



## UPCYCLE AFRICA BUSINESS PLAN

Upcycle Africa located at Social Innovation Academy  
Mayembe upper Plot 139, near the UPDF barracks) Mpigi, Uganda.  
Kavuma Johnmary (CEO and Production) Business Administration Student  
Tel: +256759998614  
Email Address:  
[upcycleafricalimited@gmail.com](mailto:upcycleafricalimited@gmail.com), [info@upcycleafrica.org](mailto:info@upcycleafrica.org),  
[www.upcycleafricalimited@gmail.com](http://www.upcycleafricalimited@gmail.com)

### Team

Kavuma Johnmary, Social entrepreneur, business developer, co-founder Upcycle Africa  
David Monday, Engineer, Coach, Social entrepreneur, co-founder, Upcycle Africa  
Kavuma Johnmary, Social entrepreneur, marketer, environmentalist, co-founder Upcycle Africa  
Kyazze Edward is a engineer, consultant  
Etienne Salborn, strategist, mentor and Founder of Social innovation academy.

### Table of Contents

Executive Summary.....	3
Marketing Strategy .....	3
Operations .....	3
Current Next Steps.....	4
Social Impact .....	4

Introduction .....	5
Overview .....	5
Vision Statement .....	5
Mission statement: .....	5
To prevent malaria through using natural components to ward off mosquitoes.	5
The Product: .....	8
Industry and Market Analysis: .....	9
Competition .....	11
SWOT Analysis .....	13
Our strength: .....	13
Our weaknesses .....	13
Our opportunities .....	13
Our threats: .....	13
Strengths .....	14
Weaknesses .....	14
Opportunities .....	14
Threats .....	15
Operations Plan. ....	16
Marketing Plan .....	16
Management .....	18
Financial Plan .....	20
Key financial indicators. ....	21

## **Executive Summary**

Upcycle Africa is a company that is uplifting the lives of marginalised youth in different parts of Uganda and Africa at-large while promoting innovative mind-set among youth. We empower youths in waste collection as well as changing their mind set about plastic waste and employ them as waste collectors from different parts of Uganda. After collecting waste, it is sorted and plastic bottles compacted with soil by marginalised women and girls in our communities. This gives them a chance to earn a living so that they are able to fend for their families since most of them are widows and single mothers. We train youth skills of creative construction using used plastic as a way of constructing affordable houses as well as saving the environment from dangers caused by plastic accumulation. Uganda's population is the fastest growing in the entire world. Within the next twenty years the population is expected to double and this puts massive pressure on the housing sector. At the same time, conventional construction is still much reliant on the ordinary building materials, majorly burnt bricks. The burning process of these bricks consumes a lot of wood that accelerates the existing challenge of deforestation. Upcycle Africa located in Mpigi has been creating innovative solutions to tackle the challenges.

Recently the world has started focussing on the impact we are having on our planet. The overpowering problem of decomposition of plastics is in the forefront of global issues. Uganda is one of the largest consumers of plastics in East-African countries. The absence of government support in recycling has left us with years of accumulated plastic waste. Rural areas are the most affected with plastic waste accumulation. Our plastic use has increased spontaneously over the last 15 years. According to Kampala Capital City Authority, 28,000 tons of garbage are now collected in suburban areas every day, 40% still remains uncollected. This still leaves a lot of plastic waste in our lakes, streams, road sides, drainage systems, forests and other unfit places. According to the National environmental management authority, (NEMA) approximately 600 tons of plastic waste is disposed of in our capital, Kampala, every day. The aforementioned large quantity of plastic waste is due to the rapid rate of emerging small scale producing companies. These small companies are competing with bigger industrial companies to produce more plastic products, hence dramatically increasing the accumulation of plastic waste.

### **Marketing Strategy**

Through community sensitizations with our project "Use It Back" under Upcycle Africa we advocate for environmental sustainability while creating awareness to communities, institutions about our services. We hope to involve youth and create a small sales force of promoters. Currently we have been marketing our services through word of mouth marketing, printing of banners and placing them in different parts of the towns as well as attending innovative exhibitions where we are given a chance to demonstrate our work and by doing this we reach more people or customers. On addition, we also focus to promote our idea in marginalised communities for example refugee camps like Nakivale and Bidibidi

(the largest refugee camp with over 1 million refugees) where we have built more than 5 houses and in this we are able to widen our local market rapidly.

## **Operations**

The bottle houses are currently new to the Ugandan market, the number of people without their own houses is currently big which gives our company Upcycle Africa a vast market, due to the fact that, the number of third class people is bigger than those in the upper and second class. The building materials in Uganda are far expensive compared to their income to make the matter worse this expensive building materials are environmentally dangerous. Without the favour to the environment and their pockets the poor Ugandans are not ready to take those material as a priority.

Thousands of burnt bricks are sold daily within Uganda. We hope to employ youths in both rural and urban communities for the collection of plastic bottles, and women and girls involves in compaction of these plastic bottles and sorting of other plastic waste. We hope to employ other youths as plastic bottle builder, trainers and masons with the help of certified engineers. We are planning to construct houses to low-income earners, organisations and middle class people. We are also planning to support other up-cycling initiatives by providing them with knowledge, machines and help them in research.

We have established a number of collection and training centres—all over Uganda, however the main training point is in Mpigi district. We collect our raw materials (plastics) from designated pick up points for example Kiteezi and Katanga in Kampala. We have engaged marginalised youths into our project by encouraging them to collect these plastics from different landfills, public spaces, shores of water bodies and drainage systems. Our project offers these individuals a compensation for their work done, thereby they are able to earn a living and support their families while at the same time saving the environment. Whilst continuing the process these raw materials are sorted, and compacted with marram soil into finished bottle bricks. The bottle bricks are then taken to the construction site for construction following the building standards. Then the trained marginalized youths and women construct houses in different shapes and designs following the client's need. We also roof houses using sustainable materials like plastic bottles, banana fibres, car tyres grasses, papyrus among others which reduce costs as well as saving the environment.

## **Finance**

Upcycle Africa has raised over \$1000 from the sales of our building services to our customers which includes organisations which are fighting for environmental conservation, individuals who would like to have plastic bottle houses. Upcycle Africa seeks to raise \$20,000 for maximising our impact (through training more marginalized community members) and sales. Our services will be sold to the individuals, companies and organisations to start entering the market. Based on market research, we expect the business to begin growing at 15% per annum for the first 3 years, Due to our low initial investment costs, we can maintain the operations of the business with the cash buffer from Tonny Elumelu foundation and sales of our building services. In addition, we will almost immediately have a positive cash flow, allowing us the flexibility to cover any unforeseen expenses.

## **Current Next Steps**

Upcycle Africa is expanding our services to different regions, organisations (both profit and non-profit), refugee camps and individual customers with in our target groups. We have so far constructed over 80 houses out of plastic bottles and other plastic waste like jerry cans and car tyres. Empowered (Trained) over 120 youths creative building techniques, employed 32 women as plastic sorters and compactors. We have also employed 45 youths as waste collectors from their respective areas.

We have reached over 2000 people while changing their mind-set about plastic waste use. With our slogan "Waste is not waste not until you waste it" By the end of this year we hope to construct more 4 houses out of plastic waste in different parts of Uganda.

Conduct at least 2 sensitization outreaches every month starting from June 2018 in schools, children camps, open communities, local radios or televisions to create awareness and change mind-sets on waste management and disposal.

Posting 3 sensitizing posts on conservation, sustainable production and consumption every month on each of our social media platform as a way of reaching a bigger audience of online users especially youths. This will help us penetrate even countries outside Uganda since it's really affordable.

Training over 200 youths for the coming 6 months to meet our 2024 goal of training over 3000 marginalized women and youths as innovative builders and activists such that we are able to provide employment for over 90% of them due to a high demand of our services.

Up-cycling over 300 tonnes of plastics every month starting from May-2018 to reach our goal of up-cycling 1200 tons of plastic waste every quarter of the year.

## **Social Impact**

Up-cycle Africa provide affordable artistic and durable houses to low income earners while training marginalized youth the skills of constructing using bottles as a way of eliminating and reducing plastic waste accumulation in both rural and urban areas. And saying good bye to poverty amongst fellow youths and women in Uganda, we have been able to raise awareness and have managed to change people's mindset about how they see and dispose of plastic, we have constructed a number of plastic bottle houses in different parts of Uganda. Through our sensitization programs in communities, schools and institutions we empower people so that they change their behavior on the way they dispose of and talk about waste. We are looking forward to create a garbage collection system in Uganda whereby people will change their behavior on the way they dispose of plastic waste while inspiring other to start small and grow big through upcycling initiatives.



## **Introduction**

### *Overview*

Upcycle Africa is social business which protect the environment and promotes innovative mind-set a monger youth in Uganda and Africa at large. Bottle replaces environmentally unfriendly bricks which are burnt for day supporting deforestation. Up-cycle Africa provide affordable artistic and durable houses to low income earners while training marginalized youth the skills of constructing using bottles as a way of eliminating and reducing plastic waste accumulation in both rural and urban areas. And saying good bye to poverty amongst fellow youths in Uganda, I have been able to raise awareness and I have managed to change people's mindset about plastic, we have constructed a number of plastic bottle houses in different parts of Uganda.

### ***Vision Statement***

A world free from plastic waste.

### ***Mission statement:***

Creating a generation where waste is managed and recycled as their behaviour

### **The Value Proposition:**

Strong, waterproof houses, durable and earth quake resistant from plastic waste to make different artistic and beautiful houses.

### **The houses:**

### **Problem and Context**

Uganda has the world's youngest population with over **78 percent** of its population below the age of 30. With just under eight million youth aged 15-30, the country also has one of the highest youth unemployment rates in Sub-Saharan Africa. According to National Planning Authority (NPA) statistics released, 700,000 people join the job market every year regardless of qualification but only 90,000 get something to do. This translates to 87 per cent of people ready to work but can't find a job. These conditions locks them in poverty and vulnerable to effects of poverty for example not able to have basic needs like food

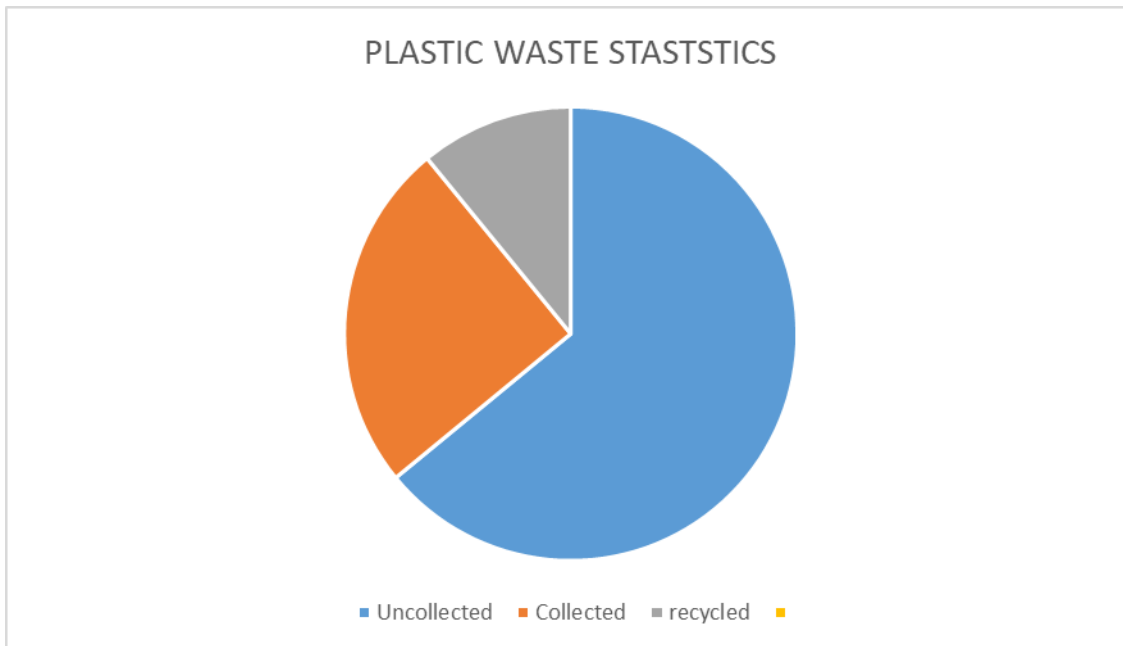


SOURCE: TRADINGECONOMICS.COM | UGANDA BUREAU OF STATISTICS

In addition World-wide over 500 billion tons of plastic bottles are produced every year, and according to Ugandan National environment management authority 600 tons of plastic waste are poorly disposed of in Kampala every day, 51% of this plastic remained uncollected, the major beverage companies in Uganda have decided to maximize their profits instead of protecting the environment through phasing out recyclable glass bottles and replace them with plastic bottles, without a waste disposal system in place the plastic waste ends up in water ways, clogs pipes, floods the city centres and affect aquatic life. In Addition Uganda's population is the fastest growing in the entire world within the next 20 years the population is expected to double and this put massive pressure on the housing sector. The convention construction is still much reliant on ordinary build materials, majorly burnt bricks, the process of burning this bricks consumes a lot of wood that accelerate the existing challenges of deforestation. With an average income of \$65 a month it is not surprising that over two-third of Ugandans live in substandard housing. The lack of quality housing compromises peoples health and development opportunities.

**PLASTIC WASTE STATUS IN UGANDA**





We are looking for the way of using the already existing challenge to solve other challenge, the plastic waste accumulation problem is transformed to make different affordable houses to low-income earners while employing disadvantaged groups of people. To us **“waste is only waste if you waste it”** and solution are everywhere especially to the local people.

**Solution**

Upcycle Africa protects the environment and promotes innovative mind-set while empowering youth. Through up-cycling plastic waste we train our local communities in Uganda especially the disadvantaged youth to protect the environment. Bottles replace environmentally unfriendly bricks, which are burnt for days promoting deforestation. Plastic bottles are collected and compacted with soil, making the houses very cost effective and affordable. Furthermore, the buildings are durable, buffer heat and are earthquake resistant. We have so far constructed over 80 houses in different parts of Uganda for example Nakivale refugee settlement, Bukomansimbi, Kampala, Kasanje, Mpigi and other parts of Uganda. Upcycle Africa has created direct jobs to over 108 women in our five communities of operation who serve on contract as waste pickers. This has ensured economic empowerment for these women. These cash incentive allows low-income families to support their children with school fees. The waste pickers program recovers plastic waste in beaches, streets and bus stations ensuring clean and safe environment. Our school recycling project recovers plastic waste from over 50 schools monthly while educating students on good waste management practices. We would like to change the mind-set on the way people think and dispose of plastic waste.

Upcycle Africa is expanding services to different regions, organizations (both profit and non-profit), refugee camps and individual customers with in our target groups. We have so far constructed over 80 houses out of plastic bottles and other plastic waste like jerry cans and car tyres. Empowered (Trained) over 120 youths creative building techniques, employed 108 women as plastic sorters and compactors. We have also employed 45

youths as waste sorters from their respective areas. During our sensitization programs we have reached 2000 people while changing their mind-set about plastic waste use. With our slogan "Waste is not waste not until you waste it" By the end of this year we hope to construct more 7 houses out of plastic waste in different parts of Uganda. Conduct at least 2 sensitization outreaches every month starting from this 2018 in schools, children camps, open communities, local radios or televisions to create awareness and change mind-sets on waste management and disposal.

Posting 3 sensitizing posts on conservation, sustainable production and consumption every month on each of our social media platform as a way of reaching a bigger audience of online users especially youths. This will help us penetrate even countries outside Uganda since it's really affordable. Training over 200 youths for the coming 6 months to meet our 2024 goal of training over 3000 marginalized women and youths as innovative builders and activists such that we are able to provide employment for over 90% of them due to a high demand of our services.

Up-cycling over 300 tonnes of plastics every month starting from May-2018 to reach our goal of up-cycling 1200 tons of plastic waste every quarter of the year.

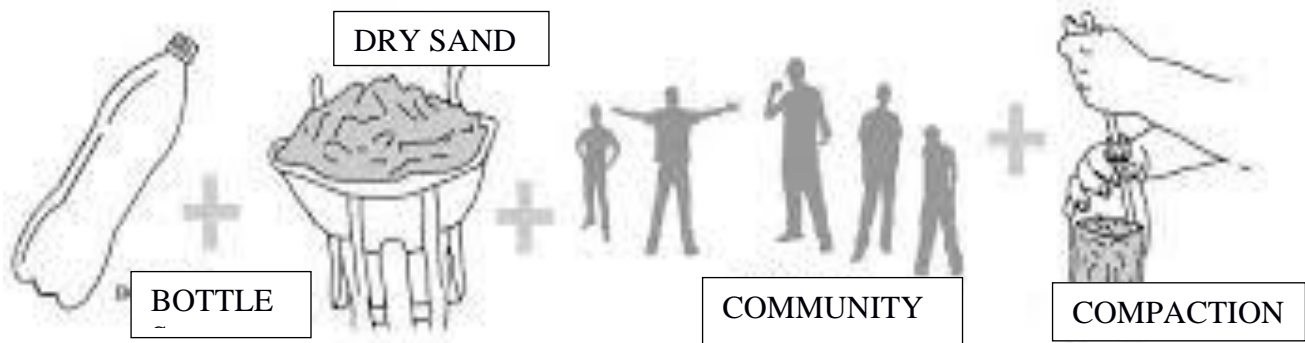
### **Waste Collection and the app**

Upcycle Africa has created direct jobs to over 108 women in our five communities of operation who serve on contract as waste pickers. This has ensured economic empowerment for these women. These cash incentive allows low-income families to support their children with school fees. The waste pickers program recovers plastic waste in beaches, streets and bus stations ensuring clean and safe environment. We are to introduce a solution based approached to address plastic waste accumulation and the market gap in the recycling sector. The app shall be used between the waste collector and the recycling companies. The app service is to connect these recycling companies with clean, consistent and reliable supply of plastic waste daily to help them meet their growing demand and cover the market gap not met by their only suppliers which are individual scavengers. The app leverages on Mobile app technology and USSID to help users, segregate, and schedule pick up for their waste which are then connected to the recycling companies. Our app is helping users monetize their waste as well as generating revenue through satisfying the demand of recycling companies. Upcycle Africa has built binding partnership with recycling companies to leverage on out technology which enables households, hotels and organizations segregate plastic right from homes and workplace, schedule pickups and have their waste picked and transported to recycling plants.

### **COMPACTION**

After waste is collected, it is sorted and we use the plastic bottles, jerry-cans for construction while other kind of plastic are taken to other recycling companies and exchanged with money. Plastic bottles are compacted with soil making the houses very cost effective and affordable. With the help of community members, especially the disadvantaged, we empower them financially through employing them as plastic bottles compactor to make them eco-bricks. From here bottles are ready to be used for construction. This is an effective solution for reusing the plastic.

### Process of making plastic bottles bricks



### ***Bottles have the following advantages over bricks and other construction materials.***

1. Low cost - You know how much a bottle costs!
2. Non-Brittle - (Unlike bricks)
3. Absorbs abrupt shock loads - Since they are not brittle, they can take up heavy loads without failure.
4. Bio climatic
5. Re-usable
6. Less construction material
7. Easy to build
8. Green Construction

### **The houses:**

Our up-cycled houses are environmentally friendly, durable, affordable and waterproof. Our rationale behind these houses are eco-friendly and are made from available resources. This makes our approach of combating plastic waste cheaper and effective. The bottles are filled and compacted to full capacity by well sieved fairly moist top soil. Probably it takes 30 seconds to fill one and they can compact around 300 bottles a day and these women are paid basing on the number of bottles compacted each bottle is 70UGX (for compaction). An average house can be constructed using 15000 plastic bottles. The

bigger bottles (1L to 2L) are basically filled for foundation purposes since they offer wider wall width. The pillars are of 0.5L bottles or 330ml bottles and reinforced with iron bars. The recommended pillar to pillar distance is 3m. At the completion of the bottle work on ground level a reinforced beam is cast to offer more strength to the beam, then an over site concrete slab for setting of the walls. The walls on top of the over site concrete are of 0.5L bottles with hoop irons every after 3 courses and interlocking them with the pillars. Emphasis is put on hoop irons for more strength and to keep the structure united on top of the building lines used. We have also introduced the use of plastic jerry-cans that can into pieces to make different roofing styles to make a beautiful appearance. The building are considered durable and analyzed to last for 400 years.



With our slogan “ **waste is not waste until you waste it**” As a way of sensitizing the communities on good waste management we have staged or carried out-reaches in different communities for example schools and communities, we would like to change the way people think and dispose of plastic waste in their communities. During our sensitization programs we train communities with upcycling skills that enable them

Our founder Kavuma Johnmary was selected to attend and contribute on different topic in line with environment on the seedbed conference South Africa as one of the most innovative personnel in line of environmental conservation. In addition in he was also selected as delegate speaker at the one younger world summit in Netherland Hague to talk about beating plastic waste accumulation with his venture Upcycle Africa and Kimuli Fashionability

Goal	Objectives	To be accomplished Month/   year	Funds needed(\$)

Create awareness and change mind-sets on waste management and disposal	Securing sensitisation promotional materials.	Aug 2018	150
	Conduct at least 2 sensitization outreaches every month in schools, children camps, open communities, local radios or televisions month to change people's mind-set about plastic waste.	Aug 2018- Onwards.	300
	Write an article every month on waste and up-cycling.	Aug 2018- Onwards.	500
Training of marginalised groups of people upcycling skills	Securing essential materials, for example plastic bottles, tools machines	9   2018	2000
	Plastic waste collection.	10   2018	200
	Creative tailoring skills	10   2018 - 9   2018	1011
Create awareness and change mind-sets on inclusion of marginalised groups of people.	Training the women and girls upcycling skills	12   2018	200
	Demonstration site.	12   2018	2000
Widen our market to reach a wider audience of our target customers.	Supply our artistic-high quality bottle houses to our target customers.	2   2019 - 05   2019	1000
	Securing partnerships with other upcycling companies and organisation as well as government institutes.	05   2019	300
Constructing our own centre/office and make other branches by Dec 2019.	Securing land in the central region for our training headquarters.	06   2019	15000
	Construction of the training facility.	07   2019	26544
	Training equipment's	08   2019	6567

Create awareness and change mind-sets on inclusion and plastic waste accumulation.	Training the disabled people construction skills	08   2019	347
	Exhibition in order to create awareness on plastic waste..	09   2019	3105
Training over 1000 marginalised youths as marsons and we are able to provide employment for 500 of them due to a high demand of our upcycled houses.  Employing girls and women.	Purchasing materials and sewing machines for trainings.	10   2019	3112
	Set up empowerment trainings and interviews for the trained beneficiaries.	10   2019	- 1209
		12   2019	

We have been contacted by different organizations and individuals around the world, who got inspired by what we do and would like to make or replicate what we do to their

respective countries so as to curb plastic waste accumulation in the their countries. For example a community org

Through our sensitization programs both local and international in communities, radios, televisions and social media channels, we have been able to reach a wider audience of people while changing their mind-set how they see and dispose of waste. We have impacted over 135 youths as waste collectors while providing them with employment opportunities, and we hope to impact more as the business expands.

### **UNIQUE FEATURES OF OUR HOUSES:**

#### **Environmentally friendly:**

Our houses have a soul and are made from plastic waste like plastic bottles, used car tyres, jerry-cans, plastic tins, and polyethylene bags, among others. Hence saving the environment from dangers of soil destruction and burning.

#### **Durability:**

Plastic bottles take almost 1000 year to decompose. Which rises the durability of our houses to exist almost for a century, analysts believe that houses can last for 400 years.

#### **Waterproof:**

Always plastic waste is water proof which gives our houses an assurance that they can't link even while used as roofing material on the side of plastic jerry can and car tires.

#### **Mindset shift:**

Our products promote the mindset shift on how people see and dispose of waste in our communities.

#### **Earth quake resistant**

Our houses buffer heat and earth quake resistant where by people in areas facing earth quake disasters are safe while using plastic bottle houses.

#### **Inclusive:**

They promote the inclusion of marginalized groups of people (youths and women) through braking the stereotypes imposed on them that are weak, less important and less productive. They also improve the standards of living of the people since they are able to earn a living from created employment opportunities.

We believe in the power of feedback and that has made us to reach where we are now together with our customers we have our houses designed to suit the needs of our clients.

We always adopt our products to the changing needs of our customers through having a consistent feedback loops and interactions with our customer base. By directly keeping in contact with our customers, updating them with the new designs, ideas and interacting with them which keep them glued to our services.

**Implementation Plan and Objectives:**



## **Industry and Market Analysis:**

Uganda's population is the fastest growing in the entire world. Within the next twenty years the population is expected to double and this puts massive pressure on the housing sector. At the same time, conventional construction is still much reliant on the ordinary building materials, majorly burnt bricks. The burning process of these bricks consumes a lot of wood that accelerates the existing challenge of deforestation. Upcycle Africa located in Mpigi has been creating innovative solutions to tackle the challenges. Upcycle Africa protects the environment and promotes innovative mind-set amongst the youths in Uganda while training them the skills of constructing using plastic (upcycling), we have nurtured different innovations and inventions in the housing sector. Worldwide over 500 billion bottles are produced every year. The major beverage companies in Uganda have decided to maximize their profits instead of protecting the environment through phasing out recyclable glass bottles and replace them with plastic bottles. Without an appropriate waste disposal system in place in Uganda, the bottles are dumped in water trenches which block water ways thus floods the city centre at the same time affecting aquatic life. According to the National Environment Management Authority 600 tons of plastic are disposed of in Kampala every day. In addition Uganda being a monger the poorest countries, individuals are hardly able to

Recently the world has started focusing on the impact we have on our planet. The overpowering problem of decomposition of plastics is in the forefront of global issues. Uganda is one of the largest consumers of plastics in East-African countries. The absence of government support in recycling has left us with years of accumulated plastic waste. Rural areas are the most affected with plastic waste accumulation. Our plastic use has increased spontaneously over the last 15 years. According to Kampala Capital City Authority, 28,000 tons of garbage are now collected in suburban areas every day, 40% still remains uncollected. This still leaves a lot of plastic waste in our lakes, streams, road sides, drainage systems, forests and other unfit places. According to the National environmental management authority, (NEMA) approximately 600 tons of plastic waste is disposed of in our capital, Kampala, every day. The aforementioned large quantity of plastic waste is due to the rapid rate of emerging small scale producing companies. These small companies are competing with bigger industrial companies to produce more plastic products, hence dramatically increasing the accumulation of plastic waste.

## Competition

### Competitive profile matrix for Upcycle Africa.

Main competitors	Their strength over our products.	Their weaknesses	Our competitive advantage
Justeve Building Systems	<ul style="list-style-type: none"> <li>• They Located in Kampala Uganda where their target customers easily reach.</li> <li>• They have a strong brand.</li> <li>• They have bases and offices in different towns and cities across the world.</li> </ul>	<ul style="list-style-type: none"> <li>• Their products are not so unique for the international market which makes them to sell in less quantities.</li> </ul>	<ul style="list-style-type: none"> <li>• Our products have a soul because are made from plastic and polythene waste like milk packets, cement bags, sugar sacks and polythene bags.</li> <li>• Our up-cycled products are affordable yet theirs are expensive.</li> <li>• Waterproof and durable products.</li> </ul>

### SWOT ANALYSIS.

Strength	Weaknesses
<ul style="list-style-type: none"> <li>• Support and mentorship from Social Innovation Academy</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of financial support to scale the social business to</li> </ul>

<ul style="list-style-type: none"> <li>• Access to networking</li> <li>• Personally developed team</li> <li>• Unique artistic product</li> <li>• Our services are affordable (from \$1-50\$).</li> <li>• Registered and legalised social business.</li> <li>• The materials we use are locally available which cost us less in collection and production at large hence making our services (houses) affordable.</li> </ul>	<p>more places in Uganda and Africa at large.</p> <ul style="list-style-type: none"> <li>• Fractuation of prices of some building materials which makes our houses expensive</li> <li>• Changing people's mind-set that waste can be used as a building material.</li> <li>• Our team currently is not having good skilled marketing people and we are lacking strong marketing strategies.</li> </ul>
<p><b>Opportunities</b></p>	<p><b>Threats</b></p>
<ul style="list-style-type: none"> <li>• The huge accumulation of plastic waste freely disposed in open environment widening the cause.</li> <li>• The government of Uganda is working on the inclusion of marginalised groups of people up-cycling initiatives which might give a chance to our product reach out to a large market.</li> <li>• We have national NGOs that we share the same vision with like whom we can partner with.</li> <li>• Increase in the number of organisations advocating for waste management and climate change.</li> <li>• Eco-friendly plastic bottles that are used in our construction process.</li> <li>• Existence of international bodies that working hard to beat plastic waste accumulation.</li> <li>• The sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>• Competition in form of direct copying from other organisations which do up-cycling and housing</li> <li>• Lack of enough funds to buy more tools that can be used in construction for example mixures and pockers.</li> <li>• High shipping and tax costs which can raise our expenditures</li> </ul>

goals introduced by United Nations are also a big platform for our social business to prosper.

## **Operations Plan.**

To expand our market, branding of our products, we need specialists in different design. Good enough we have registered our social enterprise as a Social Business. In the production, we need skilled personnel for both the amputated and able bodied, material for example plastic bottle, jerry-cans. On the other side we need trained personnel especially in marketing to execute our work efficiently. To get all this we need to employ youth in different parts of Kampala to help us collect plastic waste for example polyethylene bags, milk packs, and cement empty sacks which we blend with different garment and accessories to make artistic finished products. We need to set up structures for our office which include land, housing moulding and other kinds of machines and housing facilities especially for trainings, productions storage purposes and displays. We also need a car for the transportation of the raw materials to the production site and products to different local craft shops, tourist centres and boutiques as well as transportation of our persons with disabilities.

We need more 7 workers this is our estimation in the three years starting from late 2018 for the production, sensitization and general management and a strong connection and partnership with the Organisations, art out lets and organisations. Through the community out reaches and sensitization on waste management will be conducted and as well the distribution and recommendation of our up-cycled products.

## **Marketing Plan**

Our customers will be aware of our services mostly through our sensitization programs, local and social medial platforms. In addition we also pass through exhibitions to demonstrate our work and make awareness to our target customer groups who have love for upcycled work and have love for conserving the environment.

Making the customers our ambassadors to their home places, friends and countries. Here we do usual follow-ups on our already secured customers so that they can spread the news on our services to friends, family members among others and in this we have secured market in German and other places.

Online marketing through our website and social media platforms like Facebook, twitter, Instagram, LinkedIn, P-interest and WhatsApp pages where we connect with many existing customers and this reduces our costs as compared to the use of traditional marketing strategies.

Organizations for example will be able to reach us through the online websites, and we shall be able to reach them through sending them direct messages.

People in rural communities will also hear about our products and services through local community radios and televisions.

Our pricing strategy is based on determining the cost of construction plus a profit margin while relating to the prices of other garments and accessories in the market and the income levels of our clients. We don't want our products to be so expensive for our clients.

We also plan to give discounts to the people buying in bulk and agents. We shall only provide credit services to our regular clients who buy in bulk with a strong partnership. These agreements will be put in writing including the consequences if payments are late.

## **Management**

### **-Production/ Inventory Management.**

Our current production Manager is Monday David, He is an engineer by profession and environmentalist, enthusiast from childhood who made houses out waste materials. He holds a certificate in construction, applied social innovation certificate from SINA. He is also facilitator. He ensures that there is efficient and timely production of eco-friendly bricks by being able to plan the production schedule and adjust it where needed, determine the human resource and materials required to meet production target, make decisions about equipment use, maintenance, modification and procurement.

He also ensures implementation and adhere to creative tailoring skills, set and monitor quality product standards, determine and implement improvements to the production process. She also prepare and maintain production reports to estimate production costs and set production budgets. The production manager will also keep track of the company's inventory and determine what is required and when.

She also works in hand with other production supervisors.

### **Finance/accounts.**

Our current finance manager is Nakintu Judith with high levels of integrity and honesty, has accounts basics acquired through the empowerment process of Social Innovation Academy. She provides a leadership role in all aspects of the company's financial operations and manage Treasury functions, provide accurate and timely financial information and reports to facilitate the decision making process. She also ensure that adequate controls are in place of cash flow and operating costs, provide monthly information and analysis for Strategic Management Team, provide monthly and quarterly reporting as required by bank, ensuring covenants are met and lastly she is responsible for the annual budget process, provide monthly reviews, and implementing Business plans and other programs.

She is acting role filler however; in the nearby future we have a plan to get the more qualified personnel to support her for the efficient performance of financial duties.

### **Marketing/Sales.**

Our current marketing and sales manager is Kavuma Johnmary with skills in marketing strategies, he is in charge of developing a marketing strategy for capturing more customers and increasing sales efforts while taking the financial objectives, available capital and budget preparation into consideration when forecasting potential returns and he or she should be able to create and work hard to foster and maintain clients relationships through providing routine follow up to measure customer satisfaction to assist in product development and pricing strategies.

He is also in charge of online marketing and updating all our social media channels with relevant information.





## Financial Plan

The company is seeking first round funding in the amount of **N14, 650,000** for staffing purposes, purchasing software and hardware computing equipment, office costs, and other Internet related costs. in the 11<sup>th</sup> year of our operation The company will seek **N20,500,000** for second round funding which would come in form of venture capitalists. The first round fund will be used for developing Web-based online applications for TV show. The project is proposed to be financed through a combination of grant fund and personal saving and venture capital in the ratio of 10:34:56%. The company will finance 34% (N5000) of the cost from her retained earnings and personal savings, Equity is 56% (N8, 100,000 ) while TEF will handle the remaining 10.54%. (N1, 540,000)

The bulk of our start-up requirements are asset needs: we need hardware computing equipment and, laptops, half of which will be contributed to the business by the owner from his own materials. We are treating this equipment as assets because we expect it to last at least three years, and to have some resale value when we are through with it; we will buy additional expensed equipment

The company's revenue comes mainly from the contracts (construction) the up-cycled houses and fundraising we organise. It will grow depending on how much we construct, sell and how successful are the training of marginalised groups of people. We also expect support from stakeholders such as care givers, national based, social investors and donors both local and Diaspora's we go into the commercial phase of our business, these assumptions will be used to prepare forecasts:

### **These are the areas we intend generating our start-up capital:**

- a) Personal savings ----- USH 4,000,000(18%)
- b) Equity -----USH 1,247,000 (7%)
- c) TEF Grant-----USH 16,025,000 (75%)

### **Key Assumptions.**

Upcycle African financial plans are based upon the assumption that seed funding grant will occur approximately by October 2018. A sum of \$5,000 (which I have benchmarked at **N16,023,000**) seed grant from Tony Elumelu Entrepreneurship Programme. The grant would kick start Upcycle Africa

### **Other key business assumptions are:**

- We assumed continued steady economic growth on the Uganda as predicted by World Bank IMF and economists. .
- We assume access to the start-up funding necessary to re-shape and re-build the company, and to provide adequate initial capitalization.

### **Start-up Cost Estimates**

Office equipment-----USH **1, 000,000**

Building/Civil work (office space etc) -----	USH 1, 200,000
Office Fittings-----	USH 400, 000
Equipment/machines (building equipments etc -----	USH 8, 500, 000
Installation (.APP, Utility internet etc) -----	USH 6, 750, 000
Business registration/legal fees-----	USH 120, 000
Working Capital (raw materials/ Inventory) -----	USH 3.3.000
<b>Total-----</b>	<b>USH 21,270,000</b>

**ESTIMAED OPERATING COSTS FOR FIRST YEAR**

**Direct costs**

Raw material	USh	1,000,000.00
Direct labor	USh	1,500,000.00
Factory overheads*	USh	300,000.00
Inbound transport	USh	500,000.00

**Fixed costs**

Salaries and Wages	USh	64,260,000.00
Rent	USh	180,000.00
Utilities	USh	225,000.00
Marketing/Advertisement	USh	192,000.00
Administrative*	USh	280,000.00
Maintenance	USh	400,000.00
Insurance	USh	40,400.00
Transport	USh	510,000.00
Subscription/Licenses	USh	120,000.00

**TOTAL=====USH 72,428,000**

**3 YEARS FINANCIAL PROJECTIONS**

Income Statement 3Years			
-------------------------	--	--	--

All figures expressed in thousands		<i>unit</i>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
			'000	'000	'000
<b>Revenue</b>					
	WASTE COLLECTION	USh	90,332	105,959	124,290
	PLASTIC CONSTRUCTION	USh	31,894	37,778	44,748
	TRAINING/CONSULTANCY SERVICES	USh	36,542	43,284	51,269
<b>Total Revenue</b>		<b>USh</b>	<b>158,767</b>	<b>187,021</b>	<b>220,307</b>
Direct Costs		USh	3,300	3,465	3,985
<b>Gross Profit</b>		<b>USh</b>	<b>155,467</b>	<b>183,556</b>	<b>216,323</b>
	Salaries and Wages	USh	64,260	72,886	79,468
	Rent	USh	180	216	259
	Utilities	USh	225	383	470
	Marketing/Advertisement	USh	192	230	276
	Administrative	USh	280	350	385
	Maintenance	USh	400	492	541
	Insurance	USh	40	44	47
	Transport	USh	510	587	721
	Subscription/Licenses	USh	120	148	183
	Depreciation	USh	2,920	2,920	2,920
<b>Operating Profit</b>		<b>USh</b>	<b>86,339</b>	<b>105,300</b>	<b>131,051</b>
	Interest Expense	USh	-	-	-
Profit Before Tax		USh	86,339	105,300	131,051
	Taxation	USh	25,902	31,590	39,315
<b>Profit After Tax/Net Income</b>		<b>USh</b>	<b>60,438</b>	<b>73,710</b>	<b>91,736</b>

Balance Sheet 3YEARS						
A		unit	Year 1	Year 2	Year 3	Ye
			'000	'000	'000	'00
<b>Assets</b>						
<i>Current Assets</i>						
	Cash & cash equivalents	USh	85,831	194,467	328,294	
	Accounts Receivable	USh	6,187	7,257	8,513	
	Inventory	USh	271	285	328	36
	Total	USh	92,289	202,010	337,134	
<i>Non-Current Assets</i>						
	Property, Plant and Equipment	USh	14,930	12,010	9,090	
	<b>Total Assets</b>	<b>USh</b>	<b>107,219</b>	<b>214,020</b>	<b>346,224</b>	
<b>Liabilities and Equity</b>						
<i>Liabilities</i>						
	Accounts Payable	USh	10,883	12,384	13,537	
	Tax Payable	USh				
	Total	USh	10,883	12,384	13,537	
<i>Non-Current Liabilities</i>						
	Long Term Loan	USh	-	-	-	
<i>Shareholder's Equity</i>						
	Investment Capital	USh	9,996	9,996	9,996	
	Retained Earning	USh	86,339	191,640	322,691	
	Total	USh	96,335	201,636	332,687	
	<b>Total Liabilities &amp; Equity</b>	<b>USh</b>	<b>107,219</b>	<b>214,020</b>	<b>346,224</b>	

Cash flow Statement 3YEARS				
AI	unit	Year 1	Year 2	Year 3
		'000	'000	'000
<b>Operating Activities</b>				
Net Earnings	USh	60,438	73,710	91,736
Plus: Taxation	USh	25,902	31,590	39,315
Plus: Interest Expense	USh	-	-	-
Plus: Depreciation	USh	2,920	2,920	2,920
Minus: Changes in Working Capital	USh	4,425	417	(145)
<b>Net Operating Cashflow</b>	<b>USh</b>	<b>93,685</b>	<b>108,637</b>	<b>133,826</b>
<b>Investing Activities</b>				
Purchase of CAPEX	USh	(17,850)	-	-
<b>Net Investing Cashflow</b>	<b>USh</b>	<b>(17,850)</b>	<b>-</b>	<b>-</b>
<b>Financing Activities</b>				
Equity injection	USh	9,996	-	-
Loan taken	USh	-	-	-
Loan repayment	USh	-	-	-
Loan interest	USh	-	-	-
<b>Net Financing Cashflow</b>	<b>USh</b>	<b>9,996</b>	<b>-</b>	<b>-</b>
Cash Generated During the Year	USh	85,831	108,637	133,826
Cash at Beginning of Year	USh		85,831	194,467
<b>Cash at the End of Year</b>	<b>USh</b>	<b>85,831</b>	<b>194,467</b>	<b>328,294</b>

## 12. IMPLEMENTATION PLAN/MILESTONE

### **Milestone Quarter (Q1 2019)**

- Renting of office space and furnishing the staff offices
- Business set-up and brand development
- Secure strategic alliance with all Estate developer, company owners etc meeting with them to sign deal.
- setting up of all the necessary technological equipment required for business operations
- kick start full business operation

### **Milestone Quarter (Q2 2019)**

- Hire 5 staffs
- launching company business mobile App
- Go live with website and other social networks
- Secure strategic alliances with 200 SMES in Lagos to sell our products
- Capacity building, Training and retraining of our staff. We have reached out to African Management Initiatives (AMI) for capacity building/ training for our staff

### **Milestone Quarter (Q3 2019)**

- Marketing and promotion.
- of events like workshop ,conference in Lagos
- Extend our reach to farther locations outside Abuja metropolis.
- Reflect on business performance, decide what is not working for us and what is. Have a meeting with all stakeholders

### **Milestone Quarter (Q4 2019)**

- Launching smaller products for mobile App developers
- Hiring qualify staff: For getting the job done quickly and well, we will have the need for additional 3 IT professionals and 2 sales staff to handle the work load

### **Milestone Quarter (Q1 2020)**

- launching our company's web-based applications multi-media technology online TV Shows
- Sponsoring of events like workshop ,conference in Lagos
- Further refine website features; add more features
- Drive more sales with marketing campaign

**Milestone Quarter (Q2 2020)**

- Capacity building: We have reached out to PAN/EDC Atlanta University for capacity building/ training for our staff
- Increase marketing campaign
- Launch radio and television advertisement stands in public spheres in states where we operate.

**Appendices**

**Financial Projections**

The attached financial plan shows the profit and loss, cash flow and balance sheet for a 3 year projections.