



**Into  
Your** **HANDS**  
**A F R I C A**



**IYHA:**  

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**ANNUAL  
REPORT  
2021**

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# A MESSAGE FROM OUR DIRECTOR



**Kristy Hitchings**

Executive Director  
Into Your Hands Africa

Dear Friends,

What an incredible year it has been for our communities. With another year of school closures, movement limitations, gathering restrictions, and remaining homebound, I can step back on the year we have had with reflection. What I have been reminded of time and again is the need for agility. The need to pivot in order to remain impactful. As an organization, we would observe what was happening in the world, Uganda, and stateside and adjust accordingly.

And, frankly, I was concerned. 2020 was a challenging year for us all. Within the lens of the nonprofit world, I noticed downsizing all around me—organizations were laying off staff members, cutting budgets, missing payroll, and holding on white-knuckled through it all. Many of these organizations are still struggling today. They've lost supporters; we lost supporters.

Our Ugandan communities were also concerned. Now that the newness of the pandemic had worn off, would we stay with them in 2021 and remain alongside them once the pandemic was over? Would we keep our Ugandan staff, primarily women and heads of households, employed so that they could provide for their families?

Big questions were being asked, and yet, time and again, when faced with obstacles, we pivoted, course-corrected, and were able to rise to the occasion. No. You rose to the occasion -which meant that as scary as the world was, we wouldn't leave. We wouldn't stop. We would transition with agility

On the ground, this meant that instead of hosting cohorts of 50 people each, we would need to have smaller groups of ten. To keep our kids engaged and active during school closures, we would be doubling the amount of Life Skills classes offered. This meant stepping in to meet basic needs such as food and offering additional agricultural farming classes to support food security and production. This also meant moving our Ugandan office so that we would be in the thick of our communities so that they knew we were there. You were there.

I reflect on this past year with a deep sense of gratitude. Through it all, we were able to come alongside hand-in-hand with our communities pivoting with grace and agility to whatever the occasion asked of us. Into Your Hands Africa also raised the most revenue in the organization's history this past year. And while we don't measure our success based on our operational budget, we know that every dollar means that more students will be sent to school, more families will be invested in, and more people are pulling themselves out of poverty, and that is worth celebrating.

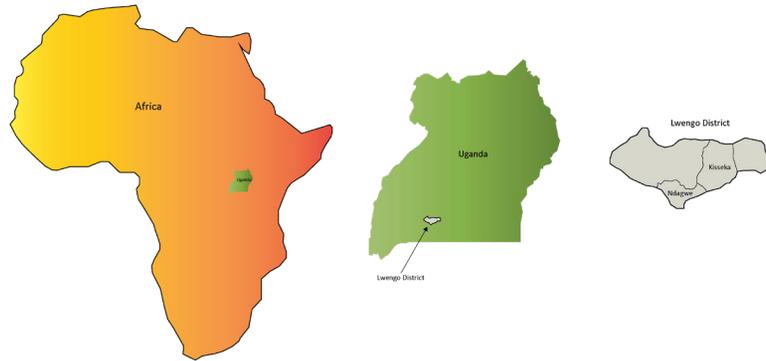
Thank you for your agility and for keeping our students and families at the forefront. You inspire us and make this work possible.

With gratitude,

Kristy

# ABOUT US

Into Your Hands Africa currently operates in the community of Kikinene and the ten surrounding villages, located in the Kisseka sub-county of the Lwengo District of eastern Uganda.



# OUR MAGIC BLUEPRINT

Success and sustainability come from working with communities to develop and support local leaders. While many organizations depend on an influx of foreign workers and investment, we know that communities want to create value and improve their own circumstances – we help them start that journey.



## SUSTAINABILITY

We employ local leadership, long term investment, and bottom-up approaches.



## FOCUSED

We are passionate about work in rural Uganda and committed to making an impact there.



## COMMUNITY-CENTERED

Our participants give back knowledge, time, and resources to their community.

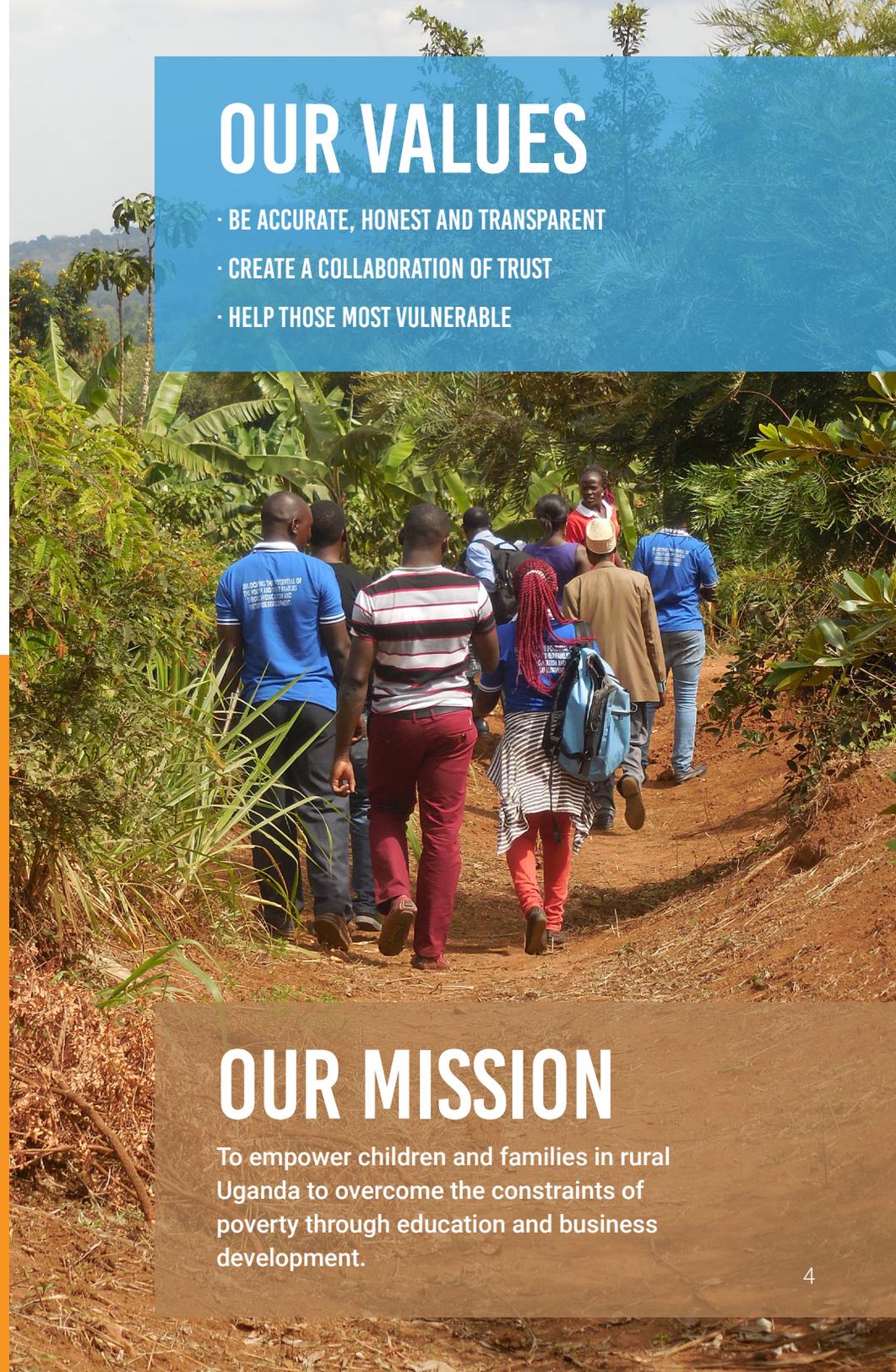


## CONNECTED

Our programs are founded on the belief that education and enterprise are intertwined to create positive, lasting change.

# OUR VALUES

- BE ACCURATE, HONEST AND TRANSPARENT
- CREATE A COLLABORATION OF TRUST
- HELP THOSE MOST VULNERABLE



# OUR MISSION

To empower children and families in rural Uganda to overcome the constraints of poverty through education and business development.

# CHALLENGES

## HOW COVID-19 IMPACTED UGANDA

COVID-19 has posed a major threat to the already weak socioeconomic state of Uganda. While the pandemic brought uncertainty and instability across the globe, the people of Kikinene already faced these adversities in their daily lives. Consequently, the impact of the pandemic was heightened for these underprivileged communities. Government-mandated shutdowns hurt businesses income, prevented children from attending school, and caused major obstacles in attaining sufficient amounts of food.

### Loss of Income

In February of 2021, research showed that adults in Uganda lost over 70% of their typical income. Ugandans were working more and earning less, with both men and women unable to support their families.

### Food Insecurity

Because of decreased incomes and limited mobility, Ugandans faced severe food insecurities. At the beginning of the year, more than 60% of people reported that restricted mobility prevented them from accessing food, which disproportionately affected women.

### Education

Uganda faced country wide school closures for the second year in a row in 2021. During this time students work on the family farm or are forced to find low paying, low skilled jobs. They may also be told to migrate to an extended family members' home due to food security issues or to resume the role of caretaking. Most students and their families are unable to pay for scholastic materials required to continuing their education remotely.

Sources:

FAO, USAID and IFPRI. 2021. Assessing the impact of COVID-19 on rural women and men in Uganda. Gendered impacts of COVID-19 in Uganda: GCAN-FAO Factsheet 3 • November 2021. Rome, FAO.

## HOW COVID-19 IMPACTED OUR COMMUNITIES

Our community members in Kikenene village are isolated, living in extreme poverty, and have significant unmet needs. Survival largely depends on subsistence farming with members earning less than 49 cents per day, and educational access and achievement severely limited, with 31.5% having a least one child not enrolled in school due to inability to pay school fees. Additionally, Uganda's deeply entrenched gender inequality means that women face disproportionate challenges in every aspect of life – from career opportunities to early marriage and pregnancy.

### Shortage of Jobs

As the second youngest country in the world, Uganda is unable to create enough jobs for the number of people entering the workforce each year. Consequently, more than 70% of Ugandans are employed in agriculture. Most youth work in unpaid or self-employed positions on family-owned farms.

### Marginalization of Women

The focus for women is often placed on early family formation rather than receiving an education. As a result, girls don't attend school, they experience more health-related issues, and fail to access the same economic opportunities as their male peers.

### Struggling Education System

While major improvements have been made, Uganda struggles to create accessible, quality opportunities for students. The country faces a lack of school infrastructure, high student to teacher ratios, and teacher absenteeism.

Source:

Merotto, D. (2009). Uganda: jobs strategy for inclusive growth. World Bank Group

# SOLUTIONS/FRAMWORK

## HOW WE HELP

Understanding that poverty is a complex issue, our model includes multiple touch points at various stages of development. For example, a family may have a secondary student in the Life Skills program, another child in the IYHA's Collegiate Education Training Program, a mother in the Women's Enterprise Training Program and the father in the Community Development Association Program. Our programs begin with the review of the community and are uniquely developed to address those specific needs.

## OUR MODEL

Each region is considered its own ecosystem where resources are shared, and community participation is encouraged.

Using clearly identified indicators that help illuminate challenges and opportunities for improvement, IYHA is able to systematically gauge progress against targets and make programmatic adjustments as needed. Once targets have been met and verified with our monitoring frameworks, IYHA begins the process of implementing its exit strategy – designed to ensure sustainability – while laying the groundwork for replication in new partner communities.



# PROGRAMS AND CLIENT PROFILES

## Women's Enterprise Training Program

### Purpose

Helps disadvantaged, vulnerable Ugandan women become self-sufficient – by combining education with business opportunities, including classes in creating successful enterprises, exposure visits to female-owned businesses, vocational and technical training on small family businesses, and startup capital.

“What makes me so happy is that I have financially transformed my family”



### Client Profile:

## Nambalirwa Juliet

As a young woman facing domestic issues and financial hardships, Juliet joined IYHA in 2017. She then took the skills she learned in WETP and started planting coffee. With a new income from this business, she was able to buy land and space for trading in a nearby village as well. In 2020 she furthered her education through business training courses and has since planted more than 2,000 coffee trees. Juliet is now able to financially support her family and still has money left over to put in savings.

## Life Skills Scholars Program

### Purpose

Supports disadvantaged youth between the ages of 12 and 17, with a focus on girls. Each student is provided with an opportunity to enhance their economic standing over the course of four years through an educational scholarship, personal and professional development courses and an income earning livestock project.

### Client Profile:

## Nandagaano Justine

Justine dreams of becoming a lawyer one day, but education beyond sixth grade for women is not typical in her community. With the support of her family, Justine has remained a part of the Life Skills program and is set to graduate in 2022. The program has also allowed her to start a livestock business which has helped her, and her family remain financially stable through the pandemic. Justine is able to save money and plan for the future, recently growing her business from two pigs to seven!



## Demonstration Farm Project (Infancy Stage):

### Purpose

With a goal of equipping new or aspiring farmers with the skills for successful production and consequently, income, the Demonstration Farm Project is empowering people and fostering agency, opportunity, self-sufficiency through a Farmer Field School and Master Farmer Program. 7

# PROGRAMS AND CLIENT PROFILES (CONT'D)

## Community Development Associations (CDA/Adopt a Family)

### Purpose

Helps Ugandan farmers expand their agricultural production and food security through the program's educational workshops, exposure visits, ongoing group mentorship and business start-up kits.

"I can't wait to take my children back to school because now I can afford their school fees."



### Client Profile:

## Kasiita Herman

Herman is a father of 13 who runs his own farming business. He started taking classes through the CDA program in 2021 and has already seen immense improvements in both his coffee and banana businesses. Herman can now afford to send all of his children to school and continues to work as a farmer.

## Collegiate Education Training Program

### Purpose

Aims at overcoming high unemployment rates by providing an opportunity for hands on, skilled education that allows youth to compete in the job market or become job creators themselves while serving the needs of their local village once they graduate.

### Client Profile:

## Nakyondwa Noeline

After graduating secondary school, Noeline was presented with a scholarship to enroll in a teaching program at Ndgeya Primary Teacher's College. She completed this program in June 2021 and soon after was hired at MK. Junior School in Masaka, where she teaches Literacy and Luganda (the local language). Noeline is 21, the firstborn in her family of four, and plans on enrolling for a diploma in primary education in the next two years to further develop her career.

"My Scholarship from IYHA is the best gift I have ever received in my life."



# NEW INITIATIVES

## SEEDS OF CHANGE CAMPAIGN

Supporting 100 Ugandan farmers through educational training workshops, demonstration farm exposure visits, ongoing cooperative mentorship, and business start-up kits to grow vegetables in their gardens and enhance their families' nutritional needs while earning income from their bounties.

Raised \$11,660 in support of Growing Food to Grow Sustainable Communities through our Community Development Association program.

"This program provides me with the best opportunity to grow into becoming a commercial farmer!"



### Client Profile:

## Kayizzi Gonzaga

Gonzaga, a 54-year-old man and a provider for his six children, joined the Seeds of Change Program in 2021. He struggled with his banana plantation and pig farm as he did not have extensive knowledge of farming practices and could not prevent his pigs from coming down with diseases. However, Gonzaga has gained new skills to successfully run both of his businesses and expects them to flourish.

## SSUUBE MEANS HOPE VIRTUAL FUNDRAISER

Initiatives for expanded school lunches, a school supplies drive, and a sanitary pad student-training programs were successfully funded providing many benefits including for the first time at St James Secondary School, students will no longer fail out of the practical application of their science classes because they will now have the equipment needed for their country-wide examinations.

Raised over \$23,000 in support.

"We are indeed so grateful for this good news of our school's request for textbooks, science equipping, and the sanitary pad program being funded! Thanks for putting the Jjaga community and St James Secondary School close to your heart. Your love, care, and generosity to the Jjaga community are indeed going to boost our academic standards."

- Muteesaasira Julius, Headmaster St James Secondary School

"I am short of words to express our sincere gratitude to our dear donors. We are very grateful! You indeed have restored our Ssuube!"

- Vincent Basajja, St James Secondary School Board President

# NEW INITIATIVES (CONT'D)

## ST. JAMES SECONDARY SCHOOL FOOD PROGRAMS

This year, we launched the St James Secondary School food program, providing breakfast and lunch for senior three and senior grades.

“I am happy about the food program at school because my parents have not been able to pay for my meals at school. I am so thankful to Into Your Hands Africa for this opportunity on top of paying my school fees.”

- Arinaitwe Miria, Senior Three Grade

## LEADING LOCALLY

IYHA leverages local resources at every level, from human resources to locally sourced supplies, to promote local ownership over programs that ensure sustainable community development:

- We hire local staff and facilitators, use local venues workshops, partner with farmers, purchase seedlings or livestock from surrounding areas, collaborate with graduates who create sanitary pads for our female secondary school students and hire local transportation for all activities.
- We incorporate in-kind donations (e.g., livestock, training, etc.) from our participants and graduates. Once our participants have graduated and have demonstrable success, we hire them as guest speakers, program facilitators, and demonstration farmers.
- We have a Ugandan Board of Advisors and several leadership councils and local committees to leverage local expertise.

## DEMONSTRATION FARM ADVISORY COUNCIL

The council comprises 20 local leaders, community stakeholders, cooperative leaders, commercial farmers, and IYHA staff residing within the local area who guide decision-making at IYHA.

This includes:

- project’s initial concepts
- determining and hiring partners
- identifying land for purchase
- creating a model blueprint for how the farm should best be setup
- criteria for FFS/MFP admittance and what and how project success will be determined

50% of the Demonstration Farm’s Advisory Council are women. IYHA also solicits ongoing input from the greater community during community gatherings, informational home visits and stakeholder interviews, village leadership councils, and IYHA general advisory councils to ensure that the program is built by and through the community stakeholders.

## WOMEN AND VULNERABLE POPULATIONS COMMITTEE

This committee was created in 2021 to review and makes recommendations for all aspects of IYHA’s programming to ensure that women’s voices and needs are heard throughout.

Topics recently discussed among the group included:

- Recommendations on how exposure visits can be accessible and favorable to women’s needs.
- Ensuring communication methodologies reach disadvantaged populations and that they feel comfortable coming forward, having their spouses approve, and completing the application as an illiterate individual.
- Ensuring that what is expected from FFS students and MFP participants considers household and child caretaking duties in the total amount of hours required to work on the farm.

# IMPACT

Applying a 'bottom-up' approach, IYHA measures impact through the transfer of skills, increased market opportunities, and agricultural expansion.

## OVERALL

- 2,150 Successful Businesses Launched
- 1,145 Secondary & University Scholarships
- 650 Female Entrepreneurship
- Graduates 3,400 Commercial Agriculture Graduates

In the past three years alone, IYHA's efforts have had the following impacts:

- Number of girls in school has increased by 60%, and total high school enrollment has increased by 48%
- 100% of IYHA-supported vocational college graduates have secured jobs and reported an increase in salary
- 95% of graduates are 100% economically independent from parents and 75% report that they use their new income to financially support siblings and parents
- 56% of WETP graduates increased their income within just 3-6 months, with an average increase of 55%

“As I think about how far I’ve come, I want to thank Into Your Hands Africa’s donors for helping me.”

– Nakalyango Faridah, WETP Graduate

“As a young mother, I can now start and maintain my business from my marketing and financial management lessons.”

– Namulondo Annet, WETP Member

- 70% of WETP graduates have launched a new business or expanded a current business within 6-9 months of completing the program
- 90% of the first Community Development Associations program cohort increased their income by >42%.
- The Life Skills program has seen student pregnancies decrease since its inception. In its first year (2016), the school had noted three pregnancies, with one pregnancy in 2017 and zero pregnancies since. The first Life Skills cohort graduated in 2019, with 100% of graduates going on to continue

## 2021

- 217 business grants to students, families, and Ugandan women.
- 346 students with educational support in secondary school and vocational college.
- “I have loved my lesson today on Entrepreneurship which has taught me how to invest the small earnings that I get from my mother.”  
Olishaba Esther, Senior One Grade, Ndagwe Secondary School.
- 400 community members with entrepreneurship classes to launch or expand family-owned agribusinesses.

# FINANCIALS

## ASSETS

Cash – US	222,233
Investments – Schwab	3,717

**Total Assets** **\$225,950**

## LIABILITIES AND NET ASSETS

Unrestricted Net Assets	193,348
Temporarily Restricted Net Assets	32,602
Total Net Assets	225,950

**Total Liabilities and Net Assets** **\$225,950**

## INCOME

Mega Gifts (> \$5000)	55,000
Large Gifts (> \$1000 & > \$5000)	42,312
Medium Gifts (> \$50 & <\$1000)	65,764
Small Gifts (<\$50)	7,895
Events	22,568
Grants	34,602
COVID-19 Relief	40
PPP Loan Forgiveness	23,800

**Total Income** **\$251,981**

## EXPENSES

Total US Personnel Expense 70,953

### Program Expense

Adult Enterprise Development	28,557
Post S4 Support	4,938
S1 to S4 Support	36,016

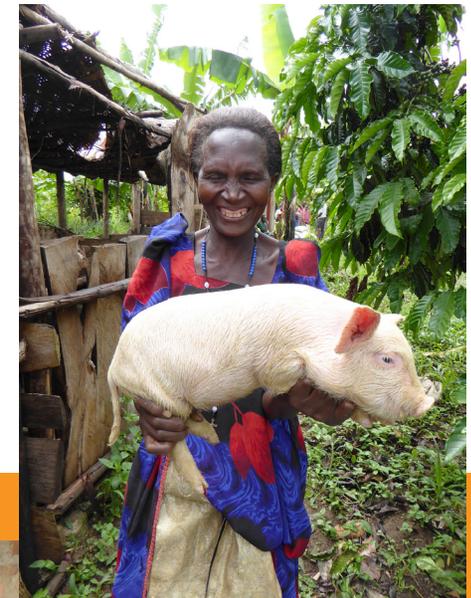
**Total Program Expense** **\$69,511**

Total US Operating Expense \$11,361

Other Expenses 3,507

**Total Expenses** **\$155,332**

**Net Income** **\$96,649**



# FUTURE GOALS

## PROGRAMMING THROUGH 2026

- Reduce unemployment rates, student dropouts, and childhood marriages by graduating 922 students through secondary and vocational schools.
- Raise individual income levels by 40.5% from 2,576 new student, family, and women-owned businesses.
- Expands the Life Skills program to a third secondary school.
- Build an Into Your Hands Africa educational center and demonstration farm.

In the next 5 years reach a minimum of 62.5% of the over 8,000-strong population in the Ndagwe and Kidinene subcounties that we serve through education, economic self-sufficiency, and sustainability.



# FUTURE GOALS (CONT'D)

## STRATEGIC PLAN *How We'll Get There*

In a world filled with hunger where too many do not have enough food on the table each day - let alone healthy options like salad greens. Our future includes creating local pathways to sustainable livelihoods, increased food security, nutrition, and health.

We envision a place where people can gather, learn, grow and sell, where the most marginalized populations have a safe place to go and an area to call their own.

To help facilitate our scaling and impact, we developed an in-depth five-year strategic plan. Our current organizational targets include:

- Strengthening and growing our individual network through enhanced communication plans, partnership with women's engagement groups, community service organizations and younger audiences.
- Strategically diversifying our US Board to expand our in-house skills-based competencies.
- Expanding our revenue-earning opportunities to include youth clubs and US-based school.
- Implementing 'Coffee Kiosks,' to build awareness and relationships for peer-pairing, event sponsorships, payroll giving, and volunteerism).



# STAKEHOLDERS

## PARTNERS

PB and K Family Foundation  
Theda & Tamblin Clark Smith Family Foundation  
Posner Center for International Development  
International Collaboration Fund  
St. James Secondary School  
St. Denis Secondary School  
Mbuye Farm School  
Nile Vocational Institute  
Ndagwe Vocational Institute  
Spirit of Christ Church  
Kathryn B. McQuade Foundation  
Circle of Sisterhood

## U.S. BOARD MEMBERS

Tom Srsich, President  
Lorene Joos, Vice President  
Dan McComb, Secretary  
Kelly Witte, Treasurer  
Julie King, Executive Member at Large  
Karen DuWaldt, Governance  
Anne Bonelli McMahan, Member at Large

## UGANDAN BOARD ADVISORS

Pastor Luyinda John Ephraim, Board Chairman  
Bassajja Vincent, Head Board Advisor  
Nabakka Bena, Advisor at Large  
Katebe Junius, Advisor at Large  
Kasule Denis, Advisor at Large  
Nasamba Doreen, Advisor at Large  
Kajjubi Nurudini, Advisor at Large  
Ssimbwa Joseph, District Veterinarian  
Ssemwogerere Ben, District Veterinarian

## STAFF

Kristy Hitchings, U.S. Executive Director  
Nantege Stella, Ugandan Operations Manager  
Evelyne Namutaawe, Ugandan Community Empowerment Officer  
Ssitenda Lydia, Youth and Enterprise Officer  
Nabukeera Justine, Community Empowerment Officer  
Sentume Aventino, Community Field Officer (Volunteer)  
Mucunguzi Richard, Community Field Officer (Volunteer)  
Nnyombi Godfrey, Community Field Officer (Volunteer)  
Nsamba George Michael, Community Field Officer (Volunteer)  
Lulungi Emmanuel, Community Field Officer (Volunteer)

## VOLUNTEERS

John Kennedy, U.S. Volunteer  
Ginger Kennedy, U.S. Volunteer  
Aaron Halbmaier, U.S. Volunteer  
Lisa Goda, U.S. Volunteer  
Jayne Grott, U.S. Volunteer  
Dianne Rotolo, U.S. Volunteer  
Jennifer Myers, U.S. Volunteer  
Simonne Gallaty, U.S. Volunteer

