

**Project Ayago**  
**Beating Poverty in a local Lira community**

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**Project initiation Document**

May 2019

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# 1. Introduction

Nobody wants to be a refugee. Everyone has the desire for a happy future in a place called home. The Schools for Youth Foundation (SFY) supports the development of local communities that recently have been hit by crisis or war. SFY projects are aimed at the development of local youth through education. . By offering them vocational training courses and studies and a job opportunity they are enabled to gain an income and escape poverty for themselves and their families.

For 2019 SFY is aiming to develop the Ayago and Starch Factory project in Lira Uganda. This project initiation document describes the background of the local community, opportunities, project targets and goals, the scope of the project, organisation structure, planning and financial forecast and budgets. This document holds the high level strategy and project structures and is aimed at participants to the project, local partners, funders and decision makers.

## 1.1.About SFY

The Schools For Youth foundation (SFY) is established in 2018. It supports local communities in areas that have been hit by crisis or war and suffer from the destruction of social structures and cohesion. SFY strongly believes in the strength and ability of local youth to create their own future. With this view SFY supports local initiatives for education to youth living in poverty. These initiatives offer education, traineeships and jobs for local youth, trauma processing and development of citizenship in line with cultural characteristics. In cooperation with a local training institute, local entrepreneurs, and community leaders SFY projects support youth to rebuild a stable and sustainable local society able to maintain itself.

Key points for SFY projects are:

- Enable and support sufficient (vocational) training programs and studies
- Support school boards with school buildings, equipment and tailored teaching programs
- Offer courses and education to youth without financial means
- Support local communities to initiate and embed courses and jobs in local social structures
- Support and stimulate local entrepreneurs to invest in vocational jobs and stimulate students
- Create citizenship, social solidarity and community spirit by re-establishing social structures in the project
- Recruit individual and institutional support for the project Positive development of youth,
- Provide trauma processing programs
- Build on a stable society and allow youth to escape poverty at their own power and with their own means.

In order to create a firm basis for sustainable long term project results, SFY projects consider local ownership, community solidarity, mutual interests and the buy in of local stakeholders as mandatory. As such financial means are not simply donated, they are invested in a structure, which requires local responsibility and ownership with regards to self-development. As each project is different, each project requires a tailored project and investment structure aimed at and connected with the characteristics of the community involved.

Building a stable society is a matter of long-term commitment. SFY aims at long-term structural commitment and results. After a project phase normally elapsing a 5-year period, a project is considered as “communities going concern.” Depending on the level of investments the involvement with a project in the going concern phase can add up to some 10 to 20 years. After this period, the involvement of SFY will cease.

## 1.2.Lira - Ayago community



Lira is a city located in the north of Uganda. Up to 12 years ago for 20 years a devastating civil war raged through the area. This caused traditional family ties and communities to break up, social structures to collapse, properties to be destroyed and triggered a large flow of refugees. During the civil war two large refugee camps arose in the local Lira area of Railway and Adyel divisions called Ayago and Starch Factory. After the ending of the war, from one day to another, these camps were dismantled and cancelled. As a large part of the refugees had no opportunity to return to their homes, a large slum emerged currently being the home for some 20.000 people. The crisis left a number of generations without perspective and a home ground.

In 2019 Ayago and Starch factory are poor city quarters. Uganda as a country shows growth figures of 5-6%. In general there are many foreign investors that add to the countries development. However, the economical growth and the foreign investments are mainly aimed at the south of the country. The Northern part of the country benefits less from these activities.

Although Lira has developed itself in the last years to a certain degree, the development and improvements have been aimed at the city centre and not that much at the Railway Division and Adyel areas leaving it in poverty, out of sight of foreign investments, (inter) national companies and national developments.



## 1.3.Demographics

The following graph gives an overview of the key demographics for Uganda, Lira area and Ayago and Starch Factory quarters. The overview also provides an indication of the current status of the quarter against the general demographics of the country

Demographic	Uganda	Lira City	Ayago Quarter	Remark
Population Uganda			20.000	63.000 for total Railway and Adyel division area
Average age	16	16	16	
Lifetime expectancy	62	46	45	
Family size	8	10	10	2 parents 6 / 8 children
Population growth	3%	6%	6%	Annual
GDP development	5%	4%	4%	Annual
Inflation rates	5%	5%	6%	Annual
Individual Purchasing power development	-3%	-4%	-4%	Annual
No. Of entrepreneurs in area				
Level of youth unemployment	70%	75%	75%	
HIV infection rate	5.9%	7.2%	7.2%	According to formal figures likely higher
HIV Medication / infection rate	73%	73%	70%	According to formal figures likely lower
Primary school attendance rate	50%	50%	40%	From total eligible students
Primary school completion rate	50%	50%	10%	From attendance rate

## 1.4.Current situation

Ayago and Starch Factory Quarters development progresses slowly and facilities are limited to the most basic requirements. Local government has limited to no opportunities to improve on infrastructures. Electricity and running water are available at the main roads but the majority of houses in the quarter are not connected. Sewerage is absent for the whole quarter. Unemployment rates are high and a lot of youth is subject to drugs related problems and early pregnancies. Although schools and education are made available for free by the government, a majority of youth is not attending schools as parents do not have sufficient funds to provide the necessary school utilities such as notebooks, writing utensils and school uniforms. Besides, youth is required to work in order to make ends meet for the families



## 1.5.Opportunities

Despite the slow and limited developments, high unemployment rates and drug and health related issues in the quarters, recently a number of social initiatives have started, sparking a new positive energy in the area. The firm basis for this development is a new generation. Born in the area they consider the area to be their home ground and take a positive approach towards building their own future. In the last years some local entrepreneurs, although with limited means and resources, have started small businesses. Also a local initiative under the name of John Fisher Youth Initiative Uganda has started the John Fisher School.



In 2018 SFY has established a strong local relationship with the John Fisher Youth Initiative Uganda, the school and local social leaders by providing consultancy and advisory services to the schoolboard on behalf of Dutch governmental development in cooperation with the Lira University. Early 2019 this involvement has resulted in the initiation of the Ayago and Starch Factory project.

Within the Ayago and Starch Factory project, SFY develops and supports the John Fisher Youth initiative Uganda by creating a community existing of the schoolboard, students, local entrepreneurs and social leaders. The project will help to build a school, develop theoretical and vocational education programs and support youth to start a working career, support their families and build a new social structure. SFY will provide funds for the building of school facilities, provide trauma processing and micro credits for local entrepreneurs enabling them to expand and grow their businesses eventually providing additional job growth over the years.

All-in-all SFY and the John Fisher Youth Initiative aim for education and employment of some 889 students in a 15 years timespan. These students will be able to support their families and lift them out of poverty. With a population of approximately 20.000 people in the area and an average family size of 8 persons this will result in an estimated 7.112 persons released from poverty, adding up to some 35% of the local population. In addition the John Fischer School will be enabled to increase the regular student volumes and improve their quality of housing and programmes. This will also add to the improvement of the area. Also local entrepreneurs will benefit from economic growth and will be able to improve their businesses.



## 2. Project scope

### 2.1. In scope

For the project the following deliverables are in scope:

- Realisation of school buildings and facilities
- Development support of teaching programs
- Realisation of students courses
- Realisation of apprenticeships and internships
- Local Market analysis
- Stimulate small businesses with micro credits
- Activate and support local social structures for the benefit of students and school
- Set up of a project structure and governance
- Audit and compliance

### 2.2. Out of scope

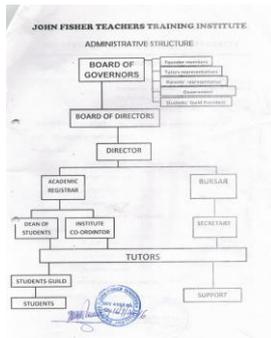
The following items are out of scope of the project

- Internal school procedures and operational school management
- Development of local markets and supply chains
- Direct Local Sponsoring and Charity activities
- Cultural events

## 3. Stakeholders

### 3.1. John Fisher School

The John Fisher School is the centre of the initiative. The school is set up as a foundation with a board and operates under the controlling of an accountant. President of the board and general manager is George Rember Okello. He is the founder of the John Fisher Teachers Training Institute and its mission.



Currently the John Fisher School is a minimum viable and basic school built in 2016. It includes 3 classrooms from which one is an ICT room with 20 simple computers, a skills lab, a library, administration office and a simple restroom facility. The classrooms serve also as a shared bedroom for internal students. This infrastructure offers a good basis for further development. With support from SFY, the John Fisher School will be further developed towards a sufficient viable school. The Ayago and Starch Factory project will develop the current facility by adding classrooms, a fence, a kitchen, a dormitory and a main hall.

The John Fisher School has a close relationship with PUM Senior Experts, The Netherlands. PUM helps the school with improving its didactic qualities, subsidised the ICT-room and part of the kitchen. PUM will stay connected to John Fisher for the coming few years to start courses on Food and Nutrition and possibly on (social) nursing.

- **Kitchen:** a kitchen is built in order to deal with the increasing student numbers and to guarantee a sufficient level of quality and hygiene. Furthermore the kitchen will be used in courses on Food and Nutrition.
- **Dormitory:** as the JF school is a boarding school with students from a wider area the school provides sleeping facilities to its students. Currently the students are sleeping in the classrooms. In order to facilitate the growing numbers of students and to comply with local regulation a Dormitory building will be realised
- **Main Hall:** according to local regulations a main hall for schools is mandatory. Currently the school has no main hall. Besides for school meetings and examinations the school main hall will be available to local community meetings and social events.
- **Additional classrooms:** in order to support the growing number of students and studies the facility needs to be expanded with at least 3 additional classrooms.



#### 3.1.1. Educational programmes

The John Fischer School by means of vocational trainings and theoretical basic studies will offer two types of education.

SfY hopes to continue its collaboration with PUM Senior Experts in starting and improving courses for students of John Fisher and also on citizenship and entrepreneurship for students in vocational trainings.

#### Vocational training;

The vocational programme is a one-year training course aimed at development of craftsmen supported by a dedicated entrepreneur. After graduation the student is granted a one-year job with the entrepreneur. For vocational education, entrepreneurs such as local carpenters, garages, welders, iron casters, tailoring, hairdressing, delivery services and drivers support the initiative by providing internships and jobs to students. Based on expert estimates, the number of persons estimated to be released from poverty as result of vocational studies is shown in the following figure:

Vocational training	Yearly	1 <sup>st</sup> 5 years	15 years	Remarks
Est. Total eligible students	200	1.000	3.000	From Ayago / railways division 80 From Starch factory / Adyel division 120
Actual assigned students	16	80	256	
# persons per family	8	8	8	
<b>Pax. Released from poverty</b>	<b>128</b>	<b>640</b>	<b>2.048</b>	

### Professional educations

The professional education programme is a two-year theoretical study course aimed at education of ICT experts, teachers, and public nurses. Courses are aimed to deliver students at a secondary vocational education level to the labour market. Based on expert estimates, the number of persons estimated to be released from poverty as result of a theoretical education course is shown in the following figure:

Professional training	Yearly	1 <sup>st</sup> 5 years	15 years	Remarks
Est. Total eligible students	50	250		From Ayago / railways division: From Starch factory / Adyel division:
Actual assigned students	48	153	633	*Progressively increasing over a 5 year period to 48 per year. (see also par. 6.4 educational programs)
# persons per family	8	8	8	
<b>Pax. Released from poverty</b>	<b>384</b>	<b>1.224</b>	<b>5.064</b>	

## 3.2. Entrepreneurs

SFY supports participating entrepreneurs with funding for investments in order to strengthen their businesses. SFY will not act as a bank or a lender. For issuing and management of micro credits SFY has established cooperation with the local <<name bank>>. The <<name bank>> will grant a micro credit to the entrepreneur and take care for the loans management. For the project SFY has agreed a discount on the interest rates on micro credits with the bank. SFY will pay the interest for the (micro) credit on behalf of the entrepreneur. In return for the interest, the entrepreneur supports the initiative by offering students a practical vocational training and additional classes at the John Fisher School adding up to the total sum of the interest. This structure offers the entrepreneur an attractive alternative for the current way of dealing with new employees. In the current way of working the entrepreneur requires a payment from the vocational student of on average 150 Euro. However, 50-75% of the students quit the course without paying, leaving the entrepreneur with the effort taken and costs made. The alternative offered to entrepreneurs is explained in the following example:

- Max yearly investments per entrepreneur per trainee: 650, -
- Max trainees per entrepreneur: 2
- Interest paid by SFY
- Entrepreneur student education investment 75, - +  $(150 \cdot 25\% = 37,50)^1 = 112,50$  per student year
- Entrepreneur benefits indirectly from a lower interest rate<sup>2</sup>, a guaranteed investment and a free and gradually more educated worker

Market and business research shows that in the coming 5 years the demand in the local labour market will primarily be driven by the of branches of construction, tailoring, carpentry and joinery motor vehicle mechanics, hairdressing, catering and hotel management, shoe making/leather turning, merchandising and transport.

<sup>1</sup> The loss of income from actually paying students (25% stays vs. drop out 75%)

<sup>2</sup> Regular interest for SME loans is 25%.

### 3.3. Community leaders

Community leaders provide for social structures in the initiative. These social structures and controls serve the purpose of cohesion and the care for students outside school and working hours.

Community leaders play a big role in making sure students will not drop out.

Local community leaders of Ayago and Starch Factory are very enthusiastic about this programme and are committed to participate. Their task will be to create a positive image of the project.

- Indicate potential students
- Support families of students to stay committed to the training of their child
- Social control with regards to the good conduct and involvement of students and their families to the success of the project
- Conflict management and resolution of potential issues

### 3.4. Local government and University

The mayor of Lira and local and regional government expressed explicitly their support for the project. They will:

- Support to the project initiatives
- Create a positive attitude in local society towards the project
- Support in governmental procedures with regards to project initiatives

Lira University

Prof. Okaka Opio Dokotum, Deputy Vice Chancellor is willing to:

- To give support the project initiatives
- Create a positive attitude in Lira University towards the project
- Help SfY to evaluate the project

### 3.5. Students

Students will be recruited from the Ayago and Starch Factory Quarters and direct surroundings.

According to eligibility criteria they will be given access to the courses and receive both financial and social support in order to achieve their objectives. Eligibility criteria are in place in order to prevent the project from local issues such as drug related problems, early pregnancies, social unrest and drop outs and amongst others include:

- Age between 12 and 25
- Completed elementary school
- Positive attitude and behaviour towards their objectives
- Parents are not able to pay for the schools expenses
- No drugs, no criminal past
- No HIV infection or other long-term diseases.
- Agree not to become pregnant and use contraceptives during the training

## 4. Project risks and mitigations

For the Ayago project the following risks are identified. The risks are mitigated as per given mitigation in the below figure.

No	Risk	Likely	Impact	Risk level	Mitigation
1	Insufficient fundraising for the project by SFY leading to (partially) not achieving the project goals	M	H	H	<ul style="list-style-type: none"> <li>• Increase level of fundraising</li> <li>• No additional project to start prior to a 5 year sufficient funding horizon for Ayago and Starch Factory</li> <li>• Contractual obligations remain with beneficiaries</li> <li>• Only best effort requirements for SFY</li> </ul>
2	Termination event ending the John Fisher School	L	H	M	<ul style="list-style-type: none"> <li>• Audit and compliance monitoring on the school management and operational execution during the project</li> </ul>
3	Single points of failure	H	H	H	<ul style="list-style-type: none"> <li>• Recruit and appoint a vice director for the JF school</li> <li>• Recruit and appoint a vice project manager for the Ayago and Starch Factory project</li> </ul>
4	Political uncertainty	M	M	M	<ul style="list-style-type: none"> <li>• Maintain good relationships with all political parties</li> <li>• No political involvement by SFY</li> <li>• Eligibility criteria for students and entrepreneurs not to include political distinctions</li> </ul>
5	Social unrest	L	M	M	<ul style="list-style-type: none"> <li>• Maintain good relationships with social sub groups through community leaders</li> <li>• No involvement in social affairs</li> <li>• Eligibility criteria for students and entrepreneurs not to include social distinctions</li> </ul>
6	Participants not living up to obligations	M	L	M	<ul style="list-style-type: none"> <li>• Project embedded in local social structures with sufficient social controls by community leaders</li> <li>• Only deployment and use of unrestricted SFY funds available for the Ayago and Starch Factory project</li> <li>• Audit and compliance monitoring on participants with clear termination policies in case obligations are not met.</li> <li>• Cost of risk applied to the investment budget of the John Fisher School</li> </ul>

# 5. Project organisation

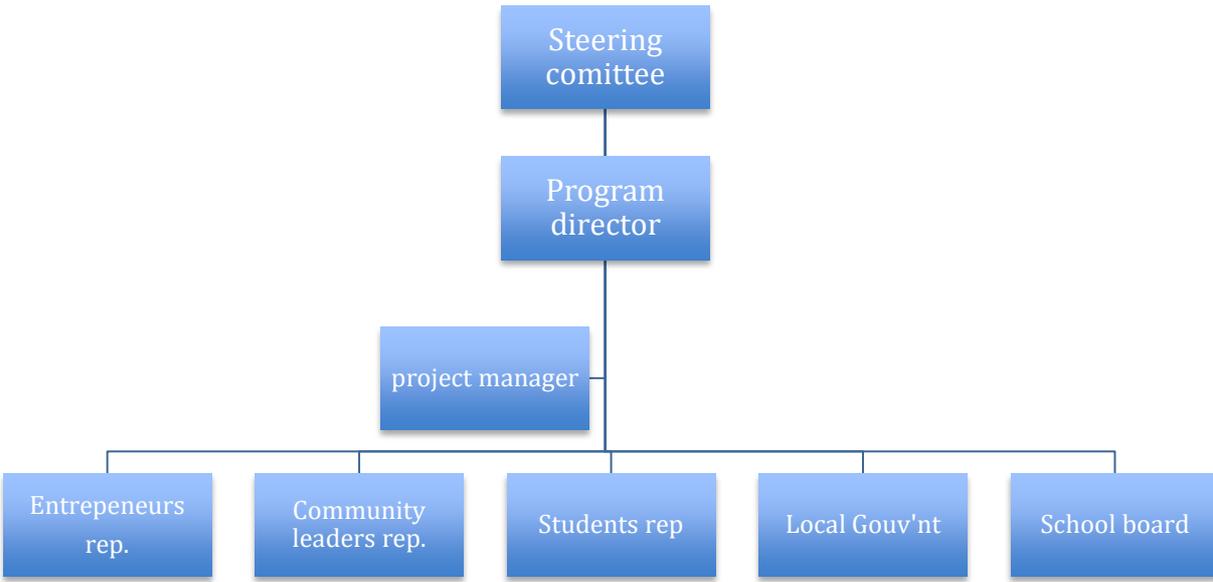
## 5.1. Project structure

verschillend eproject deelnemers zijn

Steering committee:	Board of Schools for Youth
Programme director:	Jaap Kool on behalf of the steering comitte
Project manager:	George Rember Okello
Local entrepreneurs representative:	Robson Odongo
Community leader representative:	Ogwang Emmanuel
Students representative:	Aceng Fiona and Atala Gloria
Local Government representative:	Ocen Tommy
School board representative;	Ojok Alex Martin

## 5.2. Organisation chart

The project organisation of the Ayago and Starch Factory project contains the following participants



## 6. Financials and budget forecast

### 6.1.School building & facilities

The development of the current John Fisher facility is estimated to elapse 2 years. The investment for the development of the facility is estimated at 155K€ over this period. Regular local interest rates for mortgages vary between 20% and 25% depending on the type of building and the circumstances of the lender. For the John Fisher school SFY calculates a fictive interest based on a yearly interest rate of 8%. The amount of calculated interest is added to the total investment sum. The total investment sum will not be repaid in monthly cash terms but will be calculated and deployed as Student Slots per year. A student slot is calculated as the total cost for a full year course for one student. (See also par. 6.4 educational programs.)

The break down of estimated cost for the John Fisher Facility is shown in the following table. The impact of the interest is added in par. 6.4 educational programs.

Facility	Year of realisation	Cost
Kitchen	2019	15.000, -
Kitchen facilities and equipment	2019	20.000, -
Land	2019	7.500, -
	<b>Total 2019</b>	<b>42.500, -</b>
Dormitory	2020	35.000, -
Main Hall	2020	30.000, -
Furniture	2020	15.000, -
Clearwater	2020	15.000, -
Land	2020	17.500
	<b>Total 2020</b>	<b>112.500, -</b>
	<b>Total building and facilities</b>	<b>155.000, -</b>

### 6.2.Entrepreneurs investments

In order to allow participating entrepreneurs to strengthen their business and support students, investments by means of (micro) credits are granted to these entrepreneurs. SFY will not act as a bank but will make the repayments of the interest to the <<name bank>>. The entrepreneur will repay the interest by means of student slots. The estimated costs for the repayment of interest fees on behalf of entrepreneurs are set as follows:

	2019	2020	2021	2022	2023
Investments	10.400, -	10.400-	10.400-	10.400-	10.400-
Interest repayments to be filled in <sup>3</sup>					

<sup>3</sup> To be filled in after agreement with a bank

### 6.3. Project costs

In addition to school facilities and microcredits the following additional project costs are expected

Cost	2019	2020	2021	2022	2023
Local project management	1.000, -	1.000, -	1.000, -	1.000, -	1.000, -
Travel expenses	5.250, -	5.250, -	3.500, -	3.500, -	1.750, -
Complementary costs	500, -	500, -	500, -	500, -	500, -
<b>Total</b>	<b>6.750, -</b>	<b>6.750, -</b>	<b>5.000, -</b>	<b>5.000, -</b>	<b>3.250, -</b>

The regular project costs will not be subject to student slots to be granted by participants. Project costs are Out of Pocket Costs and will be borne by SFY directly.

### 6.4. Educational Programmes

Cost for educational programmes are counted as Student slots per year. A student slot per year equals 1 student in an educational programme for a full year. With regards to inflation it is assumed that inflation will be compensated with less overhead costs over the years.

#### Vocational training

Entrepreneurs cover costs for Vocational trainings in line with interests paid by SFY. Based upon the expected interest on Micro credits (see also par.6.2,) the number of student slots for vocational training per year is estimated as follows:

Year	Total interest €	Cost / student €	SFY Student slots #
2019			-
2020	To be filled in <sup>4</sup>	To be filled in <sup>5</sup>	16
2021			16
2022			16
2023			16
2024			16
2025 - 2035			176
<b>Total expected return</b>			<b>256</b>

<sup>4</sup> To be filled in after agreement with a bank

<sup>5</sup> To be filled in after agreement with a bank

### Professional education

The John Fisher School offers professional education programs to students. SFY students will become regular part of the student base and programs. The John Fisher School covers the costs for professional education of SFY students by repayment of the investments and interest through student slots per year. The number of students slots per year is subject to the following parameters:

- Number of eligible students available
- Max. number of slots for SFY at the John Fisher School
- The total investment in the school and realised capacity

#### Eligible students

On a yearly basis the maximum number of available eligible students in the Ayago and Starch factory area is estimated at some 50 pax. for the professional education program. These figures are based on local expert estimates by school board, social leaders and observations and review by SFY representatives during site visits.

#### Number of SFY slots

The number of available student slots for SFY at the John Fisher School is capped at 10% of the total school population per year. This cap enables the school to maintain a viable teaching institute on it's own while being able to support a number of SFY students.

#### Max capacity

The maximum capacity is based upon the investments in the school facility. With the current investment some 480 students can attend the courses on a yearly basis.

Based upon the above parameters, the involvement of SFY after the project phase will continue for some 16 years up till 2035. Over this period, eligible students and the community will benefit from the initial project investment

Year	investment	Interest	JFS Fund	students	Student Slots	Cost / Student	Fund Utilisation
Cost of risk		To be filled in <sup>6</sup>	-/- 11.760	0	0	0	0
2020	155.000		160.650	180	15	€ 450	6.750
2021	160.650		164.502	200	20	€ 450	9.000
2022	164.502		164.162	250	30	€ 450	13.500
2023	164.162		159.295	300	40	€ 450	18.000
2024	159.295		150.439	380	48	€ 450	21.600
2025	150.439		140.874	480	48	€ 450	21.600
2026	140.874		130.544	480	48	€ 450	21.600
2027	130.544		119.387	480	48	€ 450	21.600
2028	119.387		107.338	480	48	€ 450	21.600
2029	107.338		94.325	480	48	€ 450	21.600
2030	94.325		80.271	480	48	€ 450	21.600
2031	80.271		65.093	480	48	€ 450	21.600

<sup>6</sup> To be filled in after agreement with a bank

2032	65.093		48.700	480	48	€ 450	21.600
2033	48.700		30.996	480	48	€ 450	21.600
2034	30.996		11.876	480	48	€ 450	21.600
2035	0	0	0				0
			<b>Total</b>	<b>6.110</b>	<b>633</b>		<b>€ 284,850</b>

## 6.5.Fund Structure

The funds for financing of projects and initiatives are structured as follows

- SFY foundation fund
- Donations
- SFY Student sponsoring

### SFY foundation Fund

The SFY foundation fund contains funds restricted for utilisation. The fund contains a fixed sum balance that is invested and returns a profit. Only the SFY foundation fund profits are available for utilisation. The SFY foundation supports long-term structural costs. For the Ayago project the SFY foundation fund will support the repayment of interests on behalf of entrepreneurs and the investment in the John Fischer School facility.

### Donations

Donations are restricted and unrestricted gifts and donations. These can be restricted to projects or be unrestricted. The investment in the John Fisher School facility will be funded through donations.

### Student Sponsoring

Student sponsoring offers the possibility to sponsor the education of a specific student or group of students. For the Ayago project Student sponsoring is used for both vocational as well as professional studies funding.

## 6.6.Financial distribution

SFY is neither a bank nor an investor company. As such SFY does not issue loans or performs commercial investment activities. For the issuing and management of micro credits to entrepreneurs and financial distribution of funds, SFY has set up a partnership with the local <<name bank>>bank Lira branch. <<name bank>>will provide the following support:

- Bank account for SFY Ayago project including payment services
- Issue and management of micro credits to project entrepreneurs

In order to minimise risks on non repayment, payment transactions on interest repayments on microcredits will be limited to monthly instalments.

### Contact details of the bank

To be filled in <sup>7</sup>

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<sup>7</sup> To be filled in after agreement with a bank

## 7. Planning and milestones

Year	Milestones
2019	<ul style="list-style-type: none"><li>• Project initiation</li><li>• Funding completed</li><li>• Project organisation established</li></ul>
2020	<ul style="list-style-type: none"><li>• School building completed</li><li>• Educational programs in place</li><li>• 15 students in programme</li></ul>
2024	<ul style="list-style-type: none"><li>• 80% succesrate graduates</li><li>• 48 students in programme (max capacity)</li></ul>
2025	<ul style="list-style-type: none"><li>• Initiative established as local going concern</li><li>• Project phase completed</li><li>• SFY involvement on quality and assurance</li></ul>
2035	<ul style="list-style-type: none"><li>• Last student slots utilised</li><li>• Self sufficient community</li><li>• SFY withdraws from the initiative</li></ul>

## 8. Checks & Balances

### 8.1. Ownership and mutual responsibilities

The main driver behind the checks and balances is arranged through local ownership and mutual responsibilities within the stakeholder groups of the project. Thereto the following organisational measures are in place:

- SFY will only pay direct project expenses to participants.
- There will be no direct payments on loans to entrepreneurs and the John Fisher School. Both participants will take out their loans directly from the <<name bank>>bank. The bank will perform risk management, administration and collection tasks.
- SFY will limit financial transactions to with regards to loan repayments to the monthly interest fee.
- Prior to entering the project, entrepreneurs go through an assessment. The project coordinator carries out the assessment.
- In case a participant does not live up to the obligations towards students:
  - SFY will continue the monthly payments of interest fee but will lower the repayment of interest fee to all participants.
  - The bank will continue to recover the loan from the participants directly.
- Eligibility criteria are in place for students. Students sign a contract with clauses on repayment and obligations during the education period.
- Community leaders have an important role in the programme and take responsibility for the students well being. This commitment is expressed by the signing of an MOU.
- In order to minimise risks on non-repayment, payment transactions on interest repayments on microcredits will be limited to monthly instalments.

### 8.2. Audit and compliance

The project is subject to a 3 line of defence audit and compliance structure. Good conduct and compliancy is executed trough:

- 1st line - Operational checks on local project execution. Executed by the Project manager and schoolboard Monthly reported
- 2nd line - Risk and compliance checks by the schoolboard and the board of SFY. Bi-yearly reported
- 3rd line - external audit by an independent party  
- External accountant with regards to the annual accounts

The Ayago and Starch Factory project administration is outsourced to WEA administration office Zaltbommel and an integral part of the total SFY administration. As such the Ayago and Starch Factory project is subject to the annual report of the SFY foundation under execution and control of WEA Zaltbommel Accountants.

In the project phase the following checks will be executed

- The project manager will deliver a monthly report with progression and performance on the main Key Performance Indicators (KPI)
- SFY representatives will perform a 6 month periodical audit and level check on results and quality of execution.

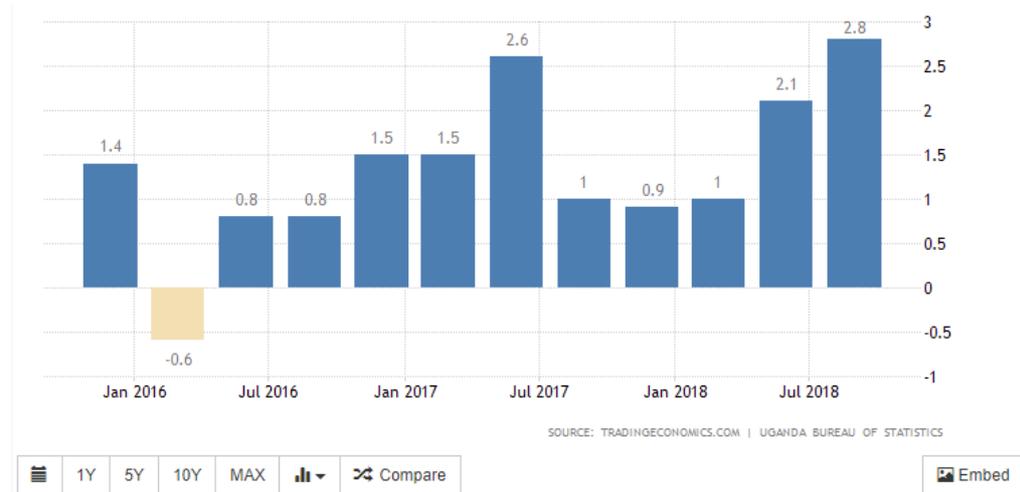
## 9. Attachments

### Population of Uganda

Year	Population	Yearly % Change	Yearly Change	Migrants (net)	Median Age	Fertility Rate	Density (P/Km <sup>2</sup> )	Urban Pop %	Urban Population
2019	<b>45,711,874</b>	3.26 %	1,441,311	-30,000	15.9	5.82	229	17.5 %	7,993,711
2018	<b>44,270,563</b>	3.28 %	1,407,605	-30,000	15.9	5.82	222	17.1 %	7,583,654
2017	<b>42,862,958</b>	3.31 %	1,374,993	-30,000	15.9	5.82	215	16.8 %	7,192,401
2016	<b>41,487,965</b>	3.35 %	1,343,095	-30,000	15.9	5.82	208	16.4 %	6,819,186
2015	<b>40,144,870</b>	3.43 %	1,245,947	-30,000	15.8	5.91	201	16.1 %	6,463,320

Source: <http://www.worldometers.info/world-population/uganda-population/>

### ECONOMY



Uganda GDP	Last	Previous	Highest	Lowest	Unit	
GDP Growth Rate	2.80	2.10	4.30	-2.40	percent	[+]
GDP Annual Growth Rate	6.80	5.20	8.60	1.00	percent	[+]
GDP	25.89	24.08	27.29	0.42	USD Billion	[+]

Source: <https://tradingeconomics.com/uganda/indicators>

Year	1980	1985	1990	1995	2000	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
GDP in \$ (PPP)	4.69 bil.	6.71 bil.	10.08 bil.	15.36 bil.	22.16 bil.	35.82 bil.	39.53 bil.	43.85 bil.	49.38 bil.	53.77 bil.	58.59 bil.	63.88 bil.	66.52 bil.	70.78 bil.	75.33 bil.	80.46 bil.	83.39 bil.	88.67 bil.
GDP per capita in \$ (PPP)	416	509	639	826	1,016	1,389	1,482	1,589	1,728	1,820	1,920	2,026	2,044	2,112	2,185	2,267	2,281	2,354
GDP growth (real)	-3.9 %	-3.0 %	6.5 %	9.2 %	3.9 %	10.0 %	7.0 %	8.1 %	10.4 %	8.1 %	7.7 %	6.8 %	2.2 %	4.7 %	4.6 %	5.7 %	2.3 %	4.5 %
Government debt (% of GDP)	...	...	...	...	63 %	55 %	36 %	22 %	20 %	19 %	22 %	23 %	25 %	28 %	31 %	33 %	37 %	39 %

Source IMF. [https://en.wikipedia.org/wiki/Economy\\_of\\_Uganda](https://en.wikipedia.org/wiki/Economy_of_Uganda)

## EDUCATION

STAT	AMOUNT	DATE	RANK	HISTORY
<a href="#">Adult literacy rate &gt; Total</a>	74.6	2008	78th out of 110	
<a href="#">Average years of schooling of adults</a>	3.5	2000	77th out of 100	
<a href="#">Children out of school.primary</a>	662,974	2011	10th out of 116	
<a href="#">Children out of school.primary per 1000</a>	18.86	2011	22nd out of 116	
<a href="#">Children out of school.primary, female</a>	285,052	2011	10th out of 102	
<a href="#">College and university &gt; Gender parity index</a>	0.265	2011	88th out of 91	
<a href="#">Compulsary education duration</a>	7	2011	151st out of 188	
<a href="#">Government spending on education &gt; Proportion of GDP</a>	3.28%	2012	11th out of 22	
<a href="#">High school enrolment rate</a>	61.33	2007	86th out of 96	
<a href="#">Literacy &gt; Total population</a>	69.9%	2003	123th out of 161	
<a href="#">Primary education, duration &gt; Years</a>	7	2012	9th out of 200	
<a href="#">Primary education, teachers per 1000</a>	4.82	2011	61st out of 134	
<a href="#">Pupil-teacher ratio.primary</a>	47.78	2011	12th out of 131	
<a href="#">Pupil-teacher ratio.secondary</a>	18.54	2008	31st out of 105	
<a href="#">Secondary education, duration &gt; Years</a>	6	2012	98th out of 197	

Source: <https://www.nationmaster.com/country-info/profiles/Uganda/Education>

## HIV AND AIDS IN UGANDA



### Uganda (2017)

**1.3m** people living with HIV

**5.9%** adult HIV prevalence (ages 15-49)

**50,000** new HIV infections

**26,000** AIDS-related deaths

**73%** adults on antiretroviral treatment\*

**68%** children on antiretroviral treatment\*

\*All adults/children living with HIV

Source: UNAIDS Data 2018

Source: <https://www.avert.org/professionals/hiv-around-world/sub-saharan-africa/uganda>