to these children, I decided on the spot that I would return. Return with a plan for a project in which we could make a difference for the children in Kampala, the capitol of Uganda. Where there’s a will, there’s a way. That’s my motto and the main principle of the Akaana Foundation Uganda,” according to Wies Nijs, founding partner of the Akaana Foundation Uganda.

In this document, you will read the objectives of the Foundation, and find information about the team, the project and the people for whom we are doing this. A section has been included about the finances, the organisation (legal structure, management and advice), the social impact of the project, but also the risks involved. We conclude with our invitation to you to help us realise this project.

## Objective

**To realise a home and day care facility in Kampala, Uganda for vulnerable children who for various reasons do not have a home and may also have a developmental disability.**

Africa, and especially Kampala, Uganda, faces many challenges regarding vulnerable children. Children who need that extra bit of attention because they are “different” due to behavioural problems or a developmental disability. These children deserve a chance for a good life, a chance for a future.

### **Providing vulnerable children with a chance**

Through one-off fundraising we would like to meet the basic needs of these kids; providing them with a roof over their heads, healthy food, and day care or training. This will provide them with a chance for a better future.

### **2018: kick-off project “Akaana home & school”**

30 children<sup>1</sup>      1 project      10 volunteers      280,000 EUROS

This is our goal, and we hope to do it with your support!

### **SDGs**

With this project, Akaana Foundation Uganda contributes to Social Development Goals (SDGs) 1, 2, 3, 4 and 6 – very big goals, but the real impact starts precisely with projects like this.

For more information: [www.akaanafoundation.nl](http://www.akaanafoundation.nl) and <https://www.facebook.com/akaanafoundation.ug/>

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<sup>1</sup> We can accommodate 30 children at once, but they will come and go over the years. So, we hope to help a lot more than just 30 children throughout the years!

## About us

### Founding and the future

Akaana Foundation Uganda was founded in October 2017 and is registered as an NGO in order for us to expand. In The Netherlands, the Foundation Akaana Foundation was established, which also forms the board of the Ugandan Foundation.

Since our establishment, we have already been making a difference for the children by means of small sponsor amounts and sponsoring in kind.

- We make sure there is enough money each month to cook at least 4 good meals for the homeless children
- We organise fun activities such as breakdancing/soccer events for approximately 100 homeless children

We are already active, but we still want to do more.

It is our ambition that “Akaana home & school” will be running strong in Kampala by 1 January 2019. A stable organisation, that can help approximately 30 children, from the very start of the project.

The financial section of this document offers insight into the project’s budget. The goal is to find Dutch “adoption aunts and uncles” for the care and guidance of the children from within the foundation.

*12-year old Kazungu enjoys his meal with rice*



### Who are we?

#### Wies Nijs, founding partner



“My name is Wies Nijs. I’m 20 years old and in 2015 I graduated from my study social pedagogical worker in youth care. My passion lies in working with children, specifically children with special needs. In 2016, I went to Uganda for a period of six months. While there, I worked at a school for disabled children, and one day a week I spent helping homeless children. My work there inspired me so much that I decided to see what else I could do to help in Uganda. Besides falling in love with the country and the work, I also met a group of local people who are actively investing time to make a difference.

They organise unique days for these children, just to bring a smile to their faces. However, they are very limited in their resources. As soon as they receive a donation, the priority is to provide food and drink for the kids. If any money is left over, then it is spent on clothes and shoes for the children. I’ve seen this group in action with my own eyes. They put so much love and attention into the work they are doing. They work as volunteers and sometimes, if it’s possible, they earn a little bit of money too. Their enthusiasm led me to make a plan, to set up the Akaana Foundation Uganda and to start this project.”



*My personal goal: make these kids happy!*

### *Professional knowledge*

Although I am a graduated social pedagogical worker, I wanted to learn more about how to deal with children with developmental disabilities. In April 2018, I will start an RBT (Registered Behaviour Technician) training through the ABA (Applied Behaviour Analysis) centre.

I'm not alone in this. In Uganda, we have the support of several good local friends and in The Netherlands both family and friends are helping. (see: [The organisation](#))

### *Responsibilities*

The team in Uganda is responsible for the daily business. Every year before 1 November, the team draws up an annual plan for the following year. This is then submitted to the Foundation board for approval. Wies Nijs is ultimately responsible for the project.

## For whom

It concerns children who need a bit more attention because they are 'different' and may have a behavioural problem or a developmental disability. The unclear regulations and the lack of responsible organisations mean that the size of this group is difficult to determine. Based on our own research, this group can be divided into three categories:

- Homeless children
- Abandoned children
- The “forgotten” children

### Homeless children

On average, two thousand more children become homeless every year, and that's just in Kampala!

Some projects provide schooling during the day and at the weekends there are a few churches that cook for the homeless children. The reasons children end up on the streets:

- Poor families living far from Kampala send their children to Kampala to earn money so when they return home they can lead a good life. The reality: the children end up in a world of drugs and never return home.
- Although it is quite normal to have children at a young age in Africa, it is considered a disgrace when 14, 15 and 16-year old boys get a girl pregnant. The boys run away from home and end up on the street.
- Domestic violence.

Qualitative research and conversations with these children have shown that children who have been living in such a situation for some time cannot find their way back, use excessive drugs and ultimately just accept their fate. For younger children, less than 8 years old or babies under 8 months, a solution is more promising.

### Abandoned children

This group of children also increases on an average of 2,000 children per year in Kampala. Unfortunately, problems that are quite common in Africa are:

- Unwanted pregnancy resulting from rape.
- Young mothers (12 - 18) who are rejected by their families if they decide to keep their baby.
- Poverty. The mother abandons the baby at a church or by the garbage.

If these children are found, the police bring them to a shelter. This shelter is often dependent on donations. They almost never refuse children which results in overcrowding, an unhygienic environment and often no schooling.

### The “forgotten child”

The “forgotten child” in Africa is practically every child that differs from a “normal” child. Children with a developmental disability, behavioural disorder such as autism, mental or physical handicap, abnormal appearance, etc.

There are a couple of projects in Kampala that cope with these children, but they don’t have enough resources to really help them.

The children usually stay 3 months (school period) and then go back home or to another project for a month. Research shows that during this month period, the progress of these children really decline because parents/caregivers didn’t spend time on the development of the child. There is also little to no knowledge or attention for dealing with this target group.



*Wies has experience at the Kampala school for the physically handicapped*

## Akaana Home & School – The Project

There are few projects that are focussed on the abovementioned target groups in Kampala. In the projects that are available, the children can't be themselves and often lack patience, freedom and attention.

As of 1 January 2019, the project “**Akaana Home & School**” must be operational so we can offer the children from these groups a safe home in Kampala. A safe home in combination with living in a safe and healthy environment, *and* daytime activities or schooling.

A “home” consists of a house, the **Akaana Home**, and a small school, the **Akaana School**, with day time activities for children of different levels. In addition, the project offers guidance to the parents, and every child will have a personal developmental plan to work from.

### Safe environment

Contact with the authorities is essential

- Children will be brought by the police.
- The police determine the origin of the children and indicate whether parents should be involved.
- The authorities will also be able to help us with our own safety (crime, fire safety).

Administration and processes in order

- Akaana Foundation Uganda keeps administration at an individual level, per child.
- Processes and (legal) responsibilities are established.
- The finances are monitored from The Netherlands.
- The project has a cosy atmosphere, so the children can feel at home.
- The children receive the “Dutch Touch” in their caregiving (the Dutch mentality concerning children with a developmental disability) while the influence of local people remains very important.

### **Team of “locals” and volunteers**

Besides the founders, there are local people working for the foundation. Hereby, the project provides approximately 10 local people with employment.

- Employees of Akaana Home & School are specifically trained (the “special needs” study) and are trained based on European standards for working with children with developmental disabilities.

In addition, approximately 4 volunteers from western countries also work for the foundation.

- Volunteers must have some experience in working with children with a developmental disability (preferably student/graduate in healthcare, 18+)
- Stay longer than 4 weeks.
- Volunteers are recruited through social media and our own network.
- The possibility for Akaana Foundation Uganda to coordinate with special organisations for volunteers is being examined.

### **Akaana School**

Our goal is to bring those children who can handle it to the regular schools during the day. Our school helps the children who stay at home with their own learning goals.

The project therefore offers the opportunity to teach young people a skill such as dancing, washing/repairing cars or working as a hairdresser or carpenter. The needs of the children will be examined at that moment.

- Working with local volunteers who can teach these skills to the children.
- Providing guidance in the search for paid work.

## Planning

The planning in Uganda is undoubtedly a challenge. The culture there is different than what we are used to.

Two big culture differences are: As soon as it rains, everything stops, and the work tempo is much slower while the work day is longer. Additionally, you only pay people once the work is completed.

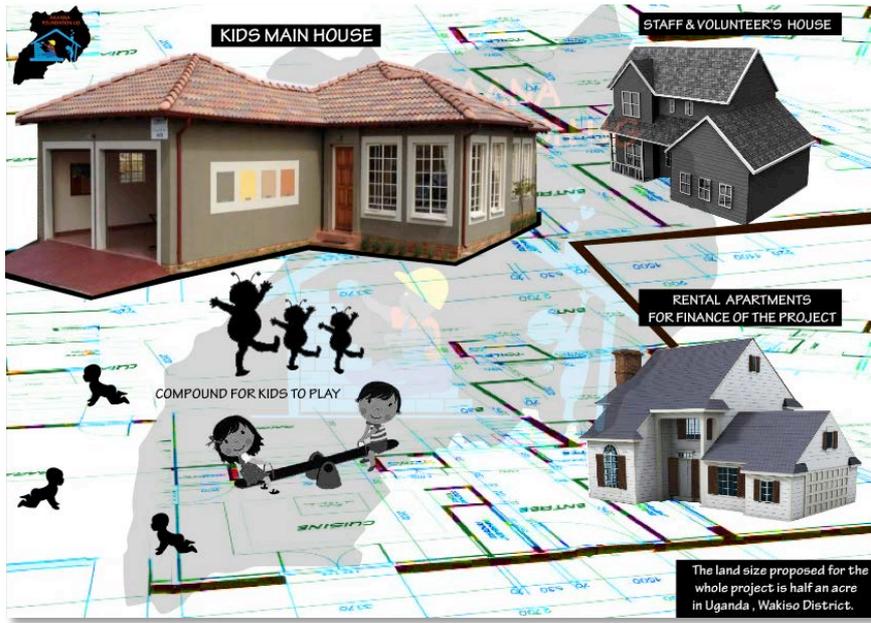


### 2018 Phase 1 & Phase 2

We expect to use 2018 for the acquisition of the financial resources (first quarter) and the construction of the complex.

### 2019 Phase 3 & Phase 4

- 1 Jan 2019 Start "pilot" with 10 children between the ages of 0 and 10 years old who come to live in the Akaana Home. A small professional staff and an enterprising group of Dutch volunteers start helping with this start-up period.  
Duration is six months, in which we start small and slowly build up to full-occupancy.
- 1 July 2019 Akaana Home & School and Akaana Apartments are fully running with approximately 30 children.



*A first impression of the complex made by a local colleague*

These are the options we are currently looking at:

### The Akaana Apartments



### The Akaana School and Akaana Home



## Finances

It would be a huge incentive for Uganda to get this project off the ground, possibly expand it and pass on the working method. If finances allow us to expand the project with more locations, then we will seize the opportunity with both hands. We'll use our experience from the first project, and strive for further acceptance of special needs children in Uganda, Africa.

To make a sustainable project, donations are needed. In addition, well-structured, solid financial source of income is necessary.

The financial proposal for the Akaana Home & School project consists of several components:

- Construction/purchase of 8 to 10 local apartments for rental. This covers most of the monthly costs. Some of the apartments will be furnished (for volunteer rentals) and some not.
- Volunteers pay a monthly fee of \$ 450 for housing, gas/light/water and training costs. If the possibility for work placements presents itself, then the costs for this group will be a bit higher due to the intensity of the training (+/- \$ 500 per month). If there is a period with no or fewer volunteers, then the apartments will be temporarily rented out to locals.
- Donations. The income from the apartments can be supplemented with these. This allows us to offer a bit more.
- "Adopt Akaana Kids" by an individual or organisation. For € 17 per child per month, we can do just a bit more for the children. Our goal is to really stimulate a relationship (e-mails/letters/visits) between the Akaana Kid and the adoption-person.

The financial resources will be managed by the Dutch Foundation and made available to the Ugandan Foundation bit by bit.

Further, a detailed process model will be developed in the start-up phase, including the set-up of the financial administration. Several payments and receivements will be cash, so that needs to be well-managed.

In the initial phase, a more extensive risk analysis will be made and risk-mitigating measures (including insurance) will be examined.

## Budget start-up period (Phase 1,2)

<b>What</b>	<b>One-off costs</b>	<b>Project</b>	<b>Appartements</b>
Properties	\$ 250.000	\$150.000	\$ 100.000
Rebuilding costs including fencing	\$ 30.000	\$ 15.000	\$ 15.000
Furniture	\$ 10.000	\$ 10.000	\$ -
Starts first period until 1/1/2019 (car, medicine, electricity, water, food/drinks and unforeseen costs)	\$ 40.000	\$ 35.000	\$ 5.000
Costs upscaling phase (growth towards to 30 children, rental apartments)	\$ 4.260	\$ 3.000	\$ 1.260
Unforeseen	\$ 15.000	\$ 10.000	\$ 5.000
<b>Total requested for a donation</b>	<b>\$ 349.260</b>	<b>\$223.000</b>	<b>\$ 126.260</b>

A total of approximately € 280,000 is necessary.

- € 180,000 directly for the project
- € 100,000 indirectly for the apartments

### Budget in full business (Phase 4)

In full business							
Income per month				Expenses per month			
	#	Revenu	Total		#	Costs	Total
Akaana Appartments	8	\$ 300	\$ 2.400	(Baby) milk / food / drink			\$ 600
Sales via website	10	\$ 28	\$ 280	Diapers / toilet articles / wipes			\$ 500
Volunteers	2	\$ 450	\$ 900	Employees	10	\$ 100	\$ 1.000
Donations			\$ 100	Gas / light / water / maintenance			\$ 300
Sponsorship per child	30	\$ 20	\$ 600	Medical costs for the children			\$ 100
				Management fee			\$ 1.000
				Unforeseen			\$ 300
<b>Total</b>			<b>\$ 4.280</b>	<b>Total</b>			<b>\$ 3.800</b>
				Surplus per month			\$ 480

This is a realistic financial picture, taking into account uncertain factors. Moreover, only a modest portion of regular donations has been<sup>2</sup> considered.

### Budget pilot period (Phase 3)

The first six months of 2019 are a pilot period in which a monthly loss has been budgeted.

First six months in 2019							
Income per month				Expenses per month			
	#	Revenu	Total		#	Costs	Total
Akaana Appartments	4	\$ 300	\$1.200	(Baby) milk / food / drink			\$ 250
Sales via website	5	\$ 28	\$ 140	Diapers / toilet articles / wipes			\$ 200
Volunteers	2	\$ 450	\$ 900	Employees	10	\$ 100	\$1.000
Donations			\$ -	Gas / light / water / maintenance			\$ 300
Sponsorship per child	10	\$ 20	\$ 200	Medical costs for the children			\$ 100
				Management fee			\$1.000
				Unforeseen			\$ 300
<b>Total</b>			<b>\$2.440</b>	<b>Total</b>			<b>\$3.150</b>
				Shortage per month			\$ -710

This loss has been accounted for in our investment budget.

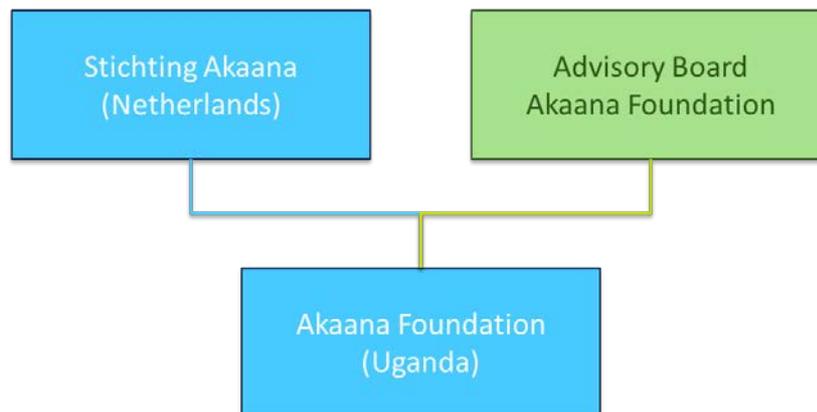
<sup>2</sup> This assumes that the initial investment was received as a donation.

## The organisation

We have set up a Foundation in The Netherlands. The gentlemen Jurjen Mos and Luc Habets from the company Lexence were so kind to assist us in this matter for free!

In addition, we have registered an NGO in Uganda under the name Akaana Foundation.

Both a management board and an Advisory Board will be set up. The organisation is set up as follows:



### Role Wies Nijs

I am ultimately responsible for the entire project and call myself "founding partner". A conscious decision was made to use the word "partner" to provide all colleagues with a "we-feeling".

My tasks consist mainly of:

- Supervising construction, start-up and execution
- Monitoring income and expenses
- Maintaining contact with stakeholders
- Transferring knowledge by means of training and teaching local employees
- Supervising volunteers

In this section, I describe the team in Uganda and then I introduce the current board members of the Foundation and Advisory Board.

## The team in Uganda

We will be working with a few permanent employees who have been involved from the very start:



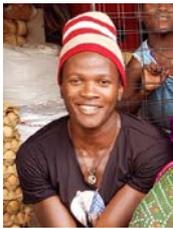
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Founding Partner/Director

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Senkayi Ronald (Ronnie)

Co-Founder

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Ronnie is an experience expert (lived as homeless child himself). He knows the country, the city and the life in Uganda. He currently runs his own safari company, Fox Adventures ([www.foxadventures.nl](http://www.foxadventures.nl)).



Ssempijja Robert

Co-Founder

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Robert is a professional dancer for which he travels throughout Europe. He teaches the homeless children about life lessons through various activities.

This team is responsible for the daily business. Every year before 1 November, the team draws up an annual plan for the following year. This is then submitted to the board for approval.

In the first phase, extensive job descriptions will be made, and it will be checked whether all required competencies are met or not.

It is thought to have a person organise the administrative processes on location (perhaps someone from PUM).

## Board

### Tasks and responsibilities

- at least once per quarter, meet with the “founding team”
- monitor the execution of the annual plan and intermittently adapt when necessary
- assist with financial management



Bob Dorhout Mees

Chairman

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Bob has been to Africa often and works at the insurance agency Markel



Saskia Kranendonk

Secretary

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Saskia has extensive experience in Marketing and PR, and works at Nationale Nederlanden



Ruud Nijs

Treasurer

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Ruud is involved with the financing of various sustainable initiatives, including in Uganda and was Director MVO at the Rabobank



Marjolein Bolhuis-Eijsvogel

Board member

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Marjolein has extensive experience in the sport world and with charities

## Advisory Board

### Tasks and responsibilities

- at least two meetings per year  
(1 in The Netherlands and 1 in Kampala, at own expense)
- provides solicited and unsolicited advice



Petra Nijs-Verbeek

Chairwoman and coordinator Akaana Kids

Sponsoring

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Petra works at the Levenseindekliniek (Euthanasia clinic) and is committed to the Akaana Kids

Advisory Board member

Independent realtor adviser with more than 30 years of experience



Thijs Evers

Advisory Board member

Founder/chairman of the Kieteman foundation

[www.kieteman.com](http://www.kieteman.com)



Vivien Walder

The intention is that the Advisory Board will eventually consist of more members.



*On our way to the street kids with a group of fashion designers. These men spent the day voluntarily repairing all the children's clothes.*

## Sustainability - How does Akaana Foundation Uganda help?

The project contributes directly to the Sustainable Development Goals 1, 2, 3, 4 and 6.



These are of course big goals, but it is our belief that you can achieve these precisely at the level of a school/shelter.

The money that is invested in Akaana Home & School is guaranteed to be used well.

In the quarterly reports to the Board and Advisory Board, separate attention will be paid to both the qualitative and quantitative effects of the project.

In practice, this means:

- The number of children that we reach with this initiative,
- the “indirect” effect on the families/environment of the children who we help, and
- keeping track of what we have accomplished.

## De stress test

Where there's a will, there's a way! That means I'm going to do this work no matter what!

In this plan, I have tried to describe my ultimate goal.  
It is possible this goal may not be reached entirely at once.

These are the risks for me:

1. The required amount isn't achieved by 1 April 2018
  - a. There is enough to start with a less ambitious scenario
  - b. There are not enough funds available
2. The construction/building phase is delayed
  - a. The delay is less than 6 months
  - b. The delay is substantially longer
3. We can't manage to meet the monthly minimum
4. The dependency of the (now still small) Ugandan team

This is how I will deal with them:

- Ad 1a.** I have roughly calculated an amount of € 150,000. In that case, I will start with renting a location. After all, the biggest expense is buying the land and building the complex. From there, I will still try to reach my ultimate plan. The reason is that my budget does not consider the rent, and therefore I expect to be short each month. Additionally, in Uganda, your right to rent can be terminated without reason. That is certainly not a "sustainable" solution.
- Ad 1b.** In this case, I would consider going to work for an existing organisation whose goals are closest to my own. Even then, I will still try to raise enough money as well as trying to save money myself.
- Ad 2a.** In this case, I will limit my budget. I will hire fewer employees, and I will also live on less money. It will be difficult, but a period of six months seems foreseeable.
- Ad 2b.** If this happens, I will need to talk with the existing and new sponsors and will need to ask for more money. Here, too, I will minimise the budget from all sides to arrive at an absolute minimal budget.
- Ad 3.** The income may be disappointing (from the web shop for example or the number of volunteers), or the costs (for example fire prevention/safety) may turn out to be higher than currently expected. In both cases, we will need to make new plans. Our expenses are an important aspect to manage, however preferably as little as possible because that is precisely the "Dutch Touch".
- Ad 4.** The objective is to find a permanent team as quickly as possible, one who works in the spirit as described and who can also take over each other's tasks.  
Ultimately, Akaana must be able to operate without the risk of continuity lying with just one person.

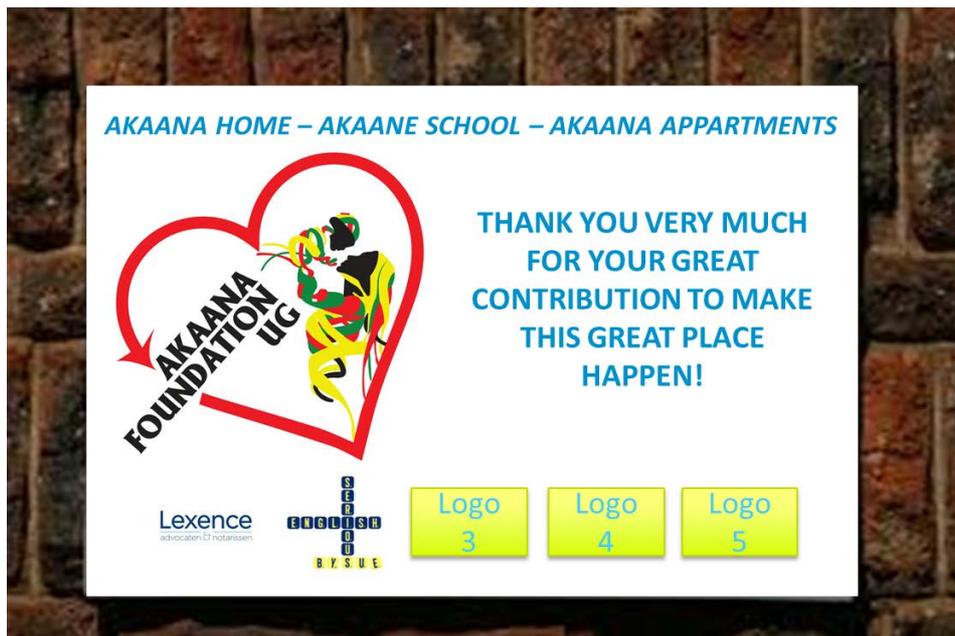
For all of these scenarios, I will first meet with the Board, and of course immediately inform all the sponsors.

## Our question to you!

To start this project, we need the following:

1. € 280,000 in donations.  
We sincerely hope that there are organisations, foundations, companies, and families who would like to contribute.

What we give back is the mention of your name and/or logo on a large sign at the entrance of the complex.



In addition, through social media (if desired) we will recognise our sponsors to show our gratitude. And finally, all our sponsors will be kept informed of the Foundation through a newsletter at least once every six months.

2. Sponsoring per child. If we receive € 17 per month per child, we can provide for the sustenance and support of that child. In this way, we are less dependent on one-time donations. The idea is to link a child with the “adoption aunts and uncles” who help us. For € 204 per year, you can give a special-needs Ugandan child a chance for a better future!
3. There is also the possibility to make a one-off or fixed voluntary contribution. Of course, anonymous donations are also very welcome.

In February, we organised an event. This was a Family & Friends event held at my parent’s home. We plan to visit the NGOs, family funds and companies separately. I am also happy to make a personal visit!

## In closing

I would like to conclude with a personal word.

My hope is that you who have read this plan and would like to help me.

By setting up this project, so many forgotten children will have a chance at a much better future.

It is my deepest wish to fight for these vulnerable children and give them exactly that.

I hope, that after reading our plan, you will want to help us realise this dream.

The plan is done...now just the funding!

Would you and could you help us?

More information:

[www.akaanafoundation.nl](http://www.akaanafoundation.nl)

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From a very big heart for these children,

Weebale (Thank you)!

Wies Nijs

*You can close your  
eyes to the things you  
do not want to see, but  
you cannot close your  
heart to the things you  
do not want to feel.*

JOHNNY DEPP

