



UGANDA WOMEN'S EFFORT TO SAVE ORPHANS

DEVELOPMENT PLAN

FOR THE PERIOD 2017 – 2018

December 2016

Submitted to UWESO NEC

By UWESO Management

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1.0 Purpose of the Development plan

Management of Uganda Women's Effort to Save Orphans (UWESO) prepared this document to guide development initiatives of the organization for the next two years; January 2017 to December 2018. It provides a clear picture of business and aspirations of UWESO towards sustainability of its operations. The Development plan supports the efforts of UWESO's Strategic Plan 2016 – 2020 and will be assessed, revised and updated on an annual basis over the two year period. It is worthwhile noting that should any changes be made on the Strategic plan, such changes should also be adopted in this document. Due to the fact that capital investments like machinery are often sourced from outside the country; prices quoted in this plan are in US Dollars and where Ugx has been applied, the approximate exchange rate is 3,500 Ugx for 1US\$.

1.1 Brief History

UWESO was founded in 1986 to respond to the needs of children orphaned by civil strife of the early 1980s and HIV/AIDS pandemic. The organization has evolved into a broad based child rights organization, addressing the needs of Orphans and Vulnerable Children (OVC) nationally by identifying interventions that are strategic to the alleviation of their plight and partnering with relevant Government and civil society agencies to implement these interventions. The programs include: grassroots interventions spearheaded by UWESO women members; District-based interventions in partnership with donors and Government Ministries and global level advocacy initiatives in coalition with other child-focused and women support organizations. Over the 30 years' period, UWESO has supported over 1,200,000 OVC.

Being a national NGO, UWESO Head quarters is based in its fully owned office block in Kampala and has 6 operational regional offices across the country with varying degrees of program implementation. The regional offices have operational autonomy, supported by and accountable to the head office. In addition to these mainstream operations, UWESO has semi-autonomous units focused on distinct strategic objectives within the broad organizational vision and mission that include; an integrated vocational training and secondary school in Nakasongola District; a community-based child protection and development centre and Vocational Training Institute in Wakiso District and Community Multipurpose Cooperative with headquarters in Kampala.

Mission: UWESO's Mission is to promote the survival, development, participation and protection of Orphans and other Vulnerable children (OVC) in Uganda.

Vision: *"Society where all children live a full life"*

1.3 Strategic Priorities as per the Strategic Plan 2016 - 2020

Core Program area	Expected Outcomes
Strategic Objectives 1: Provide livelihood support for 250,000 OVC households to overcome drivers of vulnerability	
Building Sustainable Livelihoods	<ul style="list-style-type: none"> ✚ 70% of OVC and their households are food secure ✚ Strengthened economic security of OVC and their households that meet their short and long term economics needs through sustainable livelihood
Strategic Objectives 2: Increase access to protection and legal services for OVC, their caregivers and families/households	
Strategic Objectives 3: Expand access to educational services for OVC and families/households	
<i>Child Protection and Education</i>	<i>Increased access to protection and legal services for orphans and other vulnerable children, their caregivers and families/households</i>
<i>Child Protection and Education</i>	<i>Increase enrolments and retention of OVC of school going age to attain quality education within primary, secondary and vocational education cycles</i>
Strategic Objectives 4: Enhance access to essential health services for orphans and OVC, care givers and their households	
Improving Community Health	<ul style="list-style-type: none"> ✚ Increase access to and utilization of preventive and curable health services for OVC and their households ✚ Increase access to and utilization of safe water, sanitation facilities and secure shelter by OVC at households, community and intuitions levels
Strategic Objectives 5: Strengthen UWESO's governance structures and Provision of Technical Support Services that provide supportive environment for a coordinated OVC response	
<i>Institutional Development</i>	<i>Effective UWESO's Governance structures, Resource Mobilization efforts and other institutional mechanisms in place at national and sub national levels that provide supportive environment to deliver, coordinate and monitor provision of quality services and programmes for OVC.</i>

Roles and Responsibilities of the Development Program

The organization is 90% Donor funded and in the recent past funding from development partners has greatly dwindled. As a strategy of sustaining the organization's operations, UWESO is laying strategies for generation of her own resources to continue supporting OVC thus coming up with this development plan. This development plan is intended to aid in rising of funds, developing relationships and connecting UWESO with stakeholders who are passionate about the cause of OVC. The plan is also intended to solicit the buy in of knowledgeable experts who will lead and help

UWESO market this development plan. The seeding and nurturing of UWESO Assets, regional office branches and entities to be economically viable units is integral to the ultimate vision of UWESO for Ugandan civil society.

It is important to note that UWESO is a enormous giant endowed with a lot of untapped Assets and resources; we therefore call upon the friends of UWESO and those who have been touched by her work to support this initiative which is geared towards development and better utilization of UWESO's resources for the benefit of OVC of this great country; Uganda.

2.0 Land:

UWESO owns more than 20 parcels of land clustered around their regional offices and areas where there was previous program presence. 90% of these parcels of land were donated to the organization for purposes of supporting OVC. The priority is to regularize the ownership of these pieces of land since 60% do not have land titles and to develop those in strategic locations to be commercially viable.

2.1 Bugolobi

In this category the priority is to develop Plot 100 Spring Road Bugolobi measuring 0.528 of a hectare into office block apartments. The plans have been submitted to KCCA for approval; here below are the specifications of the proposed construction and the artistic impression of the completed structure.

Table 1: Space Details for Plot 100 Spring Road, Bugolobi; Detailed Drawings can be availed on request.

S/N	Details	Unit of Measure	No. of units
1.	Size of land:	acres	1.27
2	Built-up area per floor:	sqm	2,034
3	Net lettable Area:		
3.1	Ground Floor	sqm	514.9
3.2	1st, =	sqm	1,245.16
3.3	2nd	sqm	1,245.16
3.4	Third floor	sqm	1,245.16
3.5	Fourth Floor	-	
	Net Lettable Area	sqm	4,250.4
4	No. of Parking Slots	slots	90
5	Estimated total Project cost	USD	2,034,700

2.2 Nalukonge Estate, 640 Acres at – BURULI RANCH Plot No. 2A

The land is suitable for tree planting and currently there is a Secondary school, Vocational institute and a School farm

sitting on 20 Hectares. The rest of the land has not been put under any economic activity. The Forest resource and conservation Program (FRMCP-EC, 2002) conducted a research on the potential of Uganda for commercial plantation and findings were; cattle corridor Districts including Nakasongola are potential areas for tree planting. The natural vegetation represented by tree species such as *Albizia sp* and *Markhamia Lutea* is a positive indicator of the potential of Tree planting on this land.

This plan earmarks (100) hectares for establishment of a tree nursery and tree planting projects such as *Whistling pine*, *Grevillea robusta*, *Indian teak*, *Eucalyptus grandis pinus caribus*, *cupress Lusitanica*, *Tectona Grandis* to mention but a few. Bee keeping; Apiary has also been earmarked for this area.

A. SETTING UP A TREE NURSERY

Introduction

Tree nursery is planting of tree seedling for agro-forestry either on commercial basis or for use i.e. Tree planting. The project production and operating costs are US\$ 37,865 with capital investment of US\$4,004, which yield an annual profit margin of US\$2,695.

Production Capacity, Technology and Processes Description

The production capacity of the selected types in a three months period is 30,000 seedlings of pine trees, 100,000 seedlings of Eucalyptus, 500 musizi seedlings, 1,000 orange seedlings, and 3,000 mango seedlings. We shall use rudimentary farm implements like: hoes, pangas, shears and saws. UWESO has a tractor and furrow plough which can be used for opening and preparing land for cultivation. In the developed world seedbeds are prepared with ploughs, harrows, drills or broadcast seeders. Soil amendments are applied with a spreader; sprinklers for irrigation, pruners, and mowers are used to trim the tops and roots. Fertilizers, pesticides, herbicides will be applied for protection since this area is termite infested.

Scale of investment, capital investment requirements and equipment in \$

Capital investment item	Units	Qty	Unit cost	Amount
Garden Equipment	No	2	297	594
Panga	No	2	48	96
Saws	No	2	39	78
Pruners	No	3	240	720
Spades	No	12	515	6,180
Total cost on machinery				7,668

It is a small scale project with capital investment of not more than US\$ 4,004.

Production and operating Costs

Direct Materials, Supplies and costs

Cost Item	Units	Unit cost	Qty/ day	Cost/day	cost/ mth	cost/ yr
Direct Costs						
Mango Seeds	No	0.20	50	10	260	3,120
Orange Seeds	No	0.18	50	9	234	2,808
Mango Scions	No	0.10	50	5	130	1,560
Soils	Tones	15	0.46	6.92	180	2,160
Fertilizer	Kg	0.50	0.76	0.38	10	119
Pesticides	Litrs	0.90	1.90	1.71	44	534
Sub-total		0.48	150	24.00	624	7,488
General Costs (Overheads)						
Admin Expenses					450	5,400
Labour					920	11,040
Utilities					220	2,640
Rent					308	3,696
Selling & Distribution					250	300
Depreciation					83	1,001
Misc					300	3,600
Sub-total					2,531	30,377
Total Operating Costs					3,155	37,865

We need soils of three types, Forest soils, sand soil and loam soils, polythene bags of various sizes, tree seeds, pesticides and others. Tools needed are: wheel barrows, hoes, pangas, poles watering cans; labour will include semi skilled and unskilled labour and consultants.

Market Analysis

The market for tree seedlings has increased due to government intervention through encouraging afforestation in the country. There is a new development in the sector where people with large extracts of land are investing in planting trees as a long time investment. UWESO has applied to join Uganda Timber Growers Association to tap into the opportunities available for investors in this sector.

Project product costs and price structure in US\$

Item	Qty/ day	Qty/yr	Unit Cost	Pdn cost/yr	Unit price	T/rev
Mango	100	31,200	0.82	25,708	0.70	21,840
Orange	100	31,200	0.82	25,708	0.60	18,720
Totals						40,560

Profitability analysis in US\$

Profitability Item	Per day	Per Month	Per Yr
Revenue	130	3,380	40,560
Less: Prdtn and Op Costs	121	3,155	37,865
Profit	9	225	2,695

A gross profit margin of US\$ 2,695 annually is predicted, but as time goes by the profit margin will increase after recovering the initial capital.

Government Facilities and Incentives

People are sensitized through the afforestation programme and seeds are availed to farmers at reasonable prices.

B. COMMERCIAL TREE PLANTING

Summary of prescriptions for commercial tree planting; detailed proposal is available on request.

1. The period of the Forest management plan (FMP) shall be 20 years from 2017 to 2037 but revised every 5 years.
2. The plantation shall have pine and eucalyptus and other species such as Pinus caribea
3. Seedlings shall be procured from SPGS certified nursery for the first year of planting thereafter from our own nursery for subsequent plantings.
4. The rotation period shall be 20 years with interim yields from thinning.
5. I the first year, the seedlings shall be procured in excess of 10% to cater for beating up.
6. Seedlings shall be booked early enough to ensure proper timing of planting.
7. Planting shall be by contract with SPGS certified nursery.
8. Planting shall be done at spacing of 3.0 x 3.0 meters.
9. Weeding (slashing and spot hoeing shall be carried out at least twice a year until tree canopy closes.
10. Training for plantation work shall be given to staff for better performance.
11. Equipment and tools shall be purchased at proper time.

12. Plantation management shall monitor the performance of the annual work programme.
13. Project report shall be prepared quarterly and submitted to UWESO and technical leads in SPGS on update of the project.
14. Evaluation shall be carried out after every 5 years.
15. Implementation of this FMP shall ensure that all records are properly kept for future reference, accountability and improvement in plantation management.
16. The project is feasible and viable with positive NPV of **Ugx 12,851,973,000** and Benefit to Cost ratio of **13.86**.

C. BEE KEEPING (APIARY)

This business idea is for keeping bees for production of honey and bee wax. The Revenue potential is estimated at US\$ 8,300 per year. The Project cost is US\$ 8942.

Process Description

Bee hives are opened after the bees have been smoked out using the smoke pump, honeycombs are pressed by hand. Honey is separated from the wax using pressing machines to produce better quality honey. Honey from honeycomb is extracted, warmed, strained and bottled.

Market Analysis

There is high demand for honey for home consumption and pharmaceutical use in making drugs. Some beekeepers salvage the comb to use its wax for candles or at times it is mixed with maize flour to make ice-cream cones. In addition, wax is demanded by cobblers, makers of household textiles and garments. There are so many small scale farmers investing in this business spread all over the Country.

Capital Investment Requirements in US Dollars

Capital investment item	units	Qty	unit cost	Total
Centrifuge Machine	No	1	3,000	3,000
Wooden Bee hives	No	50	15	750
Smoker Pumps	No	1	25	25
Buckets	No	5	3	15
Hive Tools	No	4	1	4
Protective Wear	No	4	15	60
Filtering Seaves	No	4	1.5	6

Land	Acre	3	750	2,250
Total				6,110

Production and Operating Costs in US\$

Cost Item	Units	Unit cost	Qty/ day	Pdn cost/day	Pdn cost/ mth	Pdn cost/ yr
Direct Materials, Supplies and Costs						
Bee Wax	Kgs	0.6	10	6	156	1,872
Sub - Total					156	1,872
Packaging materials	Pcs	0.075	64	5	125	1,498
General Costs (Overheads)						
Utilities; water					15	180
Utilities, power					15	180
Salaries					50	600
Sub-total					80	960
Total Operating Costs					236	2,832

Production assumed 4 quarters per year, direct costs include: materials, supplies and other costs that directly go into production of the product.

Project product cost and price structure in US\$

Item	Period	Out put	Unit price	Total Cost	Total Revenue
Honey	Per Qtr	200	10	5	2,000
	Per Year	800			8,000
Bee wax	Per Qtr	150	0.5		75
	Per Year	600			300
Total					8,300

Profitability analysis in US\$

Profitability Item	Per Quarter	Per Yr
Revenue		
Honey	2,000	8,000
Bee Wax	75	300

Less: Prdtn and Op Costs	236	2,832
Profit	1,839	5,468

Source of Supply of Raw materials and Equipment

All Equipments, tools and other Materials can be got from the local market. However, Bees can be got from the already practicing farmers in this business.

3.0 Vocational Training and Promotion of Small Scale Enterprises

Among the programs offered, UWESO has implemented the Post Primary and Secondary Education Support to OVC at Migyera UWESO Training Institute (MUTI) since February 2003 in Nakasongola District. Due to the increasing vulnerability amongst young people aged 13 to 25years; there is still need to equip the youth with employable vocational skills. Consequently, UWESO with the support from the Government of the Democratic Socialist Republic of Shri-Lanka has established another Vocational Institute at Masulita in Wakiso District. Masulita Vocational Center is planned to serve the Districts of Luweero, Wakiso, Nakaseke, Mpigi, Goma and other neighboring areas.

Profile of Masulita UWESO Training Institute

Masulita UWESO Training Institute sits on 10 acres of land that also houses UWESO's Masulita Children's Home (MCV) where street children and those that have been abandoned are taken for rehabilitation as they wait for resettlement.

Institute Location

The Institute is located 40 km from Kampala City along Kampala-Hoima road and 7km off Kakiri town in Wakiso District.

Infrastructure, Equipment and Tools

The institute has two blocks that house administration offices and workshops and lecture rooms. It has a good environment for learning and land suitable for demonstration gardens for skills transfer both to the trainees and the neighboring households. The institute has a sickbay with a qualified resident nurse to attend to any medical emergencies.

The institution has the capacity to train more than 250 trainees in the following trades listed in Table 2 but lacks sufficient tools and equipment. It is therefore upon this background that Masulita UWESO Training Institute seeks for assistance from any willing individual(s), organization and government to provide tools and equipments to enable the institution conduct training effectively.

Classroom Block and Administration Block



Table 2: List of proposed courses and tools required; It is estimated that procurement of tools for vocational training will cost approximately UGX 500, 000,000 approximately \$142,857.

S/N	Trade	Tools/equipment required
1	Building and Concrete practice (BCP)	Building square, Spirit level, Bolster, Club hammer, Damp level, Straight edge, Measuring tape, Brick trowel, Roughcast machine, Engineering bob
2	Hair dressing and Styling (HD)	Stand Hair dryer, Sterilizer, Combs, Hand dryer, Trolleys, Hair rollers, Buckets, Dolls, Dressing mirrors, Styling gel and pins, Scissors
3	Tailoring and Cutting garment (TCG)	Sewing machines (both electrical and manual operated), French curves, Scissors, Machine needles, Hand needles, Flat irons/iron boxes, Straight edges, Threads
4	Carpentry and Joinery (CJ)	Thickening machine, Spindle molder, Lathe, Router plane, Surface planer, Hand drill, Circular saw machine, Portable power planers, Hand planes, Chisels Jig saws, Hand saws (rip saw, crosscutting saw, Tenon saw, panel saw), Try squares, Bevel squares, Measuring tapes, Portable power saws, Scribes, Mallets, Claw hammer, Claw bar, Rebate plane, G-cramps, Sash cramps
5	Computer and Secretarial Studies (CS).	Computers, Data projectors, External CD-ROMS
6	Motorcycle mechanics (MCM)	Used Motorcycles, Complete Tool box (with all spanners and other related tools)

7	Welding and fabrication (WMF)	Welding machine/plant with its Cables, welding masks, Eye shields and goggles, Grinder, Welding torch, Drilling machine, Chipping hammers, Try squares, Scribes, Wire brushes, Centre punches, Grinding stones, Measuring tapes, Hacksaws and blades, Welding electrodes, Metal sharpening files
8	Motor vehicle mechanics	Used motor cars, Used car engines, Complete tool box with all spanners and other related equipment
9	Electrical installation and electronics	Ammeters, Pliers, Ohmmeters, Voltmeters, Assorted screw drivers, Phase testers, Folding ladders
10	Agriculture	Farm implements and Tools

In addition to the conventional Vocational trainings, this plan also proposes public private partnership engagements where UWESO will make customized promotional items for the private sector. The proposal is also to impart the children undergoing rehabilitation at MCV and the neighboring component OVCs Households with these marketable skills to enable them live meaningful lives, become actors of change in their communities and not get back to the streets because of deplorable conditions in their households.

A. Making Cotton T-Shirts

Introduction-This business idea is for production and marketing of cotton T-shirts. Cotton T-shirts are particularly for sports and casual wear. A good sweat absorbent wear, these garments are soft, tough and wrinkle free. The revenue is estimated at **US\$702,000** per year, and the project cost is estimated at **US\$229,424** per year. The production capacity per day is 450 T-shirts per day.

Production Process

As per the desired sizes and designs, the knitted fabric is cut into pieces and labeled as per measurement of the latest designs in the market. Then, the required button stitching is added to the semi finished fabrics. These products undergo strict quality control measures as knitted shirts and finished garments that are ready for packing and marketing.

Market Analysis

The demand for T-shirts has been increasing as a casual wear especially for sportswear. Apart from domestic demand, the shirts enjoy a lot of demand from the export market. With the current market prospects in the Western countries, this could yet turn out to be a very profitable project.

Capital Investment Requirements in US\$

Capital investment item	Units	Qty	Unit cost	Amount
Over lock machine	1	1	750	750
Cutting machine	1	1	2,500	2,500

Sewing machine	1	5	450	2,250
Industrial flat iron	1	1	250	250
Packing materials	1	100	0.03	3
Cutting set	1	6	10.00	60
Measuring tape	1	2	2.5	5
Zig zag machine	1	1	600	600
Van	1	1	6,000	6,000
Total cost on machinery				12,418

Production and Operating Costs

Cost Item	Unit	Unit cost/day	Qty/day	Pdn cost/day	Pdn cost/Month	Pdn cost/yr
Cotton knitted fabric mtrs	meters	1.5	450	675	17,550	210,600
Sub-total			450	675	17,550	210,600
General costs(overheads)						
Utilities(water and power)					150	1,800
Labour					750	9,000
Rent					100	1,200
Miscellaneous costs					50	600
Distribution costs					260	3,120
Depreciation(Asset write off)Expenses)					259	3,104
Sub -total					1,569	18,824
Total Operating Costs					19,119	229,424

1. Production costs assumed are for 312 days per year; with a daily capacity of 450 pieces of T-shirts.
2. Depreciation (fixed assets write off) assumes 4 years life of assets written off at 25% per year for all assets.
3. Direct costs include: materials, supplies and other items that directly go into production of the product.

Project Product Costs and Price in US\$

Item	Qty/day	Qty/yr	Unit Cost	Pdn cost/yr	Unit Price	Total Revenue
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T-shirts	450	140,400	1.63	229,424	5.0	702,000
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Profitability Analysis in US\$

Item	Per day	Per month	Per year
Revenue	2,250	58,500	702,000
Less pdtn & op Costs	735	19,119	229,424
Profit	1,515	39,381	472,576

Source of Supply of Raw materials and Equipment

The raw materials can be sourced locally from knitting industries like phoenix, and Equipment could be imported from Italy and German. Some of the donated items can subsidize the initial production costs.

Government Incentives

UWESO will seek government support and incentives for local industries where possible.

B. KNITTING OF WOOLEN KNITWEAR

Introduction-

During the International Women's Day celebrations on 8th March 2016, at Kololo Independence grounds while inspecting the exhibition stalls, the President of Uganda promised a knitting machine to support UWESO's effort of making sweaters. Building on that planned investment, we plan to make woolen knitted products that are highly demanded especially by institutions such as: schools, companies and for individual usage. The business idea is aimed at establishing a woolen knitting project with minimum fixed capital of 18,302US dollars, producing an average of sixty woolen knitwear products per day totaling to 18,720 pieces fetching a revenue of 121,680US\$ when sold in the first year of operation. The operating costs are 99,601US\$.

Production Capacity, Technology & Process

The production process involves winding yarn and then knitted in different fashions desired. The product is combined together by a sewing machine and then packed. The production capacity largely depends on the nature of the machines used, the efficiency and experience of the workers, and the desired objectives of the project.

Investment Scale, Capital Requirements and Equipment

The capital requirements largely depend on the investment scale and equipments to be used but the table below shows the knitting equipments that can be used.

Capital Investment Requirements in US \$

Capital investment item	units	Qty	unit cost	Total
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Knitting machine	No	2	7,000	14,000
Sewing machine	No	2	250	500
Furniture	No			2,500
Scissors	No	10	15	150
Measuring tapes	No	12	6	72
Steam Iron	No	2	40	80
Other Equipment	No	-	-	1,000
Total				18,302

Production and Operating Costs in US\$

1. Production costs assumed are for 312 days per year with daily capacity of knitting 60 pieces of woolen knitwear.
2. Depreciation (fixed asset write off) assumes 4-years life of assets written off at 25% per year for all assets.
3. Direct costs include: materials, supplies and other costs that directly go into production of the product.
4. Total monthly days assumed are 26-work days.

(a) Direct Materials, Supplies and Costs

Cost Item	Units	Unit cost	Qty/ day	Pdn cost/day	Pdn cost/ mth	Pdn cost/ yr
Direct Costs						
Rolls of yarn	Rolls	0.7	254	178	4,623	55,474
Rolls of threads	Rolls	0.45	35	16	410	4,914
Packaging materials	Pcs	0.075	64	5	125	1,498
Sub-total			353	198	5,157	61,885
General Costs (Overheads)						
Labor					954	11,450
Utilities					346	4,150
Selling and distribution					187	2,240
Miscellaneous expenses					88	1,050
Administration expenses					188	2,250
Rent					1,000	12,000

Depreciation	381	4,576
Sub-total	3,143	37,716
Total Operating Costs	8,300	99,601

Market Analysis

The market for woolen products exists with major consumers such as: education institutions, medical institutions, fashion shops and individuals buying.

Project Product Costs and Price Structure

Item	Qty/ day	Qty/yr	Unit Cost	Pdn cost/yr	Unit price	T/rev
Woolen Knitwear	60	18,720	5.32	99,601	6.5	121,680
Profitability Analysis Table						
Profitability Item				Per Day	Per month	Per Year
Revenue				390	10,140	121,680
Less:						
Pdn & Op Costs				319	8,300	99,601
Profit				71	1,840	22,079

Government Incentives

The government policy of tending to ban second hand clothes can be a turning point of protecting local manufacturers of textile products from unfair competition from developed economies.

C. MAKING COTTON KNITTED WEARS

Introduction:

This business idea is for making cotton knitted wears. Cotton knitted outwears such as pullovers, slippers and children suits etc are substitutes for woolen garments which are expensive. They have a relatively high demand in middle class and low income people areas. The business idea is premised on production of 2,600 pieces per month which translates into 31,200 pieces per Year. The revenue potential is estimated at US\$ 13,000 per month which translates into US\$ 156,000 per year with a sales margin of 10%. Total Investment requirement is US\$3,588.53.

Production Capacity

The production capacity will depend on the labour, materials and equipments used in the production process. The business idea is premised on three hundred and twelve working days single shift of 8 hours per day; the unit is designed to have a minimum production of 10 pieces per day which translates into 2,600 pieces per month.

Technology and process Description

Cotton knitted cloth in various designs and colors combination is purchased from the knitting units. The cloth is spread on the cutting table and required size of garments is cut. These cut pieces are first stitched with lock stitching sewing machines and then over locked. The stitched garments are pressed and then packed for marketing.

Scale of Investment, Capital Investment Requirements and equipments:

This Business Ideas for both small scale and medium scale investment, and capital injected depends on the desired production capacity.

Capital Investment Requirements in US\$

Capital Investment Item	Units	Qty	Unit Cost	Amount
Over lock stitching machine with motor	No	1	750	750
Sawing machine with motor	No	2	1,500	3,000
Cutting table	No	4	20	80
Electronic flat Iron	No	2	20	40
Steam Pressing table	No	1	250	250
Weighing balance	No	1	150	150
Stools.etc	No	4	10	40
Delivery van	No	1	7,500	7,500
Total				11,810

Production and Operating Costs Direct Materials, Supplies and Costs in US\$

Cost Item	Units	Unit cost	Qty/ day	Pdn cost/ day	Pdn cost/ month	Pdn cost/ year
Direct Costs						
Knitted fabric	meter	1.5	175	262.5	6,825	81,900
Internal lining	meter	0.5	120	60	1,560	18,720
Buttons	kg	1	0.5	0.5	13	156
Zips	No	0.15	58	8.7	226	2,714
Hooks	kg	1	0.5	0.5	13	156
Cardboard boxes	No	0.5	10	5	130	1,560

Packing materials	No	0.005	100	0.5	13	156
Sub-total			464	337.7	8,780	105,362
Gen Costs(Overheads)						
Labour					1,498	17,976
Rent					250	3,000
Utilities					100	1,200
Miscellaneous Costs					100	1,200
Dptn (Asset w/o) Exp					246	2,953
Sub-total					2,194	26,329
Total Operating Costs					10,974	131,691

1. Production costs assumed are for 312 days per year with a daily capacity of 100 Pieces of cotton Knitted wears.
2. Different knitted wears in different sizes and designs can be made.
3. Depreciation (fixed asset write off) assumes 4 years' life of assets written off at 25% per year for all assets.
4. Direct Costs include materials, supplies and other costs that directly go into production of the product.
5. A production month is assumed to have 26 workdays.

Project Product Costs and Price Structure in US\$

Item	Qty/ day	Qty/Yr	Unit cost	Pdn cost/Yr	Unit price	T/rev
Cotton knitted wears	100	31,200	4.2	131,691	5	156,000

Profitability Analysis in US\$

Profitability Item	Per day	Per Month	Per Yr
Revenue	500	13,000	156,000
Less: Prdtn and Op Costs	422	10,974	131,691
Profit	78	2,026	24,309

Market Analysis

Their market potential is high because there is readily available market all over the country. **Source of Supply of Equipments and Raw Materials**

The Machinery and equipments are of a particular make and are available in the local market.

Government Incentives

Government heavily subsidizes cotton growing and equipments in order to make them readily available to the manufacturers of cotton knitted wear. It also discourages importation of second hand clothes and encourages dealers to manufacture garments locally through subsidies.

D. MAKING PAPER BAGS

Introduction; Paper bags can be made in any size from craft paper, which is mainly used as packaging material for various items like food, pharmaceuticals, flour, cereals and grains among others.

Production Capacity

This plant will be able to produce 2,250 paper bags of half a kilo per day amounting to 67,500 paper bags per month.

Process Description

Paper bag making process is very simple and the following steps are taken:

- (i) Cutting of paper by a paper cutting machine, (ii) Drawing label lines for folding by a Die – cutter, (iii) folding using a piece of wood, and finally (iv) gluing.

The Scale of Investment

This plant will be operated on a small scale due to high capital requirements to purchase heavy duty machinery. It is estimated that this plant will need an initial capital investment of US\$ 1,398 inclusive of the working capital for the first month of operation.

Market Analysis

The demand for paper bags is widely spread in all sectors in the Ugandan economy due to government's policy of abolishing use of polythene bags. This has stimulated the growth of paper bag making industries in the country. Paper bags are mainly used in factories, hospitals, clinics, hotels, retail shops, super markets, schools & markets. UWESO will partner with private sector and make promotional customized bagging materials.

Project Costs

1. Capital Investment Requirements in US\$

Capital Investment Item	Units	Qty	Unit Cost	Amount
Delivery Motor Cycle	No.	1	2,000	2,000
Glue Board	No.	1	50	50
Folding Wood	No.	1	5	5
Paper Cutter	No.	1	4,000	4,000
Die Cutter	No.	1	2,000	2,000

Furniture	No.	2	30	60
Total Amount				8,115

2. Operating Costs in US\$

Item	Unit	Unit Cost	Qty/ day	Prod. Cost/ day	Prod. Cost/ Month	Prod. Cost/ Year
Direct Costs						
Craft paper	Rms	23	4	92	2,392	28,704
Glue	Ltrs	2.5	10	25	650	7,800
Sub total				117	3,042	36,504
General Costs (Over heads)						
Rent					200	2,400
Labour					300	3,600
Glue Brush					5	60
Utilities (Power)					300	3,600
Repair & Maintn					300	3,600
Fuel					200	2,400
Dp(Asset w/o) Exp					169.4	2,029
Sub - total					1,474.4	17,689
Total Op Costs					4,516.4	54,193

3. Project Product Costs and Price Structure in US\$

Item	Qty/ day	Qty/Yr	Unit cost	Pdn cost/Yr	Unit price	T/rev
Paper Bags	2,000	624,000	0.12	76,509	0.15	93,600

4. Profitability Analysis

Profitability Item	Per day	Per Month	Per Yr
Revenue	300	7,800	93,600
Less: Prdin & Op Costs	117	4,516.4	54,193

Profit	183	3,283.6	39,407
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Sources of Supply of Raw Materials

Paper bags are made from graft paper which is available in local stationery shops in Uganda.

Government Incentives

The Government policy is to get rid of plastic polythene bags. This establishment of a paper bag plant as an alternative will be a welcomed intervention as they are environmentally friendly.

E. MAKING PVC FILES

Introduction: Articles made from PVC such as files and albums are popular now. These are durable and attractive and have very good demand in the market. PVC files and albums can be used by anyone and they have gained popularity in most institutions today. Stationery is essential in the day to day functioning of offices and educational institutions. Today, fashions and technology also influence stationery to a large degree. This business idea will cost US \$ 75,953 with a production capacity of 144,000 files giving estimated revenues of US \$ 100,792 annually.

Production Process, Capacity and Technology

PVC sheets are cut into required sizes and softened by heat. They are then welded to get desired shape of PVC sheet. The profiled plant has a minimum capacity of 12,000 files per month.

Market Analysis

There is good scope for these PVC products as they are water resistant and are also available in attractive colours. Diary covers, notebooks, ration card covers, etc., can be made and supplied as per the demand.

Capital Investment Requirement in US\$

Item	Unit	Qty	Price	Total cost
File making machine	No	1	750	750
Plastic welding machine	No	1	500	500
Riveting & Creasing mchine	No	1	1500	1,500
File hole punching mchine	No	1	700	700
Cutting Machine	No	1	650	650
Total cost of tools & Equipment				4,100

1. Production costs assume 312 days per year with daily capacity of 462files.
2. Depreciation (fixed asset write off) assumes 4 year life of assets written off at 25% per year for all assets.
3. Direct costs include: materials, supplies and all other costs incurred to produce the product.
4. A production month is 26 work days.
5. Currency used is US Dollars.

(a) Direct Materials, Supplies and costs

Item	Unit	Unit Cost	Qty/ day	Prod. Cost/ day	Prod. Cost/ Month	Prod. Cost/ Year
Direct Costs						
PVC sheet	Mtrs	2.50	77	193	5,005	60,060.00
Others (fasteners)	Kgs/pkts	2	1	1.50	39.00	468.00
Sub-total				194	5,044.00	60,528.0
General Costs (Overheads)						
Labour					550	6,600
Selling & distribution					200	2,400
Utilities					250	3,000
Rent					150	1,800
Misce expenses					50	600
Depreciation					85	1,02
Sub-total					1,285	15,425
Total Opng Costs					6,329.40	75,953.0

3. Project product costs and Price Structure in US\$

Item	Qty/ day	Qty/Yr	Unit cost	Pdn cost/Yr	Unit price	T/rev
Pvc Files(Display, level arch, divider etc)	462	143,988	0.5	75,953	0.7	100,792

4. Profitability Analysis

Profitability Item	Per day	Per Month	Per Yr
Revenue	323	8,399	100,792
Less: Prodn & Opng Costs	243	6,329	75,953
Profit	80	2,070	24,839

Source of Supply of Equipment and Raw materials:

Major Equipment can be imported from China and India. Raw materials can be locally got from paper dealing Industries.

F. MAKING SISAL FIBRE HANDCRAFTS

Introduction: This business idea is for production of sisal fibre handicrafts. Sisal fibre extracted from sisal leaves is used for making many types of decorative items, bags, wall hangings and toys. The products from sisal are normally appealing in tourist places, hotels and restaurants. The business idea aims at production of 1,300 pieces of fibre handicrafts. The revenue potential is estimated at US\$ 262,080 per year with a sales margin of 15%. The total capital investment for the project is US\$ 1,200.

Plant Capacity

The profiled plant has a minimum capacity of 50 units per day.

Technology and Production Process

Sisal leaves are cut and fibre extracted through a Raspador machine. After washing in water and subsequent drying, the leaves are 'beaten' to remove undesired particles. The dry fibre is used for making braids, which are dyed and made into attractive handicrafts.

Market Analysis

There is high demand for Sisal Fibre Handicrafts especially in Urban and Tourist Centres. These products are elegant and mainly consumed by high class people hence fetching more revenue into the Country. This sector is still under developed.

Scale of Investment

1. Capital Investment Requirements

Capital Investment Item	Unit	Qty	Price	Total cost
Raspador Machine	No	1	700	700
Hand tools	No		500	500
Total	No	1		1,200

2. Production and Operation costs

Item	Unit	Unit Cost	Qty/ day	Prod. Cost/ day	Prod. Cost/ Month	Prod. Cost/ Year
Direct Costs						
Crude Petroleum Jelly	Kgs	0.75	129	97	2,517	30,200
Oils	Litre s	3	7	22	583	7,000

Scented ingredients	Kgs	7.5	1	10	250	3,000
Wax	Kgs	2	2	4	100	1,200
Packaging materials	Pieces	0.04	721	29	750	9,000
Sub total					4,200	50,400
General Costs (Over heads)						
Labour					700	8,400
Other materials					1000	12,000
Utilities					1500	18,000
Admn expenses					1500	18,000
Selling & Distribution					3250	39,000
Fuel					3000	36,000
Misc expenses					700	8,400
Dep (Asset w/off) Ex					2544	30,528
Sub - total					14194	170328
Total Op Costs					18,394	220,728

Production is assumed for 312 days per year. Depreciation assumes 4 year life of assets written off at 25% per year for all assets. A production Month is assumed to have 26 days.

Project Product costs and Price Structure in US \$

Item	Qty/ day	Qty/Yr	Unit cost	Pdn cost/Yr	Unit price	T/rev
Bags	70	21,840	10	222,612	12	262,080

Profitability Analysis in US \$

Profitability Item	Per day	Per Month	Per Yr
Revenue	840	21,840	262,080
Less: Prod & Op Costs	713	18,526	222,312
Profit	127	3,314	39,768

Sources of Supply of Raw Materials and Equipments

Both Equipments and Raw materials can be sourced locally.

Government Incentives

The Government supports small scale and women organizations through OWC Programme, formation SACCOs, and Micro financing.

G. MAKING PLASTIC FOLDERS

Introduction: This business idea is aimed at Production and Marketing of Plastic Folders. The idea is premised on production of 13,000 Plastic Folders per month which translates into 156,000 per year. The revenue potential is estimated at US\$ 9,750 per month which translates into US\$117,000 per year. The business has a good market demand throughout the year and has a production capacity of 500 plastic folders per day. This kind of investment can cost about US\$13,250.

Production Process

PVC sheet and U-shaped profiles are used, which are of different sizes and thickness made available in the form of rolls. As per the requirements, these rolls are cut with the help of a plastic welding machine into different sheet sizes, with the help of a plastic welding machine, into different sheet sizes. With the help of U shaped profile, PVC sheets are attached as per the folder requirements.

Market Analysis

There is a good demand for plastic folders with an increase of educational institutions, banks, financial institutions and other organizations. Special orders are normally placed by commercial and other organizations with the manufacturers for different types and sizes of plastic folders. Plastic folders are stocked in all bookshops, supermarkets and retail shops through the country. This industry has not registered any investor in this industry.

Capital Investment Requirements in US \$

Total Cost of Machinery

Capital Investment Item	Unit	Qty	Price	Total cost
Plastic Welding machine	No	1	5,600	5,600
Plastic Cutting machine	No	1	2,600	2,600
Screen printing machine	No.	1	2,000	2,000
Other tools	No.	1	50	50
Delivery van	No	1	3,000	3,000
Total				13,250

Production and Operating Costs in US\$

Direct Materials, Supplies and Costs

Item	Unit	Unit	Qty/	Prod.	Prod.	Prod. Cost/
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		Cost	day	Cost/ day	Cost/ Month	Year
Direct Costs						
Plastics	Kgs	0.1	100	10	260	3,120
Sub-total					260	3,120
General costs (Overheads)						
Utilities (power)					100	1,200
Utilities (water)					18	210
Salaries					150	1,800
Rent					150	1,800
Depreciation (Assets write off) Expenses					276	3,313
Sub-total					694	8,323
Total Op Costs					954	11,443

Production costs assumed 312 days per year with a daily capacity of 500 Herbal Deodorants.

Depreciation (fixed assets write off) assumes 4 years life of assets write off at 25% per year for all assets. Direct costs include: materials, supplies and other costs that directly go into production of the product.

Project Product Costs and Price Structure in US\$

Item	Qty/ day	Qty/Yr	Unit cost	Pdn cost/Yr	Unit price	T/rev
Plastic folders	500	156,000	0.1	11,443	0.8	117,000

Profitability Analysis in US \$

Profitability Item	Per day	Per Month	Per Yr
Revenue			
Plastic folders	375	9,750	117,000
Less: Production and Operating Costs	37	954	11,443
Profit	338	8,796	105,558

Source of Supply of Raw Materials and Equipment

Raw Materials and Equipment can be imported from China and India.

Government Incentives

Government has scrapped taxes on scholastic materials in a bid to boost the education sector.

H. MAKING SCHOOL BAGS

Introduction: The idea is premised on production and marketing of 20,800 bags per month which translates into 249,600 bags per year. The revenue potential is estimated at USD 31,200 per month which translates into USD 374,400 per year. The business has a good market demand throughout the year especially at the beginning of term. This kind of investment can cost about US 5, 027.

Production Process

The manufacturing process calls for skill in cutting the raw material, followed by stitching and fixing accessories before it is packed for dispatch. An internal lining is fixed to prevent easy tearing from the inside.

Market Analysis

With the growing numbers of school-and-college-going children, the demand for these bags is on the rise. Hence, there is a ready market for neatly stitched bags. The plant may also incorporate in other bags like transport bags. These are all easily marketable in Uganda. This industry is not developed in Uganda.

Capital Investment required in US

Capital Investment Item	Unit	Qty	Price	Total cost
Industrial Sewing Machine	No	2	2,500	5,000
Pair of scissors	No	5	5	25
Measuring tape	No	1	2	2
Delivery van	No	1	4,500	4,500
Total cost of Machinery	No			5,027

Production and Operating Costs in US\$

a) Direct Materials, Supplies and Costs

Item	Unit	Unit Cost	Qty/ day	Prod. Cost/ day	Prod. Cost/ Month	Prod. Cost/ Year
Direct Costs						
Tarpaulin	Mtrs	1.3	100	125	3,250	39,000
Zips	No.	0.3	800	200	5,200	62,400

Threads	Bundles	1.5	3	5	117	1,404
Sub-total					8,567	102,804
General costs (Overheads)						
Utilities (power)					150	1,800
(Utilities (water)					10	120
Packaging					50	600
Salaries					150	1,800
Renting					150	1,800
Dep (Assets w/o) Ex					105	1,257
Sub-total					615	7,377
Total Op costs					9,182	110,181

Production costs assumed are for 312 days per year with a daily capacity of 800 School bags.

Depreciation (fixed assets write off) assumes 4 years life of assets write off at 25% per year for all assets. Direct costs include: materials, supplies and other costs that directly go into production of the product.

Item	Qty/ day	Qty/Yr	Unit cost	Pdn cost/Yr	Unit price	T/rev
School bags	800	249,600	0.4	110,181	2	374,400

Profitability Analysis in US\$

Profitability Item	Per day	Per Month	Per Yr
Revenue			
School bags	1,200	31,200	374,400
Less: Prdn and Op Costs	353	9,182	110,181
Profit	847	22,018	264,219

Source of Supply of Raw Materials and Equipment

Raw Materials and Equipment can be imported from China and India.

References:

1. Uganda Investment Authority Final Report for Generation And Up-Dating Of Business Ideas, May 2010.
2. UWESO Strategic Plan; 2016 - 2020