



# 2021 Annual Report

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20 YEARS OF IMPACT

NURSE

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**Nyaka works with communities to nurture and protect children so they can learn, grow, and thrive**

# Letter from our CEO

**As I reflect on 2021, I am so encouraged by the progress we have made** – and this progress is even more impressive because it was achieved against a backdrop of uncertainty and national restrictions in Uganda. I am filled with admiration for the strength and determination of the Nyaka staff, grandmothers, children and survivors. We are deeply grateful to all of our supporters for walking with us through this challenging time.

The difficulties and losses of the pandemic **united us across the globe**. In Uganda, there were a great number of challenges in 2021: ongoing school closures for all children across the country, including Nyaka students, curfew and other restrictions that made it difficult for grandmothers to generate an income, an increase in Sexual and Gender Based Violence (SGBV), and of course, the impact of COVID-19 itself.

Nyaka has grown enormously during this period and has begun taking steps to consolidate and protect this growth.

**We have grown physically:** Grandmother Program staff have been working to help establish grandmother groups in a new district (Rubanda); the SGBV Program has grown to support an ever-greater number of survivors and to increase the prevention element of their work; the clinics have seen more patients than ever before; Nyaka UK is now registered as an independent charity in England and Wales and ran their first fundraising campaign to support grandmothers; Nyaka Canada registered as an independent charity in September 2021; The Nyaka Inc. Board in the USA has established committees for sustainability and succession planning to ensure the thoughtful future development of Nyaka programs and the organization as a whole. →



... Additionally, and perhaps more importantly, **we have learned to adapt and to create new ways of working.**

When we could not educate children in a classroom, we educated them where they were, distributing learning materials and supporting small groups. When community members could not come to the library, we took the library to them. When hospitals were full and patients could not access basic medicines or advice, we extended our clinic operation hours.

When survivors could not find any support, our SGBV team obtained special permits enabling them to move and reach those in need. When SGBV cases continued to increase, we stepped up our efforts to engage with the community and recruit boda boda (motorcycle) riders and grandfathers as community champions, challenging sexual and gender-based violence in all its forms.

Through all of this change and upheaval, Nyaka staff have worked tirelessly to keep everyone safe - distributing soap and masks, setting up hand washing stations and sharing accurate health messages on how to prevent and treat COVID-19.

**Now we look forward to a brighter future.**

Children will return to school, resume their studies and recover from the losses and deprivations of the pandemic.

Grandmother leaders will receive training, share their knowledge with their groups, and prepare themselves to receive small loans and begin small businesses, to help them generate an income and provide for the children in their care.

We will redouble our efforts to prevent SGBV, to support survivors where SGBV occurs, and to amplify their collective voice at a national level. Moreover we will retain our adaptability and the lessons learned throughout the pandemic, thereby enabling us to continue offering mobile libraries, increased medical capacity and a greater awareness of community health needs.

Though slightly delayed, due to lockdowns in Uganda, we celebrated 20 years of Nyaka in January 2022. We thank you, our partners, donors and supporters across the world for your support throughout the pandemic and over the last 20 years. We are committed to strengthening our foundations and building Nyaka to meet the joys and challenges of the next 20 years.

We are excited to celebrate the successes and achievements of our grandmothers, children and students and we hope you will continue to work with us as we do!

**The best is yet to come!  
Webale munonga! (Thank you!)**



**TWESIGYE JACKSON KAGURI  
NYAKA FOUNDER & CEO**



# Monitoring, Evaluation, Accountability & Learning

**To celebrate the initiation of our MEAL work in June 2021, this annual report will showcase Nyaka's MEAL progress.**

We are leaning into monitoring and evaluation to assess the performance of our projects and programs. Our goal is to improve current and future management of outputs, outcomes and impact.

Since the inception of the MEAL department, we have:

- **INTRODUCED A CENTRALIZED DATABASE AND INFORMATION MANAGEMENT SYSTEM:** We have developed an intranet (site) to organize all monitoring and evaluation (M&E) functional systems. This also functions as an one-stop center for data, reports, project resources, job aids, and dashboards.
- **APPLIED THE USE OF TECHNOLOGY FOR PROGRAM EVALUATION AND MEASUREMENT:** We have introduced program quality assessments and impact surveys using digital online technology, smartphones, tablets and cloud-based applications. This saves paper, time and money, and helps ensure high-quality data.

- **ENGINEERED FRAMEWORKS FOR PROGRAM TRACKING AND MEASUREMENT:** These have been refined to improve staff capacity to utilize clearly defined project indicators and matrices for program measurement, tracking and monitoring.
- **REDEFINED PROGRAM IMPACT AND OUTCOMES MEASUREMENT:** We have embarked on baseline surveys, midline surveys, community engagement surveys, program quality evaluation, and impact surveys/studies as a process to enhance the capacity to document Nyaka's impact on the community and individuals.
- **REGISTERED COMMUNICATION TECHNOLOGY FOR MONITORING:** Our capacity to monitor and track programs has been boosted through the use of electronic databases, visualization dashboards, as well as digital and online technology for data collection, reporting, and program evaluation.

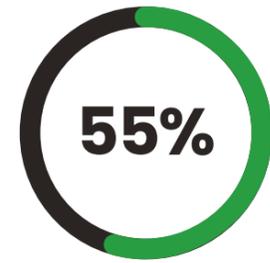
While learning more about our four programs (Education, Grandmother, SBGV, and Health) please enjoy the numerous impact statements provided by MEAL.

# Education Program

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- 33,603 sets of study material were distributed during lockdown
- 760 students educated





**of students educated were female**



**of primary students passed their Primary Learning Exams (PLE) and will advance to the next grade level**



**of NVSS students who sat for their Ordinary Level, Uganda Advanced Certificate of Educations (UACE) and Directorate of Industrial Training (DIT) exams, passed!**



# Niwagaba's story

## Niwagaba didn't lose hope of returning to school

Niwagaba is a 13 year old primary six student at Nyaka Primary School. Niwagaba lives with his younger brother, who is also a student at Nyaka Primary School, and mother Beturize.

Before becoming involved with Nyaka programs, Niwagaba says, "My mother had no means of taking us to school because she had no income. She could not afford to buy us pencils, pens, school uniforms, or pay our school fees. I was lucky to join Nyaka Nursery class in 2014 when I was 6 years old. I thank Nyaka for recruiting me.

After joining Nyaka, I was provided with everything I needed to be successful in school including breakfast, lunch, and

medication at no cost to my family. Surely, I now have hope for my future. I now know how to read and write, I can speak English fluently and, perform very well in classes. My dream is to become a teacher.

When schools were closed under lockdown because of the COVID-19 pandemic, Nyaka teachers continued teaching me through virtual learning by supplying me with study materials. They also continued giving me guidance and counseling so that I wouldn't lose hope of going back to school. This prepared me to join primary seven when schools reopened. I thank my teachers and the school social workers very much."



# Overall impact



## Nyaka schools learner retention rate

Compared to 89.9% reported by schools in the same area



## Nyaka schools learner completion rate for both primary and secondary

Compared to 63.8% reported by schools in the same area



## Nyaka schools learner attendance rate

Compared to 83% reported by schools in the same area



## Well-being rating for learners involved in Nyaka programs

Compared to 72.7% reported by schools in the same area





# Grandmother Program

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- 5,014 new grandmothers were recruited
- 7,970 bars of soap were distributed to grandmothers
- 10,391 grandmothers received face masks
- 768 grandmothers were given vocational training on improved farming techniques, making handicrafts, health and sanitation improvement, and COVID-19 standard operating procedures
- \$242,000 was made available to grandmother groups through the micro-finance program



## Construction of:

**12**  
homes

**13**  
pit  
latrines

**14**  
kitchens



# Overall impact

**\$2.38**

**is the average daily household income and earnings of a Nyaka grandmother household**

Compared to \$1.65 amongst non-Nyaka grandmothers in the same area

**\$92.20**

**is the average worth of livestock owned by Nyaka grandmother households**

Compared to an average of \$19 for non-Nyaka grandmother households

**9.4%**

**of Nyaka households reported a continued increase in their savings**

Compared to only 1% of non-Nyaka households



## Rusia's story

**Rusia is an 85 year old widow who was born and raised in Kanungu district.**

She was blessed with eight children, but unfortunately lost five of them to HIV/AIDS and measles. She is currently raising three biological grandchildren, Grace, aged 15 and 13 year old twins Sedrack and Monic.

Rusia is a very active member of her grandmother group. Rusia explains to staff that she loves her granny group very much and joining the Nyaka's Grandmother Program was one of the happiest moments of her life! Rusia is delighted that, thanks to Nyaka, she now happily lives with her grandchildren in a new, safe home: a house, kitchen and a pit latrine.

"It's so amazing and unbelievable to see that I also have a new home! My children have their own rooms and I can cook from an iron roofed kitchen. Not only that, but also, I have such a good pit latrine! Oh God! I am assured of new life again, my hope is back, and I can see tomorrow and the tomorrow of my grandchildren. Thank you Nyaka, may you live to serve more grannies and change lives," she said.



Rusia is the happiest grandmother in the area



# Sexual & Gendered-Based Violence Program

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- 120 grandfathers and Boda Boda (motorcycle) drivers received training to become community champions against SGBV
- More than 14,000 community members received education on SGBV through radio broadcasts and community programs on TV



# Overall impact

**143** newly registered survivors received services

**237** survivors received medical care

**335** home visits were carried out by social workers

**480** community members received education on SGBV delivered by the Nyaka SGBV team and external trainers



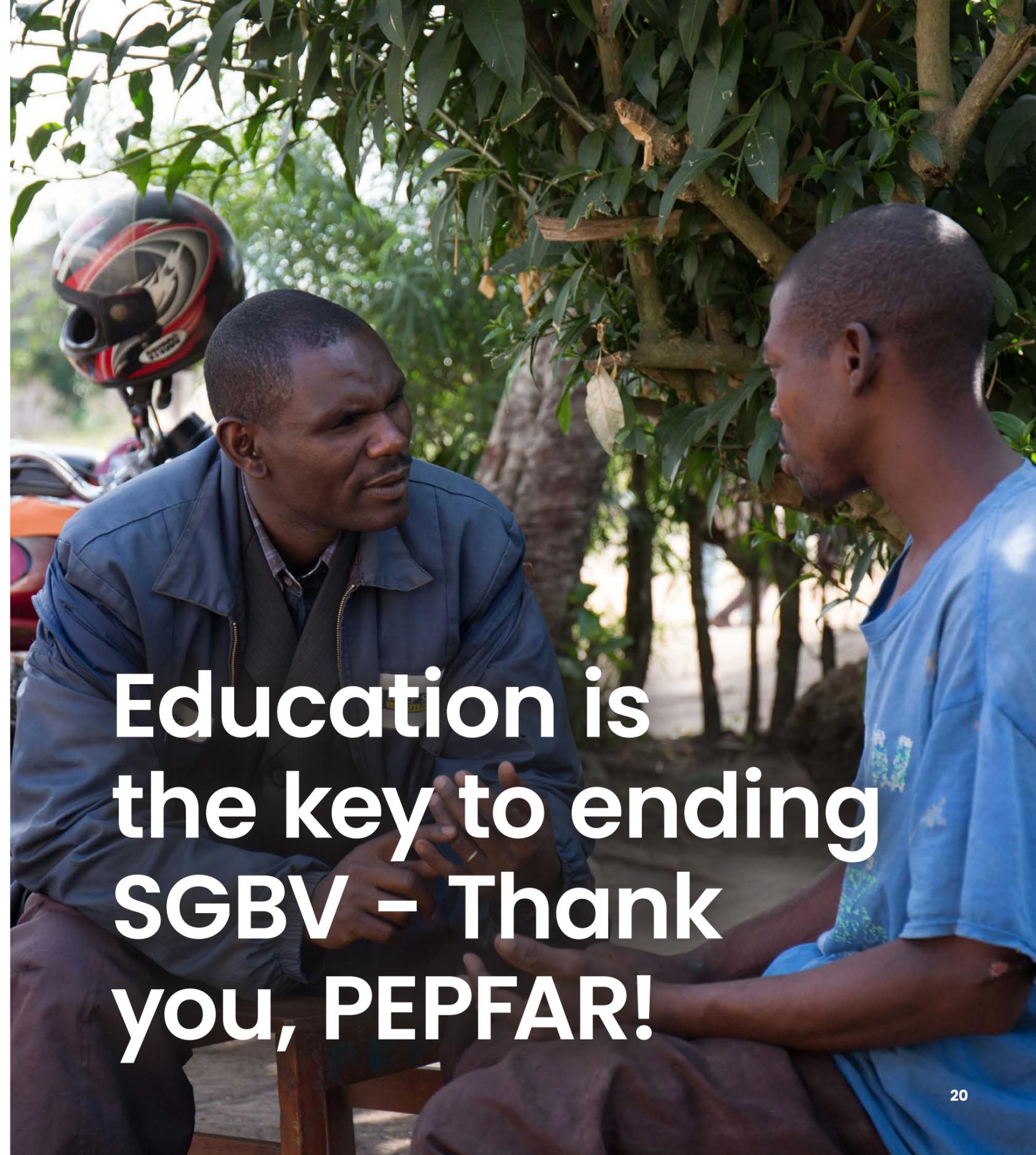
## Impact of PEPFAR

**President's Emergency Plan For AIDS Relief (PEPFAR) has partnered with Nyaka since 2019, enabling us, through a series of small community grants, to support more survivors.**

This has been especially important in recent years as the COVID-19 pandemic and lockdowns have increased incidences of SGBV in Uganda and globally. PEPFAR has also enabled the development of the prevention aspect of our SGBV work.

Since 2019, we have trained 840 grandmothers (including 240 grandmothers living with HIV), 60 grandfathers, 60 boda boda (motorcycle taxi) drivers and supported collaboration amongst professionals including non-governmental organization staff, police, social workers, and teachers.

Those who have participated in Nyaka's SGBV training share their knowledge with their grandmother groups or colleagues and act as champions against violence in the community. We have also facilitated radio talk shows and community education events to increase knowledge about SGBV and enable communities to report cases to our healing centers and outreach staff. We are very grateful to PEPFAR for their support!



**Education is  
the key to ending  
SGBV – Thank  
you, PEPFAR!**

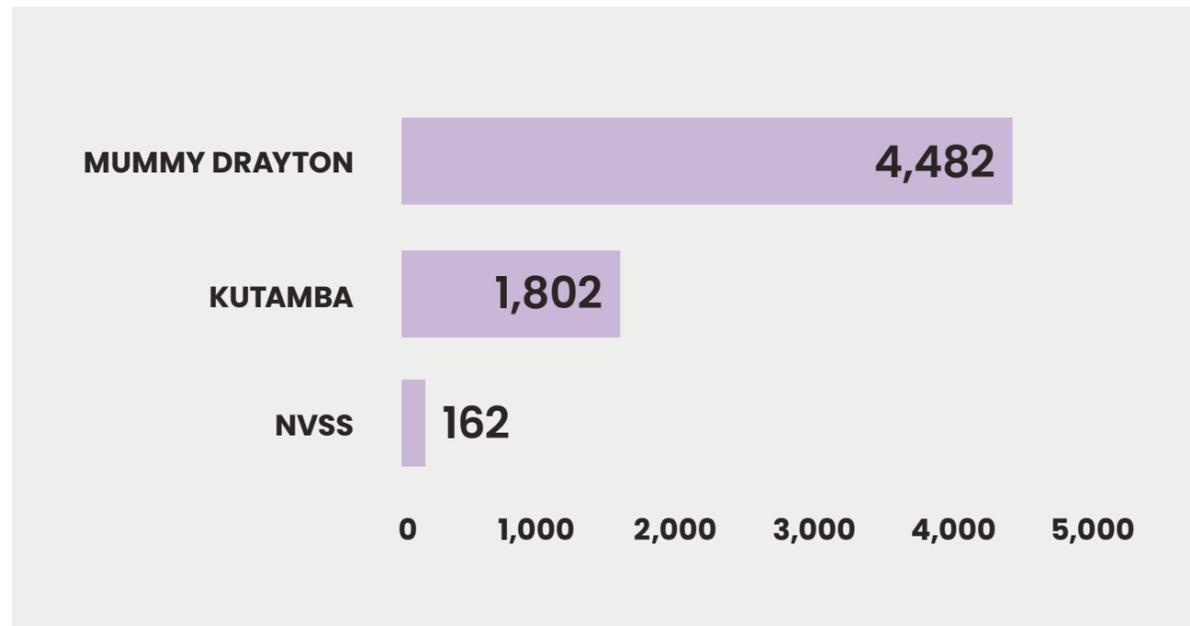
# Health Program

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- 879 community members participated in COVID-19 health education programs, delivered by Village Health Teams (VHTs)
- \$2,298 estimated received and dispersed monthly supplies from Nakasero Hospital by Mummy Drayton Clinic
- 492 women benefited from family planning services. Family planning supplies were received quarterly from Joint Medical Stores through partnership with Segal Family Foundation



# Clinic consultations by doctors and nurses:





**children were immunized**



**people were tested for HIV/AIDS**

Nakasero Hospital Limited (NHL) is one of the biggest private hospitals in Uganda. Our partnership with NHL started in 2017 when they offered to support our Health Program, specifically the Mummy Drayton School Clinic in Kanungu district with monthly medical supplies.

During the COVID-19 pandemic, Nakasero Hospital continued to support the clinic with face masks and hand sanitizers in addition to other medical supplies to help Nyaka health staff observe Standard Operating Procedures (SOPs).

Nyaka is greatly appreciative of the long-term support offered by local partners like Nakasero Hospital!



# Of Nyaka households, the Covid-19 Impact Survey found:



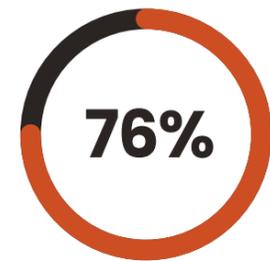
were following COVID-19 related standard operating procedures



wore face masks



reported that they avoided handshakes and physical greetings



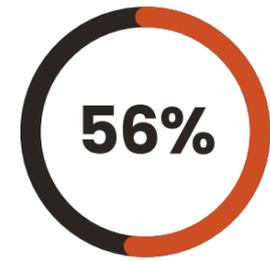
reduced the number of visits to friends or relatives



# Of Nyaka households, the Covid-19 Impact Survey found:



stopped going to church or mosque for mass prayer



reduced household visits to the market or grocery store



reported working less outside their home premises, gardens or businesses



had had a household member isolating themselves from other household members as a result of possible COVID-19 exposure



# 2021 Top Moments

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**Our Education Program adapted to the extended school closures in Uganda (many students were out of school from March 2020 until January 2022). Staff conducted teacher visits, student counseling, mobile library services, and distributed study materials, masks, soap, sanitary towels and emergency food.**



**Nyaka UK (registered in 2020) carried out its first fundraising campaign this year, focusing on soap, raising £600 (\$811.92), which led to the distribution of 720 bars of soap to children and grandmothers.**



**We retained all of our staff and recruited new staff members to support our expansion.**



**We broke ground on staff quarters.**



**Our SGBV team obtained essential worker permits and were able to respond to the increased reports of violence during lockdowns as a result of the pandemic.**

# 2021 Top Moments

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**Our Grandmother Program expanded into the district of Rubanda in southwest Uganda. Nyaka now works with 20,000 grandmothers across three districts, caring for 86,000 orphaned and vulnerable children.**



**We participated in the 50th Annual TCS NYC Marathon with 20 runners who successfully raised \$125,000! This marathon was simultaneously run in Kampala and Kanungu.**



**The Nyaka Football Club was launched.**



**Nyaka's first Leadership Training took place this year in Kampala, training 24 team leaders.**



**We introduced a Monitoring, Evaluation, Accountability and Learning Team (MEAL) working within Nyaka communities.**

# 2022 – 2024 Strategic Plan

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- **Goal one:** Impact & program consolidation
- **Goal two:** Planned, sustained growth and collaboration
- **Goal three:** Transformational leadership



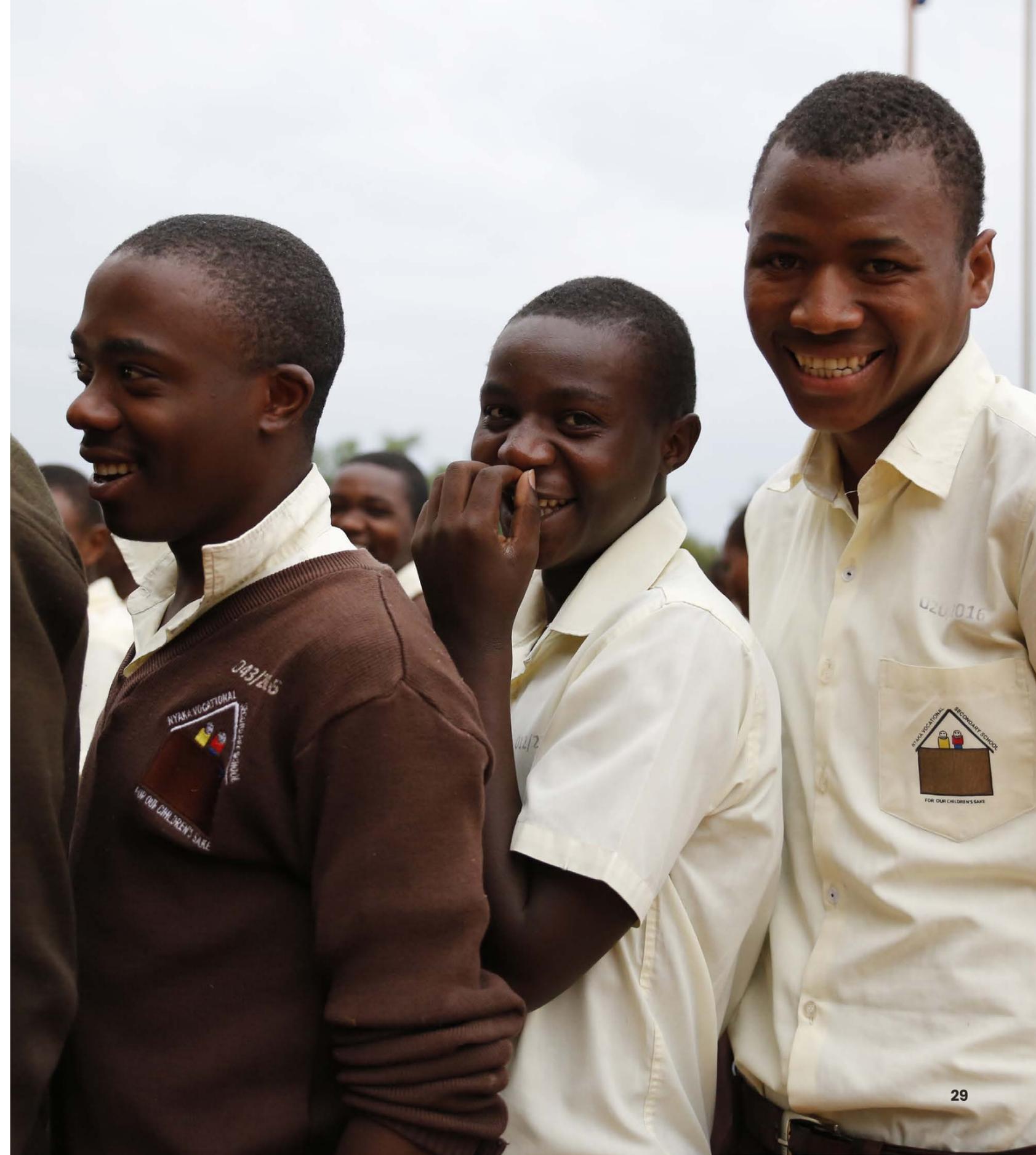
# Goal one: Impact & program consolidation

## Establish clear pathways to sustainability and document Nyaka's program plans and impact.

Nyaka employs a holistic approach, delivered through education and other community-driven initiatives to “jump-start” people’s lives. Grandmothers have long been a key partner in Nyaka’s work.

The distinct significance of their roles for children and communities has been illuminated throughout the COVID-19 pandemic.

- **OBJECTIVE ONE:**  
Ensure the entire Nyaka Education Program from nursery to university is a comprehensive strategy reflecting best practices, implementing new ideas and connecting graduates to the job market through mentoring and networking opportunities.
- **OBJECTIVE TWO:**  
Consolidate the Grandmother Program by a measurable and fully defined strategy, ensuring that children have a strong safety net post the COVID-19 pandemic.
- **OBJECTIVE THREE:**  
Create and implement a graduation strategy for the Grandmother Program.



# Goal two: Planned, sustained growth and collaboration

**Nyaka will continue to grow - both in terms of the number of people served and in terms of strengthening internal systems and capacity.**

Nyaka will grow its programs in a thoughtful and strategic manner, seeking to create partnerships and enable steady, sustained development.

Nyaka's growth will remain rooted in local communities to develop powerful, longlasting partnerships with local government agencies, NGOs (Non-Governmental Organizations), CBOs (Community-Based Organizations) and other civil society stakeholders.

● **OBJECTIVE ONE:**

Staff for growth success: matching and supporting our teams to work efficiently and effectively in the field as programs expand.

● **OBJECTIVE TWO:**

Expand the Grandmother Program into new districts working in collaboration with existing NGOs and CBOs.

● **OBJECTIVE THREE:**

Clarify the SGBV Program strategy ready for eventual expansion into Rukungiri District.

● **OBJECTIVE FOUR:**

Reduce the digital divide through innovation and technology/green technology within Nyaka programs.

# Goal three: Transformational leadership

**Ensure that all efforts are efficient, coordinated and complementary thereby ensuring a sustainable legacy of existence beyond the current leadership.**

Nyaka will need to strengthen its operational systems (Financial/Logistics/Admin Transparency-FLAT) with a view to creating a strong and robust succession plan.

- **OBJECTIVE ONE:**  
Consistently pursue actions supporting increased existence clarity, community collaboration, and stakeholder accountability as Nyaka transitions into a larger NGO, able to fully realize its potential to positively impact communities in rural Uganda.
- **OBJECTIVE TWO:**  
Identify and implement a clear overall operations system to ensure all departments (Finance, Logistics and Administration) are optimized to work effectively and efficiently.
- **OBJECTIVE THREE:**  
Strengthen Board leadership through acquisition and professional development thereby.



# Our guiding principles

- All human beings are born free and equal in dignity and rights
- Poverty is not inevitable
- Every child deserves the chance to learn, grow, and thrive
- Education represents the best means to break the cycle of poverty
- Families need a hand up—not a hand out—to flourish
- Sharing knowledge and experience is the best way to empower a community
- Change is most transformative and sustainable when it comes from within the community

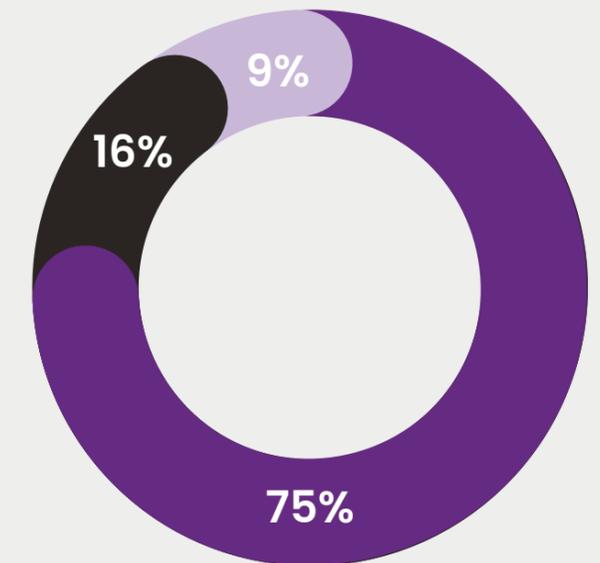


# Financial report

REVENUE AND SUPPORT:	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL
Contributions	\$1,457,361	\$179,256	\$1,636,617
Investment income (net)	\$61,441	-	\$61,441
Government Covid-19 relief funds	\$267,557	-	\$267,557
Net assets released from restrictions	\$326,190	(\$326,190)	-
<b>TOTAL REVENUE AND SUPPORT</b>	<b>\$2,112,549</b>	<b>(\$146,934)</b>	<b>\$1,965,615</b>
<b>EXPENSES:</b>			
Program	\$1,321,835	-	\$1,321,835
Fundraising	\$275,399	-	\$275,399
Management and general	\$158,947	-	\$158,947
<b>TOTAL EXPENSES</b>	<b>\$1,756,181</b>	<b>-</b>	<b>\$1,756,181</b>
Change in Net Assets:	\$356,368	(\$146,934)	\$209,434
Net Assets, beginning of year	\$866,535	\$187,294	\$1,053,829
Net Assets, end of year	\$1,222,903	\$40,360	\$1,263,263

## EXPENSES BREAKDOWN:

- PROGRAM
- FUNDRAISING
- MANAGEMENT AND GENERAL





# Board members

**Thank you to our Board of Directors for your time, dedication, and passion to make Nyaka great. Your leadership is a crucial part of our success this year and will be for years to come.**

Your compassion and partnership makes this life-changing work in Uganda possible. Thank each of you for working with us to ensure that communities have the resources they need to help their most vulnerable members thrive.

Truly, you have helped to change thousands of lives this year.

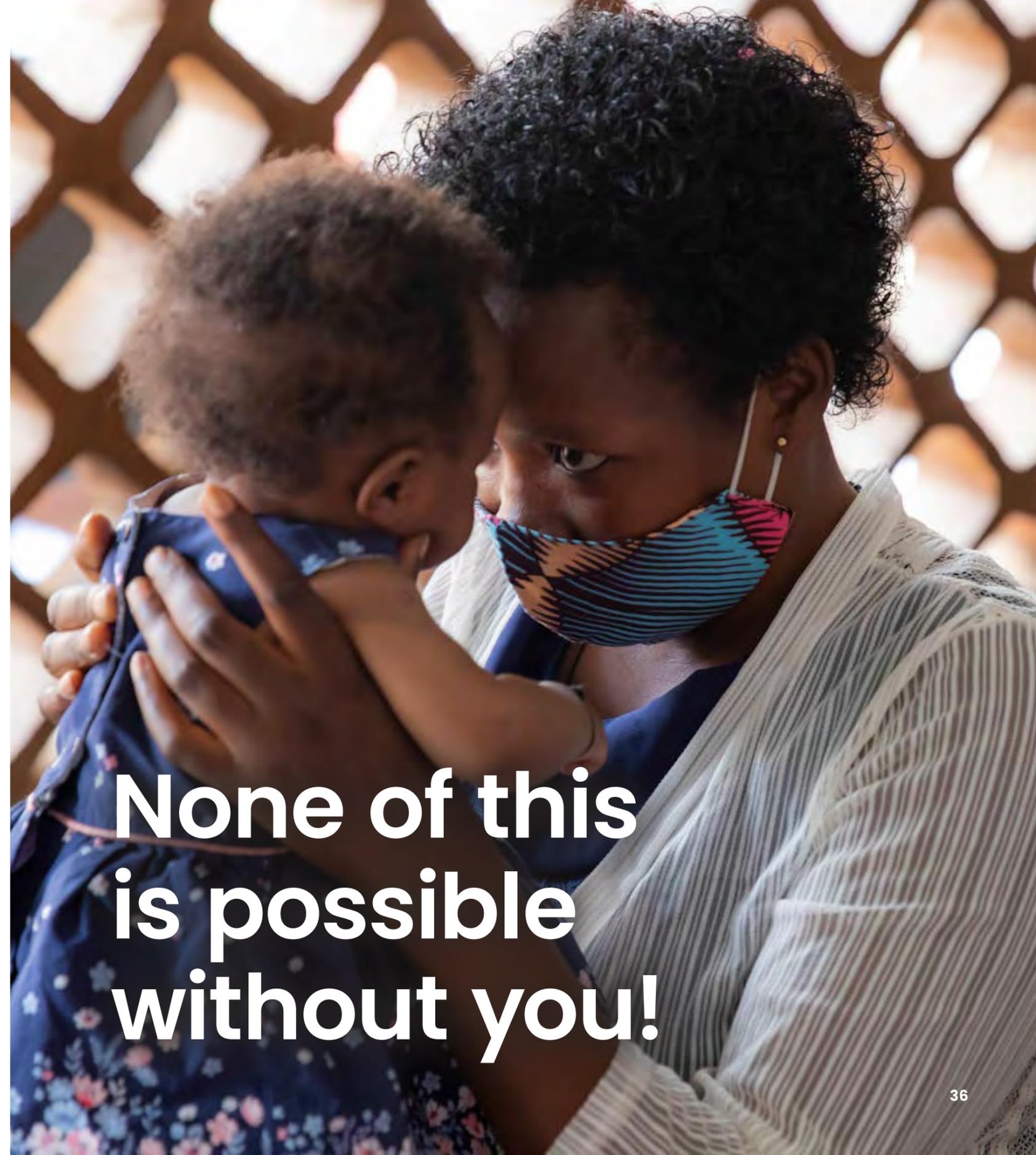
## BOARD MEMBERS:

- Twesigye Jackson Kaguri, CEO
- Janis Simon, Chair
- Dr. John Brewster, Vice Chair
- Deborah Malac, Secretary
- Mark Lathrop, Treasurer
- Joy Adams
- Simone Arrington
- Azeirwe Boniface
- Evan Greenwald
- Barbara Kroberger
- Gevas Moyo
- Cornelius Muchineuta
- Amy Sarch
- Dr. Lucy Steinitz

**It is hard to put into words just how much we appreciate your support of Nyaka. Your help last year allowed us to serve more people and build capacity to impact even more lives in 2021.**

We are incredibly grateful to everyone who gave in 2021, in the midst of a challenging year worldwide for many organizations and individuals.

Nyaka staff and community members would like to extend a special thank you to our donors, volunteers and partners who so generously gave in 2021.



**None of this  
is possible  
without you!**



Thank you.

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For Our Children's Sake