

POLICY PLAN 0.1

2023-2027

FOUNDATION 22STARS



Figure 1 The kids in Kampala preparing to go to school

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Stichting 22STARS

Kasteelplein 73

4811 XC Breda

info@foundation22stars.org

www.foundation22stars.org

RSIN: 85744249

KVK-nummer: 68437870

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Prefex

22STARS was created thanks to the friendship of Susan Laker (Ugandan), Aidah Wafula (Ugandan) and Stella Airoidi (Dutch/German), who met for the first time in 2009. Back then Stella was 23 years old and studied international law, which led her to Uganda to do research for her thesis. After Aidah, a social worker at an HIV/Aids Information Center in Kampala, met Stella and learned of her background, she introduced Stella to several women in need, who had fled from the war in Northern Uganda. Among them was Susan, who was only two years older than Stella. The girls needed Aidah to translate, but no translation was needed to see Susan's extreme will power and big heart!

When Stella sent money annually to Aidah to support Susan`s handmade paper jewellery business, Susan took the opportunity to go back to school. Also, Susan`s three children, who worked in the stone quarry to put food on the table, started to go to school. At the end of 2012, Stella returned to Kampala and was extremely impressed when Susan spoke to her in English and showed her what she had learned. Susan expressed the need to market and sell jewellery from the other women in her community, so that they all would be able to pay for the education of their children. The very same day the 22STARS Jewellery business was created. With the profit of the sales various social programs to serve the community were set up in Kampala and later also in Jinja. In 2015, Susan became the project leader of the Jewellery business in Acholi Quarter in Kampala. During this time, Aidah focused on a new group of women, needing her help as much as Susan did. Aidah moved to Jinja to serve the community of Danida, one of the poorest areas in Jinja and where her father was born. Soon after 22STARS started a jewellery project with Aidah as project leader in Jinja. As the 22STARS Jewellery business faced many challenges, Stella decided to register 22STARS also as a Public Benefit Foundation in The Netherlands in 2017. Aidah and Susan respectively registered a Grassroot organization in Uganda to run the social programs for the community in Kampala and Jinja.

While Susan and Aidah work on the ground in Uganda, Stella works on a freelance base partly with them in Uganda, helping with the administrative work and reporting, and partly remotely, where she focuses foremost on fundraising. Since Susan and Aidah live on the ground, they know best what their local communities need, and Stella acts as a “bridge” between Uganda and the Western world to help translate these needs into feasible proposals and fundraising campaigns. At least once a week the ladies come together, either in person or they have a Video Call on WhatsApp, to discuss the progress and needs of the children

22STARS Foundation became officially registered in the Netherlands as a Public Benefit Institution in March 2017. In this financial year report, we will give an insight in the following:

- Mission statement, vision and aim of the foundation
- Work Activities of the Foundation
- Finances
- The way in which the Foundation raises money
- Management of assets of the Foundation.
- The spending of the assets of the Foundation
- The functioning of the board

Stella Airoidi,

Boardmember and founder of the 22STARS FOUNDATION

1. Introduction

The 22STARS FOUNDATION runs all their programs in Acholi Quarter in Kampala and Danida in Jinja, Uganda. They partnered up respectively with the Community Based Organization (CBO) Shooting Stars in Kampala and the CBO Shining Stars in Jinja. Our programs include the whole community living in these areas, thus excluding no-one, as we believe that empowerment lies in helping a community as a whole and not discriminating anyone. Our children are coming from families that live in extreme poverty, were heavily affected by the war of Northern Uganda, are often HIV positive, illiterate and lost many family members. We use a Holistic Approach to Education. In addition to our Child-Sponsorship Program we run additional programs throughout the year benefitting all children and their community.

Our first program is finding long-term sponsors for children living in poverty to send them to school. By the end of 2023 we have almost 500 kids going to school. **Our focus for the next 5 years** is not to increase that number per se, but to make sure that all our kids who started with Primary School education will also be able to go to Secondary School. As Secondary School costs double as much as Primary School and the fees have been increasing over the years, we hence need to find for many children additional co-sponsors.

Our second program is our Nutrition Program. Since October 2016 we are serving weekly a hot meal to all our kids and give food supplies to malnourished families. Our aim is that no child goes to bed starving. **Our focus for the next 5 years** is that we will be able to invest more in our Maize Field project, to make sure we can get food cheaper and that it becomes more sustainable on the long run. Additionally, as we have 500 kids to feed, we are not able anymore to have every time a large meal with meat and or fish, hence we focus foremost on giving them a varied diet with vegetables and meat just occasionally. Our Nutrition Program is very important also because it is this one time a week that we can see all our children and check on them. Hence, we want to be able to continue with this program the next 5 years.

Our third program is our Entrepreneurship Program, in which we give the care-takers and parents of our sponsored children Small business trainings and micro credit loans. **Our focus for the next 5 years** is that we will be able to transform a whole community by giving them larger micro loans and trainings, so that they can built-up sustainable businesses to provide for their family needs.

Our fourth program is our Health program. Under this program we carry out various activities based on the needs of our beneficiaries, such as handing out mosquito nets, beds, mattresses, clothes, water filters and medical treatment. Within our Health Program we run a sub project for Eye-Health care. **Our focus for the next 5 years** is that we rather prevent than cure, by making sure that our children have access to clean drinking water. Within our Eye-care program we focus on sending students to an Optician school, so that we will have more Ugandan opticians available and are less dependent on western opticians coming occasionally to do eye checks.

Our fifth program is our Computer Literacy program, which we started in 2020. When long-distance schooling became the only way for our children to receive an education, the

importance of having computers and computer knowledge became even more clear to us. Each day after school the children can come to our office to use the computers and we have a computer teacher educating them. **Our focus for the next 5 years** is to get more computers for our Secondary School children, as they will need those to do their research on. And to continue giving computer training to all our kids at our centers in Kampala and Jinja.

Our sixth program is our Music program, which we started in 2021. Within the communities we work, music has traditionally been considered essential for educating, communicating, and imparting discipline to the younger generation. We bought music instruments and hired 3 music teachers, who teach the children daily certain music instruments. **Our focus for the next 5 years** is to get more children into Music as it helps them to release stress and learn how to learn. We also want to focus on talented children who hopefully can use their skills in their adult life to make extra money.

Our seventh program is our Local Leadership program, which we started in 2021. We work together with a Dutch Business Consultant and German Coach, who helped our local team on the ground to better communicate and structure their work and communicate with the board members and fundraising team their needs. We are having weekly parent conferences where our local leaders update the parents about the activities of the Foundation and the wellbeing of their children. Additionally, we have with our talented teenagers Young Leadership Trainings in the holidays. **Our focus for the next 5 years** is to make sure that the Ugandan team can run the programs on the ground independently from the Western team in a very effective and impactful way. Right now, a lot of guidance is still needed. With our Young Leadership Program our focus is that the teenagers become aware of their impact in the community and will learn how to give back and improve the community they live in themselves.



Figure 2 The team in Jinja at the old office location in 2020.

1.2 Mission and vision

"Empowering families through Education, Entrepreneurship and Local Leadership".

Our **Mission** is to fight poverty by sending vulnerable children in Uganda to school and by empower their families long-term to become self-sustainable. We believe that economic development and education, along with fostering a strong sense of community, are key to helping communities break free of poverty. Our projects use an integrated approach to community development - focusing on the development of economic, social, natural, human, and cultural capital. Our programs and projects empower Ugandan people to preserve their culture, environment, and society.

Our **Vision** is that every child needs to have an education. Our long-term **vision** is to have our own education center, where both teenagers and their parents can learn and develop their entrepreneurship skills.

Our **Core Values** are: respect, reliability, compassion and transparency.

1.3 Objectives

The foundation has the goal to empower families in Uganda by using education, entrepreneurship and local leadership.

Our objects are:

- (a) to promote and pursue the public interest, and to support children and their families in Uganda in particular, in the broadest sense;
- (b) and all activities which in the broadest sense relate to or promote the objects.

The objects of the Foundation do not include generating a profit.

The Foundation attempts to achieve its objects by, among other things:

- a) raising and managing assets;
- b) making funds or property available to individuals or organizations who/that so qualify pursuant to the objects;
- c) making donations to other public benefit organizations that pursue one or more of the Foundation's objects.

The foundation wants to achieve its goal through our seven program pillars. Our seven Programs represent an integrated approach to community development focused on the development of economic, social, natural, human, and cultural capital. Our programs focus on school sponsorships, nutrition, entrepreneurship, health, computer literacy, music and local leadership. We believe that economic development and education combined with a strong sense of communal belonging will empower and position our communities to protect and preserve their culture, environment, and communities and rise above poverty. In order to

achieve this goals, the foundation will connect long-term sponsors to the children for their education and start fundraisers to finance the other programs. We will make use of volunteers and Ambassadors who will help us sharing our story and spreading the word of the 22STARS foundation to get more sponsors in to support our foundation.

2. Background of our project locations

Uganda is a land-locked country in East Africa, bordering Lake Victoria. It is enclosed by South Sudan, Kenya, Tanzania and Congo-Kinshasa. Since its independence in 1962 from the United Kingdom, it has known a violent history. The country's history is tainted by people such as Idi Amin, who in the 70's made hundreds of thousands of victims, and Joseph Kony who terrorized the North of Uganda between 1988 and 2006 with his Lord's Resistance Army, consisting mainly of child soldiers, and who is still active in the neighboring countries.

There is peace in Uganda now and we can even see a little progress, but the consequences of the violence in the Northern regions are still felt every day and make returning impossible. During the war, thousands of people fled to the South of Uganda. Many of these refugees ended up in Internal Displaced Person's Camps (IDP's).



2.1 Acholi Quarter

One of those camps, which is located just outside the capital Kampala, is known as the **Acholi Quarter** where 10.000 people live. The camp is named because the majority of people come from Acholiland in the North. **Acholi Quarter is where the first of our 22STARS projects is located.**

The community is also comprised of many other tribes i.e., Busoga, Baganda, Itesos, Banyankole, Banyarwanda. Stone quarrying is the most common form of employment which was, and still is, being carried out. Even kids as young as 3 years old are crashing stones to earn money for food. However, many people are leaving the quarry as increasing market demand has meant that new opportunities for business have become available. 22STARS is an organization that is positively impacting the Acholi Quarter community by providing education and medical support to children. It is currently facilitating entrepreneurship skills and knowledge training so as to equip the youths, adults and parents with sustainable business ideas in order to make their passion a reality and help them to help themselves.

There are shops, barbershops, cafés and bars. Everything in miniature format for the space in the quarter is very limited. In that respect the Acholi Quarter is a neighborhood like any other one. But unfortunately, this neighborhood is nothing more than a piece of land that was given by the king to his people out of generosity. The district is overcrowded and occasionally cholera epidemics break out. There are neglected children walking around and there is a lot of drunkenness in the small main street. And just as in most poor areas and other IDP's, sanitary facilities are completely inadequate, people suffer psychological traumas, there is a lack of education, a lot of people suffer from HIV and aids, there is no infrastructure, and the streets are littered with waste. Most of the houses are not more than hovels. Only 1 in 4000 houses have electricity and even less have running water. When it rains, the whole area turns into a big mess because of its location on a hill, where the water keeps running down.

Because of the lack of opportunities, a lot of women are forced to earn their living breaking rocks under very bad working conditions together with their children. Their daily wage is the equivalence of about 75 euro cents. They don't earn enough to pay for health insurance, education or to save up for the future. They hardly earn enough to pay for their basic necessities such as food and shelter. It is virtually impossible to escape this poverty, with their biggest concern that without education their children await the same fate.



Figure 3 Two of our girls playing in Kampala.

2.1 Danida area

Our second project is located in the **Danida area in Jinja**, in Eastern Uganda. According to previous and current research conducted by the Uganda Bureau of statistics, Busoga (Eastern Ugandan) is one of the poorest regions in the country, the number of poor people living in rural areas is approximated to be 10 million Danida is one of the poorest areas in Jinja. It has been affected a lot by drought and food scarcity and addition is the home base of many internally displaced people from Uganda.

Most of the women were born there, some others moved to this area. They are struggling to earn enough money to put on food on the table and their situation is very similar to the one in Acholi Quarter. The difference is that while Acholi Quarter is located in the big capital city of Uganda, Danida is located in a smaller town, meaning less opportunities for business, but also lower costs of living. In the end both areas are very similar as people are struggling every day to survive. The parents of most of our kids in Danida and Acholi Quarter are illiterate, traumatized, HIV positive, became teenager moms and have to care for a large family.

Many of the kids lost one of their parents or even both and are taken care of by an aunt or uncle. We want a better future for those children, their families and their whole communities and for that they need education. Once they are doctors, engineers, teachers and so forth they will become change-makers and able to give back to their community.

To be part of the solution to this crisis, 22STARS established their second project location in the Jinja District, with the main objectives being poverty eradication and reduction of unemployment through entrepreneurship knowledge, experience and skills training, and school sponsorships.

3. Target group

Foundation 22STARS focuses on children and their families living in extreme poverty in Uganda.

4. Programs

Our Child-Sponsorship Program is our main program, however, to make sure sending kids to school has a big long-term impact, we run additional programs throughout the year benefitting all children and their community.

4.1 Child Sponsorship Program

4.1.1 Challenge

Can you imagine that your child would grow up illiterate? At our 22STARS projects in Uganda, this is the sad truth for many parents and children. Twenty years of civil war took a heavy toll on the Ugandan people. The parents of the 22STARS children fled from northern Uganda to Kampala, where they sought refuge from the war between the Lord's Resistance

Army (LRA) and Joseph Kony. They settled in "Acholi Quarter" and ended up living in an area centred around several stone quarries. Even children as young as 3 years old, have to work, crushing stones, to earn money for food. Although there is now peace in Uganda, the battle against poverty in the Acholi Quarters continues.

In 2020 the literacy rate in Uganda was 76.53%, the lack of education not only limits prospects for the future and has an impact on economic stability and health, but can also put people at risk of trafficking and exploitation. Furthermore, by keeping girls in school, the rates of child marriage and teen pregnancy significantly decrease. We want a better future for these children and their communities, and for that they need education. Once they are doctors, engineers, teachers or whatever their dream is, they will become change-makers and able to give back to their community. Educating children will benefit the whole economy in Uganda. We have a holistic approach to education, and hence on top of sending them to school, we run additional programs that benefit these children and their families.

4.1.2 Solution

We are matching individual sponsors with specific children to send them to school. Sponsorship is a long-term commitment and happens through a recurring payment plan. You can choose between Monthly, Quarterly or Annually.

In Uganda the education of a child starts with Nursery School (3 years), then Primary School (7 years) and then Secondary School (minimum 4 years) followed by a two year Course. If a child has a very high performance and the sponsor is able to continue sponsoring, then the child can also complete class 5 and 6 and join University. In a few cases where a child has no home, we send a primary school child to Boarding section.

When a child receives an education, their future is brighter and their dreams become a possibility. When a child goes to school, he will no longer need to beg in the streets for food. An educated child will be better able to find employment to secure a future for them and their family; helping them to break the poverty cycle. An education child can be informed much earlier about their health and wellbeing thus, reducing the chances of child marriage, early pregnancies and HIV/AIDS contraction.

- **What does a sponsorship provide?**
 - School Fees
 - School Uniforms *
 - School Tours
 - Registration Fee
 - Exam Fees
 - Transport
 - Meals in School
 - Home visits and family support
 - Tutoring and mentoring
 - General costs to run the program

This is calculated taken the average cost, as the costs slightly differ per school.

We ask the parents to buy some small school supplies for the children, such as notebooks, pens and toilet paper, so that they stay responsible and connected with their children as well.

What does a sponsor receive?

- They will choose or be assigned to a child and get their *specific* information.
- They will receive access to our private FaceBook group with regular updates.
- They will receive 3 times a year the school report of their child.
- They can exchange letters and photos with their child.
- They will be mentioned on our website (or opt to be anonymous)
- They will receive a donation receipt (we are registered in the Netherlands as a tax-deductible ANBI)

Over time they will see how their support is helping to transform the life of their sponsored child, and the lives of people around them. The ripple effects of your kindness will be felt for many years to come.

4.1.3 Goal

By the end of 2023 we have almost 500 kids going to school, ranging from Kindergarten to University. **Our focus for the next 5 years** is not to increase that number per se, but to make sure that all our kids who started with Primary School education will also be able to go to Secondary School. As Secondary School costs double as much as Primary School and the fees have been increasing over the years, we hence need to find for many children additional co-sponsors.

4.2 Nutrition Program

4.2.1 Challenge

Among the communities we work with, there are many issues which heavily impact the quality of everyday life, one of the most devastating challenges is climate change and its effects on farmers and food security. Over the last 10 years, there has been an increase in the frequency of droughts which has led to a rise in food prices, making it even more difficult for families to feed themselves. As our projects are in **poverty-stricken parts of a city**, there is no nearby ground available for farming, which makes food expensive. Due to the high food prices, 29 % of Ugandan children under five years old suffer from chronic malnutrition. Families often struggle to have enough food on the table. Investing in better nutrition, especially for children, adolescents, and women are proven to be one of the best means we have to transform a child's health, education and livelihood.

4.2.2 Solution

Our solution is sending the sponsored children to good schools, where they also get a meal during school days. And organize every weekend a nutritious meal for them, especially during their holidays. We started to serve **weekly meals** from October 2016 onwards. Our warm meals consist of vegetables, meat and or fish to make sure the children receive a healthy varied diet. The weekly meals also are a great social occasion for the children, giving them an opportunity to play and connect. By buying our supplies locally we make sure that the donations are being reinvested into supporting the community as a whole. To become more cost efficient, we started to rent and harvest a **field for Maize** production since 2020. The Maize field allows us to deliver twice a year 1000 kilos of maize to our projects in

Kampala and Jinja, which then will be stored and used during the weekly meals and additional program activities. We also provide “emergency meals” for families who have barely anything to eat, especially during the pandemic we started extra fundraisers to keep the families fed during lockdown.

4.2.3 Goal

As our number of children keeps growing each quarter, so does our demand for nutritious weekly meals. Our current goal is to keep going with the weekly meals for all our sponsored children. For this we need to raise **€12.350 euro a year**, which comes down to €1030,- per month. With extra donations we would love to expand our Maize field. **1 Meal for a child is about € 0,50**, with the current exchange rate and higher food prices this means we give a child rice and beans with fruits or vegetables and once a month they also get a meal with meat or fish. **Our focus for the next 5 years** is that we will be able to invest more in our Maize Field project, to make sure we can get food cheaper and that it becomes more sustainable on the long run. Additionally, since we have 500 kids to feed, we are not able anymore to have every time a large meal with meat and or fish, hence we focus foremost on giving them a varied diet with vegetables and meat just occasionally. Our Nutrition Program is very important also because it is this one time a week that we can see all our children and check on them. Hence, we want to be able to continue with this program the next 5 years.

4.3 Entrepreneurship Program

4.3.1 Challenge

We work in the communities of Acholi Quarter, Kampala and Danida, Jinja. Both areas are one of the poorest in the region, where many people live on only \$1 a day. We realised many of the people living here couldn't grow their business due to illiteracy, poor time management and a negative outlook regarding business growth. In Acholi Quarter many men and women are working foremost in a stone quarry, which brings them barely enough money to survive and worse, is even dangerous for their health. And in Danida, many people were working long days in nearby factories without having any employment contract. Lasting growth depends on the empowerment of communities through education, skill-building, control of natural resources, and effective interaction with society and their governments. The best way to move forward is to ensure that the families of the children we work with can become **self-sustainable**.

4.3.2 Solution

The 22STARS Foundation originated as the 22STARS Jewellery business in 2013, as we always believed that making people self-sustainable through entrepreneurship is the best way to end poverty. We co-designed and marketed the women's jewellery on the Western Market. Already back then we used the profits to also focus on growing the local businesses of the women, so that they would become independent from our selling techniques. Hence when we established the 22STARS Foundation in 2017, it was for us a natural step to focus besides the Child-Sponsorship program also on the Economic Development of the parents of the sponsored children. We at first partnered up with Entrepreneurs Hands Uganda (EHU), to give Entrepreneurship training to the parents and caretakers, mostly women, of the 22STARS sponsored children. Every new member of our Entrepreneurship Program received an intensive four-week training from EHU, then they created in-depth personal profiles for each

participant to see how to help them the most. By providing microloans, setting up a saving system, and monitoring ongoing progress these people were able to start small business such as food stalls, hospitality, clothing (tailoring and thrift stores), and local transport (mototaxi). In 2022 we have decided to change this formula, in order for our community to be self-sustainable, and we created a local committee, formed by some of the beneficiaries of our program. The committee is in charge of disbursing and recollecting the loans, monitoring the progress of our members, and making sure that the loans are paid back and are redistributed within the community. The loans are issued every 6 months and are paid back on a monthly basis by our beneficiaries.

4.3.3 Goal

Our goal is helping our local committee to have access to more funds to be able to enlarge our impact within our communities. Availability of small, but repeated loans is, in the long-term, expected to positively impact the lives of our beneficiaries. In order to keep our Entrepreneurship Program running, be able to hand out larger loans and add new beneficiaries to the program we are looking into raising €5.000 per year minimum. **Our focus for the next 5 years** is that we will be able to transform a whole community by giving them larger micro loans and trainings, so that they can build-up sustainable businesses to provide for their family needs.

4.4 Health Program

4.4.1 Challenge

Health care is expensive, especially in the communities 22STARS operates in that are struck by poverty. As a developing country, Uganda struggles with multiple intractable diseases that kill millions of Ugandans every year. HIV/AIDS, malaria, tuberculosis, respiratory tract infections, and diarrheal diseases are among the top five causes of death in Uganda. Additionally, many children have no access to eye health care, which causes them to drop out of school due to bad vision. Especially in Acholi Quarter eye health care has been a huge problem, as many children are crashing stones in the quarry. Not only do stones fly into the eyes of the children, leaving them blind for the rest of their lives, also the dust and lack of clean water to wash their eyes causes many eye infections. Uganda has a scarcity of trained eye care professionals available to provide accessible care, this is particularly evident in optometry services which impact on an adult's capacity to earn and a child's capacity to learn. Early eye examinations are crucial to make sure children have normal, healthy vision so they can participate better at school and in play.

4.4.2 Solution

With our Health Program we pay for the medical bills for children, whose situation is life threatening, and whose parents are not able to pay for it. We believe strongly that malaria should not be the reason anymore for a child to die. Whenever we bring children to a hospital, we usually also bring their parent or caretaker along, pay for transportation and also meals during the day, since a hospital visit can take easily take up to 10 hours. Under this program we also carry out various activities based on the needs of our beneficiaries, such as handing out mosquito nets, beds, mattresses, clothes, water filters and medical treatment. Within our Health Program we run a sub project for Eye-Health care, which we launched

thanks to a partnership with WirHelfenSehen E.v, who visited us in 2018. Within our Eye-care program we have been able to send a couple of students to an Optician School to become Optometrists. Several times a year, we take children and their families to the eye hospitals and opticians to get their eyesight checked and get medication, or glasses where needed. We even were able to pay for the operation of several children and young people who had a damaged eye due to the stone quarry work. Additionally, we are spreading awareness about blindness prevention and conduct eye health education programs in the local communities.

4.4.3 Goal

Within the Eye-care Program we are planning that our recent graduates from the Optician school will help conduct eye testing in the communities we work in and expand to other communities. We have around 500 sponsored children now, where possible their parents or care takers also pay for medical costs. However often the costs are too high for the parents and hence we need to help out. Whenever an operation of a child is very expensive, we set up a specific emergency fundraiser for the child. As the money raised for our Health Program is supposed to cover the basic medical needs of all our sponsored children. Our goal is to raise each month €250,-. That is €3.000,- a year, so that we can take care of the basic health care needs of the children. **Our focus for the next 5 years** is that we rather prevent than cure, by making sure that our children have access to clean drinking water. Within our Eye-care program we focus on sending students to an Optician school, so that we will have more Ugandan opticians available and are less dependent on western opticians coming occasionally to do eye checks.

4.5 Computer Literacy Program

4.5.1 Challenge

Most of the people living in the 22STARS communities have no access to a computer, since computers are very expensive and also most houses would not provide secure electricity and storing places for computers. The teenagers and wom(en), who like to use a computer often need to walk long distances to town to access an internet café. And even then, they most of the time lack the basic computer knowledge skills. As Computer Literacy is not part of the school program, most kids will only learn about computers at a very late age. ICT can provide unlimited opportunities for economic development and social engagement through new innovative thinking and tools. In today's information age, it is critical to be computer literate.

4.5.2 Solution

We took it upon ourselves to fill the gaps in knowledge provided by the public school system to enable our kids to receive a more holistic education. When the Covid Lockdown started in 2020, and long-distance schooling became the only way for our children to receive an education, the importance of having computers and computer knowledge became even more clear to us. For this reason, back in June 2020 we set up our Computer program and also installed solar panels to make sure we would have electricity for the computer classes. We have now 31 laptops available for the children (16 Kampala and 15 in Jinja) and started with basic computer training. Additionally, we have handed out over 50 student laptops to our secondary school kids. We plan to give also advanced courses to students so that they can

have better career perspectives, but for now all laptops are occupied for the beginner training. Our computer trainings are 8 to 12 hours a week over a period of 4 months. One group consist of 24 students in Kampala and 30 students in Jinja. After every 4 months, kids do their exams and graduate and then a new group comes in. Hence we will have per year 90 children in Jinja and 72 children in Kampala graduating. When the laptops are not used for classes, the children come to our office to practice and learn with them.

4.5.3 Goal

We have a dream of making every sponsored 22STARS child proficient in using computers and survive in today's digital world. We are strongly advocating the building of knowledge societies where the power of information and communication helps people access the knowledge, they need to improve their lives and achieve their full potential. To pay our computer teachers in both Kampala and Jinja and print the exercise materials, we need each month €350,- which is €4.200,- a year. With extra donations we would love to add more laptops to our program, which cost around €375,- per laptop with all accessories. **Our focus for the next 5 years** is to get more computers for our Secondary School children, as they will need those to do their research on. And to continue giving computer training to all our kids at our centers in Kampala and Jinja.

4.6 Music Program

4.6.1 Challenge

Within the communities we work, music has traditionally been considered essential for educating, communicating, and imparting discipline to the younger generation. However, access to music instruments is extremely limited because instruments are very costly and there is no music school or center close by. Parents and elders have played the role of instructors, transferring the skills to children through riddles, storytelling, myths, traditional dance, playing local instruments and proverbs. The communities believe that these artistic skills prepare children for adult life. What the communities lack is a center where music and dance can take place.

4.6.2 Solution

Especially our project leaders in Jinja, David and Aidah, stressed for the importance of having a music program. Hence 22STARS took it upon themselves to fill the gaps in knowledge provided by the public school system to enable our kids to receive music and dance classes within our community centers. In April 2021 we set up our music program and bought our first musical instruments: bass guitar, bow harp, solo guitar, classic guitar, acoustic guitar, drum set, keyboard, micro phones, and speakers. We had a music trainer from the USA, Alex Valencia, who helped us for a couple of months to set up the music classes with our local teachers. Besides learning new skills, the music classes also help the children with stress and kept them motivated. We enrolled three Ugandan music teachers to start teaching the first four groups of 20 children intensively. Additionally, we have groups of 40 children who participate in our dance and music note classes and had already the possibility to get already familiar with some of the instruments. We offer music classes every day of the week, from 2PM to 4PM.

4.6.3 Goal

The program has been running smoothly since its inception and we are seeing a great improvement in our children. We are now seeking further support to cover our recurring costs. We pay for our three music teachers, exercise materials and the maintenance of the instruments, for this we need €250,- a month, which is €3.000,- a year. **Our focus for the next 5 years** is to get more children into Music as it helps them to release stress and learn how to learn. We also want to focus on talented children who hopefully can use their skills in their adult life to make extra money.

4.7 Local Leadership Program

4.7.1 Challenge

Our Leadership Program is divided over to projects: one is our Young Leadership Project for our promising teenagers during their holidays. The other one is for our team on the ground and fundraising team. The program is about revealing & developing leadership skills that are already present and to use them together with each other as a team. Growing into Leadership has a lot to do with daring to make mistakes, leaving your comfort zone and entering the growth zone. Everybody is a leader. If we only would know how to use our talents. Most of us grow up with the idea that leaders are very special people beyond our reach and that it's very difficult to 'become a leader'. But everyone IS a leader. The essence is to discover what your own leadership qualities are and how to use them. Only then our team in Uganda can become more independent and leading the programs on the ground fully effective .

4.7.2 Solution

Our Leadership Program is divided over to projects: one is our Young Leadership Project (YLP) for our promising teenagers during their holidays. The other one is our Leadership & Capacity Building Workshops (CBW) for our staff and team on the ground. This program is about revealing & developing leadership skills that are already present and to use them together with each other as a team. Growing into Leadership has a lot to do with daring to make mistakes, leaving your comfort zone and entering the growth zone. Everybody is a leader. If we only would know how to use our talents. Most of us grow up with the idea that leaders are very special people beyond our reach and that it's very difficult to 'become a leader'. But everyone is a leader. The essence is to discover what your own leadership qualities are and how to use them. Only then our team in Uganda can become more independent and leading the programs on the ground fully effective.

4.7.3 Goal

The program has been running smoothly since its inception and we are seeing a great improvement in our team on the ground. We are now seeking further support to cover our cost for future trainings. In the holidays - three times a year - we like to give a Young Leadership Training to a group of 10 promising teenagers. This costs around 3500 euro per year. Additionally, we are organizing throughout the year workshops with our local team members to strengthen their leadership skills, communications, structures, reporting, and proposal writing. We come together 4 months a year with the full team (Kampala and Jinja) once a week for two days. Costs include workshop material, accommodation, food,

transport, and facilitator reimbursement. This comes down to 5000 euro a year. We work together with our Dutch freelance consultant Joelle Verkooijen. Additionally, Jennifer Dietz who is originally from Germany lives now in Uganda and is volunteering once a week at our project to help our local team with internal communications. The future of the program is a train-the-trainer structure; when this program appears to be successful, these participants can function not only as role models, but also can hand-over their learnings to the next group and support the new participants in running the projects. This will have a snowball effect where more and more people will learn about the skills and approach of unlocking leadership. Total costs per year: 8500 euro. **Our focus for the next 5 years** is to make sure that the Ugandan team can run the programs on the ground independently from the Western team in a very effective and impactful way. Right now, a lot of guidance is still needed. With our Young Leadership Program our focus is that the teenagers become aware of their impact in the community and will learn how to give back and improve the community they live in themselves.



Figure 4 The team in Kampala for the end of the year celebration, December 2022

5. Foundation Board and Team Uganda

5.1 Board members

The current board exist of the following members:

- Stella Airoidi, Executive Director

Stella is the Founder of the 22STARS social jewellery business and later the 22STARS Foundation. She has a background in International Law and Human Rights, but changed her career after she fell in love with Uganda. Stella rents out her house in the Netherlands and has lived a nomad lifestyle for 5 years. She organizes by times trips to Uganda and does freelance work in web design, social media, and consulting on social impact. Stella spends about 4 months a year in Uganda and the other 8 months she spends in the Netherlands and the rest of the world. She is frequently speaking at conferences about making a Social Impact and working remotely and of course about the 22STARS foundation to get more attention for the cause and raise more funds. Stella also chairs the board member meetings. Stella loves sleeping under the stars and calls herself a Social Impact Nomad.

- Romana Oosterbeek, Treasurer

Romana is living in the Netherlands, but comes from German/Italian parents. Romana worked in the pharmaceutical industry, in the food sector, at Braun Melsungen and Bristol Myers. She has also taught nutrition in nursing schools. Nowadays she still lectures in schools about healthy food and she teaches German and Dutch to children and adults. Romana loves to bring people together. She loves kids and has even published her own book for children called Pipke and Popke. She was a big fan of 22STARS from the very first second and was also among the first people to start sponsoring children. Romana visited the 22STARS projects herself in March 2016 and together with her partner Ad Lancee in April 2022. Romana is the watch dog of our financial management. She makes sure that all invoices are correct and that the money goes where it supposed to go. Romana does a great job in fundraising for the foundation as well as advises us on financial implications of strategic and operational plans.

- Daniel Walzer, Vice Chair

Daniel comes from South of Germany and has a passion for traveling and helping people. He is a business consultant by profession and started to sponsor a 22STARS child in October 2016. Daniel came to Uganda in 2018 and again in 2019 to visit the projects of 22STARS. Together with his father and brother he tested the eye sight of the families of our community and handed out free glasses. His family continued raising funds for the projects in Uganda and hence we are able to continue with the eye care of the families. He founded a charity in Germany called WirHelfenSehen E.v. to fundraise for Eye Program projects (such as 22STARS has) in developing countries across the world. Daniel also helps actively out during our 22STARS events in Europe. He has his own business and is a consultant for corporations.

- Klaus Mueller, Secretary

Klaus F. Müller is a German dentist and European pioneer of modern dental implantology. He grew up in Sinn in Hessen. Privately, he is concerned with the art and architecture of historicism and he is an avid ultralight pilot and loves flying his Sd1 plane. Klaus was supporting 22STARS from the beginning and was among the first to support two boys with school fees, after hearing their stories that they would like to become pilots too. Klaus visited together with his wife Anne Müller 22STARS in Uganda in November 2017. Klaus advises us with our projects and also actively helps with fundraising. He is also in charge of taking notes during the board member meetings and keeping the minutes.

5.2 Team members in Uganda

Our 22STARS team works together since several years. Stella met Aidah, David and Susan in 2009 and end of 2012 they started with the social enterprise 22STARS jewellery. In 2016 they started with the education program to send children to school and in 2017 the foundation was registered in The Netherlands. Aidah then registered a CBO in Jinja and Susan a CBO in Kampala. Francesca joined the team in February 2018 on a freelance basis, helping them out managing and coordinating the different programs. In addition, we work together with various freelancers in Uganda, like our Computer and Music teachers, who keep however varying. We also have ambassadors and volunteers helping us with the foundation, who work voluntarily and do not get any of their costs or expenses covered, they represent 22STARS in their city and network and actively seek new sponsors and donors for the foundation. For a current overview of our freelancers, ambassadors, and volunteers you can check our website. In this policy paper we will mention only the main team members who work for the CBOs in Uganda that 22STARS is supporting.

- Susan Laker, Local Manager Kampala and CBO Founder Shooting stars Kampala

Susan Laker was the reason that Stella started 22STARS! Susan is the 22STARS project manager for the foundation in Acholi Quarter, Kampala. Susan lives herself in the Acholi Quarter since over 20 years. Over the past years Susan's life improved a lot and she was able to go back to school herself. Susan makes all the payments in Kampala, together with David and or Stella and sends us invoices, school reports and updates. Susan does the monitoring of the programs, organizes the weekly meals, does the after school care of the kids in the center and she does the translations as well during the parent conferences and the small business trainings. Since Susan lives in Acholi Quarter, she keeps a close eye on the families and children and they come to her if there is a problem, which she then reports to us. We also send three children of Susan to school. Her children are already teenagers by now, as Susan got her children when she was only 13 years old herself. All her kids are very active in helping us with our projects with the children and families. Initially Susan did all the work for the foundation voluntarily, as we also send all her children to school. However, as the foundation keeps growing and hence her work, the CBO pays Susan a small fee according to Ugandan standards for the work she does for us to cover up the costs she has like using transport, going on the internet, and the time that she spends on the project.

- Aidah Namboza, Local Manger Jinja and CBO Founder Shining Stars Jinja

Aidah's parents herself used to live in the Danida area. Aidah however was able to go to school and left this area behind for some good years. In order to do her work better, Aidah moved back to Danida with her family in 2020. Aidah does similar work to Susan. She makes all the payments in Jinja, together with David and or Stella and sends us invoices, school reports and updates. Aidah does the monitoring of the programs, organizes the weekly meals, does the after school care of the kids in the center and she does the translations as well during the parent conferences and the small business trainings. Since Aidah lives in Danida, she keeps a close eye on the families and children and they come to her if there is a problem, which she then reports to us. We also send Aidah's four children to school. Her whole family has been very active in helping with the 22STARS foundation. They volunteer regularly to help us out with the weekly meals and the livelihood and small business programs. Initially Aidah did all the work for the foundation voluntarily, as we also send all her children to school. However, as the foundation keeps growing and hence her work, the CBO pays Aidah a small fee according to Ugandan standards for the work she does to cover up the costs she has like using transport, going on the internet, and the time that she spends at the center caring for the children.

- David Wafula, program Coordinator Kampala and Jinja, Uganda

David was born in 1970 in the forest in Eastern Uganda, his exact birthday is unknown, but he celebrates in January. Since the beginning of 22STARS, Pastor David Wafula has been the prime mover, helping to connect the foundation during our early stages. He is the husband of Aidah Namboza. He met Stella in 2009 and with his help we were able to visit the women in the Acholi Quarters and Danida at their homes and listen to their stories. David's first profession was teaching. He holds a Bachelor degree in Theology and a masters degree in Organizational Leadership and Management. Since April 2020, David joined our team full-time, coordinating the project managers in both Kampala and Jinja. We are very happy to have David with us, and we look forward to the positive impacts his expertise will bring to 22STARS! In David's free time, he enjoys singing and making people laugh.

- Stella Airoidi, Freelance overall project coordinator

Stella is the Founder of the 22STARS social jewellery business and later the 22STARS Foundation. She has a background in International Law and Human Rights, but changed her career after she fell in love with Uganda. Stella rents out her house in the Netherlands and has lived a nomad lifestyle for 5 years. She organizes by times trips to Uganda and does freelance work in web design, social media, and consulting on social impact. Stella spends about 4 months a year in Uganda and the other 8 months she spends in the Netherlands and the rest of the world. She is frequently speaking at conferences about making a Social Impact and working remotely and of course about the 22STARS foundation to get more attention for the cause and raise more funds. Stella loves sleeping under the stars and calls herself a Social Impact Nomad. Stella used to work for many years completely voluntarily for the foundation, putting a lot of her own money and time in. Since the 2021 she gets paid a very minimum fee for some of her working hours as a freelancer. This is due to the heavy workload. As we are not anymore a small foundation with only 100 kids, but have almost 500 kids now in our foundation and run many additional programs that need a lot of coordination.

- Francesca Giovannini, Remote Program Assistant

Francesca is an Italian change-maker born in 1985. She grew up in Milan, Italy, where she obtained a Bachelor degree in Literature and History. After traveling to South-east Asia, she decided to help people out of poverty leading her to earn her master's degree in International Relations, with a focus on child protection. She then started working for various NGOs and UN agencies across the globe, namely in Tanzania, Kenya, Colombia and Nepal. After falling in love with South America during her travels in 2017, Francesca decided to become a digital nomad, and she has been working for the Foundation and CBOS since January 2018, mostly located in Central and South America. Francesca came for the first time to Uganda in 2022 to see the projects herself. She works on a freelance base and depending on how much work she has that is usually between 20 to 30 hours a week. Francesca helps the Ugandan team in preparing their proposals, checking invoices and information of the children, and preparing reports of the programs.

6. Finances

To realize the goals of the foundation 22STARS we need money. We have certain constant costs every year, like the rent of our kids centers in Kampala and Jinja, maintaining the website, the weekly meals for the children, computer and music classes and their school fees. Some of these constant costs are covered by the long-term sponsors who pay for their specific child's education. The other recurring costs have to be covered by our donors who make a general donation which can be a one-time donation or even a recurring one. With regards to the school fees of the children, we make sure that a sponsor wants to sponsor a child for several years, hence we receive the money for the child's school fees in advance and if a sponsor cannot continue we immediately try to find a new sponsor to make sure that the kids' education is secured. Depending on how much extra money we get in from general donations we carry out our other programs. We only start carrying out a certain project if we have raised enough money for it. Such as for example buying water filters or mattresses.

The Foundation's financial resources consist of:

- (a) contributions and subsidies;
- (b) testamentary dispositions, bequests and donations;
- (c) other income.

The foundation has no profit motive. This is also described in the articles of the foundation. So far, our income has come mainly from private sponsors and just a little bit from other charities and businesses. Our goal for the next five years is to also get subsidies from governments and get more business sponsors on board who make larger donations. For the school sponsorships we however keep focusing on individuals who sponsor only 1-3 kids, as then the chance is higher that they continue doing this for several years, and when they drop out, they at least are not bringing a whole project in danger. Furthermore, we are focusing on increasing the sponsorship and trying to encourage our current sponsors to also make extra donations for our other programs.

6.1 The way in which the Foundation raises money

The foundation wants to get this money through: sponsoring, donations, gifts, philanthropy, subsidies and fundraising. The recruitment of money takes place in a small but effective, direct way, such as during contacts with business relations, both private and business.

We recruit money through our existing contacts with donors and organizations, cooperating partners, but we also recruit new contacts / relations and donors. This can be done by social media and sharing the story of 22STARS. The founder of 22STARS, Stella Airoidi, uses for this both her personal social media channels and the ones from the foundation. She speaks frequently at conferences where she explains to people the work the 22STARS Foundation does and how people can contribute to the cause. In addition, also the other board members actively speak about 22STARS to get new sponsors and donors in. We also work with ambassadors who love our cause and spread in their network our story and start fundraisers to raise money for our cause. We also have yearly people who visit Uganda and our projects, we encourage them to start a fundraiser when they come to Uganda and share our story with their network to raise additional money for our programs. Conducting actions for obtaining financial resources can be done through personal initiatives from people or organizations.

Below we briefly mention which types of contributions there are.

- o Sponsoring: a person or business agrees to sponsor a certain child long-term. The sponsorship can be paid per month, quarter or year. The money will be pooled together with the sponsorships of the other children to pay for their school fees, uniforms, school registrations and so forth. A sponsor can also make an extra donation for a certain cause, for example to buy mattresses for a certain number of children, to buy a present for a specific child he or she sponsors.
- o Donations: people can make general donations which we will use to run all our programs. People can pick a certain program or let us decide how we spend the money. Donations are most of the time one-time donations, but can also be recurring-
- o Subsidies: financial contribution from the government often intended for enabling or maintaining certain activities and facilities, under certain conditions.
- o Fundraising: recruiting donations, all forms of recruitment of additional resources, among others Crowdfunding.

These are the means of Payment sponsors and donors can use to make their payments:

- **Donorbox:** we set up specific campaigns in which people can chose to either pay for the school fees of their children or make a general donation for a certain program. When a general donation is made, people have the chance to pick a specific cause or just let it open for us. The donations through Donorbox can be one time donations or monthly, quarterly or yearly subscriptions. Donorbox sends us the money to our main banc account using stripe. Or it sends us money through PayPal to our PayPal address. Donorbox charges a fee per donation and at the end of the month we need to pay a fee according to how much money we have raised.

- **Paypal.** We set up a PayPal account for our foundation, under info@foundation22stars.org The money we withdraw from Paypal goes directly to our main bank account.
- The main **bank account** of the Foundation is NL98 ABNA 0247199222. In addition, we also opened a bank account, which is solely meant to be for the donations for the food for the weekly meals of the children. This account is NL 30 ABNA 0247241962, from which we monthly send it to our main bank account from where we send the money to our local managers in Uganda who are in charge of buying the food and cooking every week for the kids

The foundation is not profit-making and depends on contributions from others.

7. Management and use of assets

As the 22STARS Foundation is an ANBI foundation, we are obliged to carry out an administration. These records must show: what amounts (per director) have been paid for expenses, which amounts have been spent on raising money and managing the institution. This also applies to all other costs, which is the nature and extent of the income and the assets of the institution. The board of the 22STARS Foundation all volunteer and only Stella Airoidi gets paid a Attendance fee (Vacatiegeld) for the work she has with the board meetings. The directors receive no remuneration for the duties they perform. In addition, even though the directors may receive reimbursement of the costs incurred by them and a nominal attendance fee, they decided to not take this. Hence travel costs to the board meetings will be completely paid by the board members themselves. No attendance fees will be paid. All board members want that their money goes directly to the programs of the foundation, hence it will not surprise you that they were also among the first to sponsor a few children long-term and pay for their education.

The money received are used for the implementation of the objective of the Foundation. The foundation manages Bank account number: NL 98 ABNA 0247 1992 22, which is our main bank account. In addition we manage bank account number NL 30 ABNA 0247 2419 62 on which we receive money that is solely meant to be for the weekly meals of the children. We receive also money on our PayPal account under the address info@foundation22stars.org which we then send to our main bank account. We also receive money through DonorBox which through either Stripe or Paypal also goes directly to our main bank account.

At the end of the financial year (which runs from 1 January to 31 December of a year), the treasurer closes the books. The annual statements drawn up from the profit and loss account, the annual accounts, the balance sheet, a statement of income and expenses for the relevant financial year are prepared. The board assesses and checks the documents and approves the documents by means of a signature and discharges the treasurer. After the approval an overview is published on the website.

In case the 22STARS Foundation has to be dissolved. We will then as stated in the articles of our foundation and as required by the regulations regarding an ANBI foundation, spend the positive balance as indicated on a foundation that has the same mission as our foundation. The goal will be determined in consultation with the board

We have so far two main income and cost stream:

- **General Donations.** Through direct banc transfer to our main bank account, Donorbox, and our Paypal Account we receive general donations that we spend on all our programs and that we use to pay for things like administration costs, banc transfer costs, website costs, office rent cost, and so forth. Most of them are one-time donations. By times they are also recurring, but most of the time not. Also, when a recurring general donor drops, it is hard to replace that donor, not like with our sponsorship program, where we put a child back on the website to find a new recurring sponsor. By times we get in donations that are supposed to be for a certain program. For example, our Eye-care sponsor Wirhelfensehen E.v. donates for particular Eye-care. We also have a group of donors who donate to our bank account number NL 30 ABNA 0247 2419 62, which is specifically meant to be for our Nutrition Program. Then we also have donors who express their wishes that we use the funds for a particular cause, for example our Young Leadership Program or to build a dormitory or water dwell or buy new computers. We then of course honor these wishes.
- **Child Sponsorship.** We have sponsors who sign up to sponsor a specific child long-term. The sponsor make recurring donations either per month or quarter or per year and can do this either through Donorbox using stripe or Paypal, directly through PayPal or to our main Bank Account. Most sponsors stay with us for several years. We pool the money for the school fees together. After each term, we make sure that excess money is used together with the general donations on our other programs. However, so far, we never had any access money, as the fees increased and not all kids have sponsors. Hence with general donations we had to top it up to make sure that all kids stay in school.

Our administration is kept in excel sheets per year and we keep them in an online and offline folder together with the copies of the receipts. These folders are accessible for the whole Uganda team and board, so that everyone always knows exactly how much money has been spend on what.

We put in detail in when we receive and spend money. We do not hold more capital than is reasonably necessary for the continuity of the planned activities of our objectives.

The board comes together regularly (at least 4 times a year) to be up to date on the current balance of costs and income of the foundation.

All invoices are kept and checked by four people at least to make sure that no mistake happens.

To keep track on the sponsored children, we have a very clear excel sheet with all their information in it and the information of their sponsor. We keep track when they payment has been made by the sponsor and for how many terms. If a sponsor withdraws we immediately look for a new sponsor for the child.

We work with volunteers as much as possible to keep the costs of the foundation very low. Our overall costs will never exceed more than 10 per cent of the donation money we received, so far we even brought the costs down to almost 1 per cent! We always focus on the projects first and make sure that the money is used on the projects.

How we make the payments of our programs

Uganda is a cash society, hence when we pay for our programs in Uganda we usually do it with cash money (paying the schools in cash, buying food in cash, and so on). We do this in the following way:

- Through **withdrawing money at the ATM** in Uganda with our Dutch bank card, this is only done by Stella Airoidi together with the Ugandan Project leaders Aidah Wafula and Susan Laker. We then pay for certain programs and activities of the CBOS as discussed with all board and team members. We keep track in excel for what we used money and provide the accompanying invoice with it.
- **Bank Transfer to the Ugandan Banc Account of the CBOs.** We send through bank transfers to the Ugandan Bank Accounts the money to our local project managers in Uganda for our programs. Hence this is Susan Laker for our Acholi Quarter project in Kampala and Aidah Namboza and her husband David Wafula for our Danida project in Jinja. Initially the CBO's had no own bank account, but as of 2023 they both are opening a bank account. We keep tracking in excel of the amounts send with the current exchange rates and transaction fees and the causes. We then request our project managers to immediately send us the invoices of the purchased goods/activities. We only give more money, once we have all invoices for the expenses made. As Uganda is a cash society it is by times difficult to get a receipt. For example, from the local taxis and motorbikes for the transport and also from food and secondhand clothes and other products bought at the local markets. In this case, we still request to our local project managers to write us an invoice from their CBO, and state what the money has been used for and to provide us with pictures of the bought goods. As many businesses in Uganda are not used to providing invoices, we always must triple check that the amounts and dates are correctly written on the invoices and that no fake invoices have been used. Taking pictures of the bought goods and when handing them out helps us monitoring that everything happens in a correct way.

Bank account of the CBO in Kampala is:

SHOOTING STARS ORGANISATION, Absa bank Uganda, 6008018470

Bank account of the CBO in Jinja is:

SHINING STARS ORGANISATION in name of David Wafula, Absa Bank Uganda, 6006240656. (The CBO Shining Stars in Jinja is about to open their own bank account).

Whenever we have purchase something outside Uganda, for example in The Netherlands, to pay for our website costs, and things like that we make the payments usually from our main bank account or PayPal. Some services accept only Credit Card, for which we have been using Stella Airoidi her credit card as the foundation does not has one.

8. Work activities

Fundraising

The recruitment of funds will mainly be organized by Stella Airoidi, for which she will make use of the network of the Board Members, the 22STARS ambassadors and volunteers, who are foremost people within their thirties who have a passion to help people in the world. All our board members and many of our ambassadors have already visited our projects in Uganda and love to share their experiences firsthand with their friends and network. We created an information package on how to hold a fundraiser. Our ambassadors can for example start their own campaign over Donorbox and ask for donations at for example their birthday party. Also when they come to Uganda they can actively help in storytelling. Ambassadors can also organize charity parties and come up with own ideas on how to raise more funds. Stella will speak at conference where she will encourage people to come sponsors. And Stella is giving online talks and has regular video calls with potential sponsors and interested donors, explaining what we do at the Foundation and what our needs are in Uganda.

Our activities are focused on the 7 programs that we are running.

1. Education Program (Child Sponsorship)

Our first and main program is finding long-term sponsors for children living in poverty to send them to school. By the end of 2023 we have almost 500 kids going to school. The work that the foundation does is finding long-term sponsors, keeping contact with them, sending them the school reports of the children, having a facebook group in which they can participate and where we post regular updates. We also answer their customer service-related questions if they have problems with the payments of their donations or have any questions. We check if they have made their donations and whether they are able to increase when the fees became more expensive. We inform them in case their sponsored child leaves the program. If a sponsor does not want to continue with the sponsorship we will try to find replacement as soon as possible. Our team in Uganda interviews the children and their parents and or caretakers that we select for the sponsorship program. Those interviews are done by our local project managers Susan Laker and Aidah Wafula, who also live in the area and hence know best the stories of the children and their families. We then check that the stories are consistent and have no mistakes in them, such as mentioning wrong number of siblings, wrong birthday or any other information that perhaps is not correct. We then rewrite the stories for our social media channels and to share with the sponsor. Our local project managers are in close contact with the schools and are informed if a child gets sick. They also receive the school reports which they then scan and send to us. We then usually have a lot of working checking all reports, if the classes and names of the children are correct and they are all there. In addition, we also by times print out letters for the children from their sponsors and give them extra gifts. Our project leaders take pictures of this and we then organize again all pictures and check that they are all correct and complete and send it then to the sponsors,

2. Nutrition Program

Our second program is our Nutrition Program. Since October 2016 we are serving weekly a hot meal to all our kids and give food supplies to malnourished families. For this program, we have a couple of recurring donors. A couple of people from the group Teller Fur Teller regularly make donations to our bank account. Additional we have a campaign on Donorbox

for our meals in which we get one-time donations and have a few recurring donations. They make monthly donations to us. Our project managers cook every single week a hot meal for the children in Kampala and Jinja and send us the pictures. As we have in Kampala many boarding school kids, our project leader just once a term brings them the food to school, so that they get some variety in their diet. We constantly check the food prices and invoices and adjust our cooking plan. We also brainstorm about the most impactful and efficient way to hand out the food. In times of crises, we provide extra food to the families. We also invested in a maize field to get more cheap maize for our weekly meals. We are constantly evaluating the impact of the program and make calculations about the impact and how to improve things. Also, on certain celebration days we try to provide the children with an extra nice meal.

3. Entrepreneurship Program

Our third program is our Entrepreneurship Program, in which we give the care-takers and parents of our sponsored children Small business trainings and micro credit loans. The first five years we did this program in partnership with Entrepreneurs Hands Uganda EHU (<http://eh-ug.org>) and gave Community Entrepreneurship trainings to the families of our 22STARS kids in Danida in Jinja and Acholi Quarter in Kampala. The families got first an intensive four-week training from EHU. Together with EHU we created in depth personal profiles for every participant to see how we can help them most. Then we gave the participants loans (with 5% interest in Jinja and 10% interest in Kampala), and we set up a saving system and monitored their progress closely. While the beneficiaries are expected to pay back the loans to 22STARS, we know that they face many challenges in order to do this, like personal illness or a sick family member, corruption, unexpected price changes and prolonged drought. We help them tackling those challenges. And we give extra rewards to who pays back the loan within a certain time frame, but we don't punish people who are not able to pay back because of circumstances that were not in their control. The money we receive back from the loans are re-invested in future loans. The most common small businesses are: selling smoked fish, tailoring, retail shop, vegetables, charcoal selling, bar, saloon, selling of second hand clothes, selling of sweet potatoes, selling of charcoal, chapatti making, boda boda and selling of food. As of 2023 we do not work together anymore with EHU. Our beneficiaries became so much stronger and independent over the last years, that they could self-organize themselves. We have now in both Kampala and Jinja a Small Business committee, who oversees handing out the loans and keeping track that they are paid back and write a report on its impact. We regularly visit the businesses to take pictures and videos to show and measure the impact and get more funds in.

4. Health Program

Our fourth program is our Health program. Under this program we carry out various activities based on the needs of our beneficiaries, such as handing out mosquito nets, beds, mattresses, clothes, water filters and medical treatment. Within our Health Program we run a sub project for Eye-Health care. Within our health program, we make sure that medical bills of needy children are paid and that kids have access to medical care. Within our Eye-care program we focus on sending students to an Optician school, so that we will have more Ugandan opticians available and are less dependent on western opticians coming occasionally to do eye checks. If medical bills are high, we set up additional fundraisers for it. Of course, we cannot pay for medical bills if we have no donation for it. In that case we try and see with the parents and other organizations what solutions there are to keep the child healthy. We also focus more on preventing than curing, meaning that we build a water dwell and provided many water filters to the communities, to make sure they have enough access to clean

drinking water, which will minimize diseases. We also hand out often Mosquito nets. We keep an excel sheet of our sponsored children, where we keep track who received when a water filter or mosquito net. And we monitor that they use these items and don't sell them. We have also regular meetings with the board and Uganda team about the priorities. As we cannot always pay for everything, we always make a priority list with what items we should try to fundraise for first and how many we should buy.

5. Computer Literacy Program

Our fifth program is our Computer Literacy program, which we started in 2020. When long-distance schooling became the only way for our children to receive an education, the importance of having computers and computer knowledge became even more clear to us. Each day after school the children can come to our office to use the computers and we have a computer teacher educating them. We work together with professional computer teachers in Kampala and Jinja. They provide a curriculum for the children, and we print out their workbooks. The children also make computer exams so that we can measure the impact. We keep track in excel on who participated in the computer lessons. We take pictures and videos to raise more funds for it. Additionally with extra donations we buy student laptops for our secondary school children to use to do their homework.

6. Music program

Our sixth program is our Music program, which we started in 2021. Within the communities we work, music has traditionally been considered essential for educating, communicating, and imparting discipline to the younger generation. In Jinja we bought music instruments and hired 3 music teachers, who teach the children daily certain music instruments. We bought acoustic and electric guitars, a keyboard and drum set. We work together with professional music teachers Jinja. They provide a curriculum for the children, and we print out their workbooks. The children also make music exams so that we can measure the impact. We keep track in excel on who participated in the music lessons. We take pictures and videos to raise more funds for it and show the progress of the children. We only have in Jinja the modern instruments, in Kampala we have traditional instruments and focus more on traditional dances and music.

7. Local Leadership program

Our seventh program is our Local Leadership program, which we started in 2021. We work together with a Dutch Business Consultant and German Coach, who helped our local team on the ground to better communicate and structure their work and communicate with the board members and fundraising team their needs. We focused in the workshops on capacity building. Our workshops were about topics such as values, mission, decision making, priorities, planning, keeping time, proposal writing, report writing, communication, invoicing, and so on. By times it could be hard for the Dutch Foundation to see and know what is happening in Uganda, when the local team is lacking communication and reporting skills. With the help of the workshops, we tried our best to structure and organize this all-in a more efficient and impactful way. Now we are using Google Drive to keep all our documents, excel sheets, videos, and pictures in place. On the ground in Uganda the local project leaders are having weekly parent conferences where they update the parents about the activities of the Foundation and the wellbeing of their children. Additionally, we have with our talented teenagers Young Leadership Trainings in the holidays. With our Young Leadership Program our focus is that the teenagers become aware of their impact in the community and will learn how to give back and improve the community they live in

themselves. We work together on a freelance basis with a Dutch consultant who organizes the workshops with us. Additionally, we have one on one coaching sessions to make sure the Kampala and Jinja team communicate well amongst each other.

9. Overview of data from the Foundation 22STARS

The 22STARS Foundation is a foundation and is registered in Breda, under Chamber of Commerce number: 68437870, Head office address: Kasteelplein 73, 4811 XC Breda. The official name is Stichting 22STARS, which is the Dutch word for Foundation. The board consists of an Executive Director (Stella Airoidi), Vice Chair (Daniel Walzer), Secretary (Klaus Müller) and Treasurer (Romana Oosterbeek).

The RSIN number (tax) of the Foundation is: 85744249

The Registration number (KVK) of the Foundation is: 68437870

The Bank Account number of the Foundation is

IBAN: Stichting 22STARS: ABN AMRO NL98 ABNA 0247199222 main account

IBAN: Stichting 22STARS: ABN AMRO NL 30 ABNA 0247241962 for weekly meals

The Paypal Account of the Foundation is

info@foundation22stars.org

All information is published on the website and can be downloaded by interested parties
See (<https://www.foundation22stars.org>)

Contacts with the foundation are via email: info@foundation22stars.org

or by mail to: Stichting 22STARS, Kasteelplein 73, 4811 XC, Breda, The Netherlands.

Or by phone number to: +31613518990

10. ANBI Foundation 22STARS

The Foundation intends to be a public benefit organisation (*algemeen nut beogende instelling*) ("**PBO**") as referred to in article 5b of the Dutch General Tax Act (*Algemene wet inzake rijksbelastingen*), or a provision that replaces that article. The foundation applied for its status and is now awaiting approval.

ANBI status

The Foundation 22STARS applied to receive an ANBI status, which means that we will be registered with the Tax and Customs Administration as a Public Benefit Organization. More information about what that means can be found at www.belastingdienst.nl. Because of this status, the tax rules for charitable organizations (ANBI) in the field of donation, succession and the deduction of donations (income and corporation tax) come into effect. Only the institutions that the Tax Authorities have designated as an ANBI can benefit from the tax benefits.

This recognition is also important for the people who have a warm heart for the Foundation. They can only receive a deduction for income tax (IB) for gifts to an institution that has a

recognition from the tax authorities. An overview of institutions that are recognized as ANBI can be found on the website of the Tax Authorities and www.anbi.nl.

As soon as the 22STARS Foundation has been designated by the Tax Authorities as a Public Benefit Organization (ANBI) and can therefore make use of the tax benefits, such as:

- An ANBI does not have to pay any inheritance or donation tax on inheritances and gifts
- ANBI receives in the context of the general interest.
- Payments that an ANBI makes in the general interest are exempt from the right of donation.
- A donor can deduct donations from the income tax or corporation tax (of course within the applicable rules).
- An ANBI must adhere to a number of rules. The 22STARS foundation already fulfills this requirement. The rules that our foundation holds can be described as follows:
 - o The 'power of disposition criterion': A director and / or policymaker may not dispose of the assets of the foundation as if it were his own capital. This criterion ensures that the foundation is independent of donors and beneficiaries. A natural person or a legal entity in the position as director and / or policy maker should therefore not have a majority of control over the assets of the institution.
 - o The 'spending criterion': An ANBI may not hold more capital than is reasonably necessary for the continuity of the planned activities of the institution's objective. The purpose of the spending criterion is to prevent the accumulation of power. Which power may an ANBI hold in any case? Capital (or components thereof) obtained as a legacy (via an inheritance) or donation, of which the testator or donor has determined that only the returns from that capital may be used for the purpose of the ANBI (stamina). The return must of course actually be spent for the purpose of the ANBI and may not be held as capital. Assets of which the maintenance results from the objective of an ANBI. Assets that are necessary for realizing the objective.
 - o Policy makers (the directors or members of the Supervisory Board) may not receive any remuneration other than a fee for expenses incurred. If they qualify, they may also receive an attendance fee that is not excessive. However as already mentioned the board members of the 22STARS Foundation refrain from receiving any money! Hence they cover all costs themselves.
 - o An ANBI must have a current policy plan. This is a document that provides insight into the way in which the objective of the ANBI is carried out. This may also be a multi-year policy plan. The plan must provide insight into: the activities that the institution carries out, the way in which the institution wishes to raise money, the management of the assets of the institution, the

use of the assets of the institution. This is exactly what this document is about.

- o The costs of raising money and the management costs must be in reasonable proportion to the expenditure (ratio between costs and expenditures). Costs for propaganda, publicity and public relations are examples of costs of raising money. This also applies to the costs of collecting revenue from collections, mailing actions, gifts, legacies, lotteries and subsidies. An example of management costs is administration costs. As already mentioned our costs are very low as we work together with many volunteers.
- o The statutes / regulations of the Foundation must show the purpose, which serves a general interest to which the positive balance would go should the Foundation be dissolved. As mentioned before the 22STARS foundation would give their money to a similar cause as their own would something happen that it has to be dissolved.
- o An ANBI must have an administration. These records must show: what amounts (per director) have been paid for expense allowance and attendance fees, which amounts have been spent on raising money and managing the institution. This also applies to all other costs, which is the nature and extent of the income and the assets of the institution. In our financial year report you will find all of this information. As mentioned before we do not pay for expense allowance and attendance fees of our board members as they all three fully volunteer and want all the money to go back into the programs of the foundation.

11. Communication

The 22STARS Foundation will keep its target group and sponsors and donors informed of the activities / projects undertaken via:

- Social Media such as Facebook and Instagram. We created also a private Facebook group for all the long-term sponsors of the children and the monthly sponsors of the food and other programs so they can see weekly updates about what we have been doing
- Newsletter. We have a mail chimp account from which we send monthly newsletters with the most important updates. We also send out termly reports with the most important news with regards to our programs and activities.
- Donorbox. In certain fundraiser campaigns we also immediately publish updates when they are relevant for the campaign.
- Website. On our website we post our reports. In addition we keep a blog on our website in which we keep our people informed about what has been happening at the 22STARS foundation.
- Emails. The long-term sponsors of specific children receive three times a year from us the school report of the child that they sponsor through email with other important information.

We publish each year

- A financial annual report
- A short annual report
- The Anbi Standard publication requirements form.

The annual financial report shows the performance of the foundation in the relevant year. This performance is therefore expressed in figures. The substantive annual report tell us briefly and concisely about the activities that were carried out in that year and how those activities went. We will publish both reports on our websites as also the Anbi Standard Form. In addition we send out emails to our sponsors and donors and make social media updates to inform them about our reports.

- **Website**

The 22STARS Foundation has a domain name called
<https://www.foundation22stars.org>

- **Instagram**

The 22STARS Foundation runs the following Instagram account
<https://www.instagram.com/22STARSFUNDATION/>

Facebook

The 22STARS Foundation runs the following
Facebook Page

<https://www.facebook.com/22starsfoundation>

- **Facebook Group**

The 22STARS Foundation runs the following
Facebook Group

<https://www.facebook.com/groups/22stars/>

Signing of the Policy Plan on 5 November, 2023, in Breda.

- On behalf of the board,



Stella Airoidi, Executive Direction

Romana Oosterbeek, Treasur,

Klaus Müller, Secretary

Daniel Walzer, Vice Chair