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Business Plan

'Harmony Kids FM'

A community based radio station empowering 7 to 11 year old refugee children in Uganda to attain self-mastery.

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Master Thesis

Geneva Business School

MSc. International Finance

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Declaration of Authorship

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-I have mentioned all the sources used and quoted them correctly in accordance with academic quotation rules;

-The topic or parts of it are not already the object of any work or examination of another course unless this has been explicitly agreed on with the faculty member in advance;

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Date: 18/01/2021

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List of Abbreviations

CBO : Community Based organisation

CFO : Chief Financial Officer

CEO : Chief Financial Officer

COO : Chief Operations Officer

HKFM : Harmony Kids FM

NEDs : Non Executive Director

NGO : Non-governmental organisation

UNHCR : United Nations High Commissioner for Refugees

WHO : World Health Organisation

WEF : World Economic Forum

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EXECUTIVE SUMMARY

Uganda has been dubbed one of the best countries for refugees by a number of organisations. What makes Uganda so special as a settlement site for refugees is first of all, its open door policy that has made it home to over 1.4 million refugees who mainly originate from its neighbouring countries, including South Sudan, the Democratic Republic of Congo, Ethiopia and Somalia. Uganda is described as one of the top ten refugee hosting countries in the world by numbers ((Norwegian Refugee Council, 2020).

This has made the country a hub of activity for NGOs and CBOs who are enthusiastic about providing their services to the refugee populations. There are currently 2,118 registered and active NGOs operating in the country (PML Daily, 2019). This is down from the initial high figure of 14,207 NGOs before the government tightened regulations and therefore shut down those that did not meet requirements; particularly registration requirements.

Despite the combined efforts of the government and various international, regional and local organisations, there are a number of challenges present for the refugee population. The government has ensured to include refugees in the provision of services like education and healthcare services but the limited resources in the country are overwhelmed and therefore unable to cater for the exceptionally high number of refugees.

It is due to this phenomenon that we wish to set up 'Harmony Kids FM' in order to provide a solution to some of the identified problems. The main objective of Harmony Kids FM is to foster harmony and prosperity of 7 to 11 year old refugee children in Uganda by helping them develop self-mastery. There are many definitions for self-mastery, the most common being self-control. Harmony Kids FM (HKFM) identifies with the following one : "Self mastery is the ability to recognise, understand, control, and make the most of your physical, mental, emotional, and spiritual self. It is gained through awareness, understanding and control over your thoughts, emotions and actions." (Destiny odyssey, n.d.). We aim to accomplish this by providing our target market with tools for psychosocial development. This will be achieved through the distribution of radio sets to the target audience, the establishment of a community-centred radio station in the settlements and the engagement of our target audience in the creation of content to be broadcasted. In the future, HKFM intends to scale up its services to internally displaced people in the East African region, from which many of the refugees in Uganda originate.

Our organisation will be registered as a CBO and our headquarters will be based in the refugee settlements in Uganda. We have segmented our market to include the main caretakers of the children as their psychosocial well beings are inextricably linked to, i.e. to their mothers and older siblings, specifically those aged 12 to 16.

HKFM will emphasize prudent planning and strategizing to ensure a strong foundation and effectiveness in meeting our objectives. This will involve careful consideration of factors like our organisational structure to ensure clarity of information and encourage faster implementation. Another vital aspect of our organisation will be impact analysis, especially impact on our target audience. We shall therefore implement measurement requirements in our operations including feedback from the target beneficiaries.

In brief, we aim to have a positive impact on the psychosocial wellbeing of our target market and hope to equip them with tools for self mastery and prosperity.

1. BUSINESS OVERVIEW

1.1 Problem Statement:

The target audience of this organisation, 7-11 year old refugee children, has been formed by unfortunate circumstances, mainly conflict in their country of origin. This has created a big gap between the desired state of peace and prosperity for the children in question and the current state they find themselves in. Part of this gap is psychosocial wellbeing and development and the tools to develop it. In the wide realm of psychosocial wellbeing and development, HKFM focuses on self-mastery.

HKFM believes it would be beneficial to set up our organisation in Uganda's refugee settlements due to the large need for the services we intend to provide; Uganda being the largest refugee hosting country in Africa and one of the top ten globally (Norwegian Refugee Council, 2020).

"According to the UNHCR, there are 1,404,858 refugees in Uganda as of 31 August 2020." (UNHCR, 2020). They mainly come from nine countries, with the majority from South Sudan (882,058 people, representing 61.7% of the total refugee population), followed by the Democratic Republic of Congo (418,994) and Burundi (48,839). The rest are from Somalia, Rwanda, Eritrea, Sudan, Ethiopia, with a small percentage from other countries. Of these, 59% are children. (UNHCR, 2020).

The effects of civil unrest have been far-reaching, affecting every conceivable area of life, from survival itself to health (including psychosocial wellbeing) and hope for a future. The Ugandan government, the United Nations and other governments and non-governmental organisations have dedicated their efforts and resources to ensure that the refugees maintain as normal a life as possible in the midst of the trauma they have experienced and continue to face.

However, there are a number of issues, across almost all sectors, that still require attention. These include healthcare, psychological trauma and education to name a few. Although these problems are interlinked, for example the fact that one cannot study efficiently when in poor health, HKFM will focus on the psychosocial needs and development of 7-11 year old refugee children. We choose to focus on this aspect of their lives as psychosocial wellbeing, self-mastery in particular, affects all areas of one's life, from basic health to educational attainment and the ability to create a more positive outlook for the future.

In terms of psychosocial wellbeing, the following excerpt highlights the main problems, "In semi-structured interviews the three highest ranked mental health and psychosocial problems included "overthinking", ethnic conflict, and child abuse. The idiom of "overthinking" may form a useful starting point for intervention development and mental health communication." (Adaku et al. 2016)

1.2 Proposed Solution by 'Harmony Kids FM' (HKFM):

The main objective of HKFM is to foster the development of self-mastery of 7 to 11 year old refugee children in Uganda. We aim to accomplish this by enhancing access to tools for psychosocial development in this field, as follows:

1. Acquisition and distribution of radio sets to 7-11 year old refugee children currently living in settlements in Uganda.
2. The set-up of a community-run radio station within the settlements.
3. Broadcasting relevant content on the radio station. The main focus of the content will be 7 to 11 year old refugee children's psychosocial development.
4. Developing some of the content together with the target audience.

In the future, HKFM intends to expand to cater for internally displaced people in the East African region, from which many of the refugees in Uganda hail.

1.3 Overview of the business:

'Harmony Kids FM' is a radio station aiming to serve refugee children, from the ages of 7 to 11 years old, currently living in Uganda, in the area of psychosocial development.

This organisation has not yet been established. As part of the preliminary goal-setting and planning stage, the following document has been prepared as a business plan. The research findings and plans outlined in this document will therefore act as a blueprint for the formation of this organisation.

1.3.1 Description of the organisation

'Harmony Kids FM' is a radio station aiming to serve refugee children, from the ages of 7 to 11 years old, currently living in Uganda, in the area of psychosocial development.

This organisation has not yet been established. As part of the preliminary goal-setting and planning stage, the following document has been prepared as a business plan. The research findings and plans outlined in this document will therefore act as a blueprint for the formation of this organisation.

Although there are a number of organisations in the field of psychosocial support in Uganda's refugee settlements, there are currently none providing a broadcasting platform or even broadcasted programs dedicated to children. This feature makes our organisation unique, competitive and engaging on a wide scale.

1.3.2 Location of the organisation

Refugee settlements in Uganda

1.3.3 Type of organisation

Legal name: 'Harmony Kids FM'

Business type: Not-for-profit, non-governmental organisation

Sub-type: Community based organisation

As a community based organisation in Uganda, HKFM is classified under the umbrella of non governmental organisations. However, it is important to make this distinction. Although many of the legal requirements for CBOs and NGOs are the same, there are relevant differences for each in certain specifications. These differences include the registration process; "Regulation 18 of NGO Registration Regulations, 2009 specifies that CBOs are not mandatorily required to be incorporated under the Act but are required to register with the district local government of the area where they operate" (ICNL 2010). In addition, registration costs are lower for CBOs.

Industries : Humanitarian aid, Media and communications

Sector : Tertiary / service sector

Sub-sector : Psychosocial development aid

1.4 Value proposition

A number of organisations provide psychosocial support in the refugee settlements in Uganda for example 'American Refugee Council' and 'Child Voice International'. Many do so by offering counselling services. HKFM maintains that these are extremely important services. However, there are still challenges present in addressing the problems faced by refugee children. According to a UNHCR report summarising the findings of a focus group of 15-24 year old refugees in Uganda, one of the youth is quoted as saying, "We find it difficult to go to counsellors – we need more youth-friendly counsellors" (UNHCR, 2015). There was no available information for our exact age group, (7-11 year olds) but we believe they will or they are already facing the same problems mentioned above as they live in the same geographical area and have the same services available to them as the 15-24 year old refugees.

We focus our services (provision of radios, set up of a community based radio station and broadcasting of content for self mastery) on the 7-11 year old demographic and actively and frequently engage them in the development of this content. By doing so, we set up a platform that encourages them to voice their concerns and opinions on a public platform which can

attract more pertinent intervention from concerned parties; mainly other NGOs providing psychosocial services in the settlements and the caretakers of these children.

Engagement in the development of content for radio can also help many explore and develop their talents for example in creating children's music for radio, singing and reading stories for children. We believe that this will be a fun, attractive and positive venture for our target audience which equips them with ways to develop self-mastery.

1.5 Motivation

The current problems of psychosocial trauma that face our target audience, 7-11 year old refugee children, are mainly due to conflicts in their countries of origin. The violence has forced them to flee and seek refuge in Uganda. Although aid for these challenges is currently being provided by the government and non-governmental organisations, issues remain that can easily continue into the long term if not addressed immediately. It is our belief that HKFM can join the various response efforts to alleviate some of these issues.

We propose this organisation with the expectation that its activities will not only solve some of the current challenges, but also equip 7-11 year old refugee children with a more positive outlook for the future and the ability to create one they envision.

1.6 Uniqueness of the idea

This is the only known organisation in Uganda set to deliver psychosocial support via radio to 7-11 year old refugee children on a daily basis.

There is no listed radio station in Uganda focused exclusively on children.

The delivery of psychosocial support via radio is not a novel idea in itself and is already offered by some radio stations e.g. Thrive in Gulu, Uganda. However Thrive itself focuses on older children (adolescents) and the frequency of delivery of this service is once a week to once a month.

HKFM is fully dedicated to the broadcasting of content for self-mastery to 7-11 year old refugee children every single day, the only radio station in Uganda to offer this service to this age group with this frequency.

1.7 Vision

Young minds growing in peace and prosperity.

1.8 Mission

To empower 7 to 11 year old refugee children in Uganda with tools for self-mastery.

1.9 Core values

-Consumer focused

-Innovation

2. MARKET RESEARCH AND ANALYSIS

2.1 Macro-environmental analysis (PEST analysis)

2.1.1 Political analysis

Uganda is a republic located in East Africa. It is a member of various regional and international bodies, including the East African Community, the African Union, the United Nations and the Commonwealth. (Uganda Statehouse, 2021)

The Republic is headed by a president. The country follows a democratic system of government based on a multi party system. General elections for the presidency and the Parliament are held every five years. The most recent one took place on Thursday the 14th of January, 2021. H.E. President Yoweri Kaguta Museveni was declared president for the sixth consecutive term on Sunday 17th January, 2021. He has held this position since 1986. The maximum term of office was originally three terms but a series of controversial constitutional changes have given the president the right to continue his reign for the sixth term.

Peace has generally been maintained in the country since the last civil war, which ended in 1986, when Museveni took over power. This is with the exception of a few cases like that of the Lord's Resistance Army, which tyrannised Northern Uganda and neighbouring countries, including parts of South Sudan and the Democratic Republic of Congo.

Although there are currently no known policy changes that could affect the establishment and operation of this organisation, there have been occurrences that necessitate careful analysis and monitoring of the political situation in Uganda.

Political risk

One possible risk is the occurrence of conflict in the country. This is due to public discontent which is mainly attributed to the increasingly authoritarian political regime and a sluggish economy. This risk is further exacerbated by the ballooning of Uganda's youth population and the potency of youth discontent. "77% of the population is under 30 years old" (issuelab, 2010). These are well founded speculations about the potential future of the political landscape in Uganda.

Regulatory landscape of refugees

Refugees in Uganda, are under the jurisdiction of the Office of the Prime Minister and the Minister for disaster preparedness and refugees. In terms of regulations specific to refugees and refugee settlements, both the visible facts and the opinions of relevant stakeholders, paint a very polarised picture of the refugee regulatory landscape in Uganda. As stated in the description of the organisation, Uganda is one of the best places for refugees in the world. The country's regulations, detailed in the Refugee Response Plan (UNHCR, 2019), give refugees the same rights to education and health services as citizens. They also enjoy numerous other benefits not common across many refugee hosting countries, for example, the freedom to move anywhere within the country. Perhaps the most unique feature in Uganda's response plan is the giving of a plot of land to refugees upon arrival. This is intended to further their self-reliance and reduce long-term dependence on aid.

Regulatory landscape of NGOs and CBOs

NGOs operating in Uganda are regulated by the National Bureau of NGOs, a.k.a. the NGO Bureau, which is a semi-autonomous body under the Ministry of Internal Affairs and was established under the NGO Act 2016 (MIA , n.d.).

The NGO Bureau is in charge of all NGO activities from registration to regulation and monitoring. The most noteworthy recent occurrence in the NGO landscape in Uganda, is the suspension of about 12,000 refugee aid agencies in September 2020 leaving 2,119 of the previously registered organisations operational (PML Daily, 2019).

This was due to non-compliance with regulations, according to the 'Minister of Internal Affairs, Obiga Kania'. He stated that some organisations had been operating in refugee settlements without government approval. It is also stated or alleged that some had expired permits.

In my opinion the suspension is warranted if it is on legal and non-biased grounds, as the refugee populations are sensitive and these regulatory measures would protect them from illegal or malicious activities. However, a number of NGOs have stated that even without considering these recent suspensions, the government has not been purely forthcoming or unbiased in their treatment of NGOs, and there is the sentiment amongst some that the government is largely self-serving in its decisions regarding NGOs, to the detriment of those that the NGOs seek to aid.

In fact, (D'Orsi, C., 2020) states that "By shutting down more than 200 refugee agencies, Uganda could deprive hundreds of thousands of refugees of essential aid. The suspension is likely to be a temporary measure to signal to the world that the country is struggling with its refugee burden."

Among the chief criticisms of the regulatory environment of NGOs is excessive bureaucracy and the subjective interpretation of laws, leading to unfair and biased treatment for different NGOs. According to (Deniva, 2009), their ability to freely function is dependent on the government's perception of NGOs i.e. whether the NGO is a threat to the incumbent government's interests. This point is reflective of the general political landscape in the country which permeates all sectors.

Organisations are also obligated to obtain recommendations from various political representatives and authorities to whom many might not have easy access. “Furthermore, a written recommendation is required from the chair of the Resistance Committee I which is to be endorsed by the chairs of Committees II and III 7 as well as by the District Administrator 8 of the area where the organisation intends to operate.” (Tiwana M.S., n.d.).

This level of red tape may seem precautionous but many view it as demoralising, and a bit too subjective for example the requirement for recommendations from “acceptable” sources. The “acceptable sources” are not sufficiently described, leaving it open to interpretation. Other statements highly open to interpretation by the board include; the provision for the board to lay down conditions or directions as it may think fit in the certification of registration and the requirement that forbids NGOs to engage in any act prejudicial to the national interest of Uganda (Tiwana M.S., n.d.).

The NGO Bureau board composition has also raised some concerns. Of the 13 members, ten are representatives of the Office of the Prime Minister, and other ministries. It also consists of members from the internal and external security organisations which signals inappropriate regulation of civil society organisations as only three members of the board are members of the public outside of the government and security organisations (Tiwana M.S., n.d.).

2.1.2 Economic analysis

The global economic decline has been extreme in 2020 due to the global coronavirus pandemic. Although it is a health crisis, its effects are wider than health due to its nature. The virus is spread through close contact and transmitted by air, which has necessitated restrictions of movement and quarantining measures globally. This has interfered with global trade and also affected key economic sectors in Uganda including tourism, foreign direct investment and remittances. Due to this pandemic, economies of more developed countries are expected to contract by about 7% and by about 2.5% in emerging and developing economies. (World Bank, 2020)

According to (World Bank, 2020) real GDP of Uganda, is forecasted to grow from 0.4% to 1.7% in 2020. This is a steep decline from 2019 when GDP was at 5.6%. In recent years, the economy has greatly slowed down from an average annual growth of 7% from 2011 to 2016. The two main reasons for this slow growth are, first of all, the volatility in neighbouring South Sudan and Democratic Republic of Congo. These two countries were respectively the second and the fourth main importers of goods and services from Uganda. Secondly, global warming has had a tangible impact on the climate of Uganda, being a country heavily reliant on agriculture. Less favourable weather conditions led to lower crop yields and consequently low economic gains.

The rate of employment and job creation is another economic indicator. The low rate of job creation in Uganda indicates slow or inadequate economic growth whereby “700,000 people reach working age annually, only 75,000 jobs are created each year” (World Bank, 2020)

However, this may be quite a stringent indicator as Uganda's population is expanding extremely rapidly, especially in the youth segment. (World Bank, 2020)) mentions a 3% annual population

growth rate in Uganda. The majority of the youth, 70% to be precise, continue to rely on subsistence farming for survival.

However, increasing the number of jobs is not a solution in itself, and an increase in population does not necessarily translate to availability of the necessary human resources. It is more important that the skill level of the human capital matches the available jobs. Formal education, although not the only determinant of skill level, is a good indicator to use given the fact that jobs are becoming increasingly in need of some level of formal education attainment. In Uganda, acquisition of formal education is still wanting with some children acquiring only 7 years of education by the time they are 18 years old, as opposed to the official requirement of 13 years of education by the age of 18, and this is excluding pre-primary education.

According to the World Bank (2020), the human capital indicator (or index) is also low with a child born in Uganda today forecasted to attain a 38% level of productivity as an adult. 100% level of productivity here is based on a child having concluded the formal education requirement and benefited from a generally positive or complete health. The health requirements for full productivity are unfortunately not met by all children in Uganda with about 30% from five years of age and below suffering from undernutrition.

Although the above economic factors are outside our immediate target market and audience, they have important implications for our organisation. Slow global and country (Uganda) economic growth reduces the ability of governments and institutions to donate money to humanitarian causes.

The high rate of population growth in Uganda, especially in the youth who reach employable age each year; 700,000 (World Bank, 2020) has positive effects on our market for labour. However, the rate of education attainment and low human capital indicator, indicate a possibly lower level of access to certain skills that are acquired from higher education. It is still possible that there will be access to a large pool for a skilled workforce given the overall low level of employment in the population.

2.1.3 Sociocultural analysis

Uganda is a multi-ethnic nation with 56 tribes. The country's youth make up an overwhelming proportion of the population with 70% below 30 years old. (World Bank, 2020).

The country also hosts about 1.4m refugees. According to (Nambuya, S.S. et al. , 2018) given the continuing danger in refugees' countries of origin, they are not likely to return soon, and therefore integration becomes an important part of long term settlement. 70% of refugees have interacted with members of the host community. interaction with the local community is possible as there is considerable freedom of movement for refugees in Uganda. As per their study done in Kiryandongo settlement, some criteria can be used to identify the level of integration of refugees, with the host country. These include; adoption of the local language with 73% of respondents able to speak the local language, and the desire to have family members resettled in the host communities with them at 81%.

Based on this criteria, the willingness and ability of refugees in Uganda to integrate is quite high, with more people wanting to than not. Most of the respondents who wanted to settle cited positive views of Uganda, like "friendliness of Ugandans". Of the respondents, the 12% who did

not wish to stay in Uganda cited mostly patriotic reasons and the fact that they could access a better life back home in normal peaceful circumstances as opposed to negative opinions of Uganda.

Unfortunately, even integrated in the social fabric of Uganda, there isn't always peaceful coexistence. Although interactions have largely been positive, there have been a few cases of negative interactions for example, disputes over local resources like firewood.

According to the same study, when refugees were prompted to make suggestions for more peaceful living, the most common idea was "sharing ideas and feeling together about peaceful living". Other suggestions included "interacting freely with other people and preaching peace" (Nambuya, S.S. et al. , 2018).

Integration is not the only issue and mental health disorders are rife in populations during and after facing violent situations. "One in five people in post conflict settings and during conflict, are afflicted with many various mental health problems like depression, anxiety,..." (Charlson, F., et al. 2019).

2.1.4 Technological analysis

We consider mainly access to media technologies which are the most relevant for HKFM's activities.

According to a household survey by the Uganda Bureau of Statistics in 2016, only 17% of households in Uganda own a television set. In some regions, this figure is as low as 0% like in Karamoja in north-east Uganda. This figure is higher in larger cities like Kampala, at 42%. In rural areas and informal settlements, it is quite common for many households to collectively own and share a TV.

"In 2015, BBC World Service's nationally representative survey found that the majority of the Ugandan adult population had a working radio (87%) and mobile phone (74%) in their household. Only a third had a working TV (34%) and only 13% of the adult population had access to the internet within their household." (BBC Media Action 2015).

2.2 Market/consumer analysis

2.2.1 Target market analysis

Demographics

The target market is the market for the provision of psychosocial development aid to 7-11 year old refugee children in settlements in Uganda. To determine which organisations are operating in Uganda, data was retrieved from the NGO bureau 'Register of NGOs' as published in the newspaper 'PML Daily' in 2019. In the register, there is no description of the organisation's sector as 'psychosocial development'. This sector is instead labeled under the umbrella term of which it is a subset; 'social development'.

The total number of registered organisations is 2119. This is after 12,000 NGOs were shut down by the bureau due to non-compliance with regulations. (PML Daily, 2019).

There are six NGOs, operating in the fields of social development (of which psychosocial development is a subset) in refugee settlements in Uganda. There are also six operating in districts where these settlements are located. In 'Table 1' which can be found in the appendix, they have been included due to their proximity and the possibility that they also offer services to refugees. However, for our main market competitive analysis, we consider the ones in refugee settlements. It is possible that there are more that were not identified if they did not include their area of operation in the information provided in the register.

The NGOs operating in refugee settlements and their main activities are as follows:

-Acted: "Camp coordination and camp management, civil society organisations, cash transfer programming, resilience building by increasing recovery" (ACTED, 2020).

-African Women And Youth Action For Development- "Women development, working to empower vulnerable women and youth through gender education, and health services" (AFRIWYAD, n.d.).

-Afro-Canadian Evangelical Mission (ACEM) - (No available information about operations in Uganda. As the organisation was listed in the NGO Bureau register, it has been included in this analysis. They are based in South Sudan according to their website.) : "A faith based organisation that works with local churches to spread a biblical understanding of peace and reconciliation." The organisation also supports education, orphans, primary health programmes, food and child protection. (A.C.E.M., n.d.)

-ARC International: "Building design, schools, provide supportive counselling services, resettlement orientation, provide basic household items and violence prevention" (wearealight, n.d.)

-Child Voice International : "Community based and centre based healing for adolescent girls in refugee settlements. Girl empowerment centres and groups, a boarding school, non traditional education programmes and in depth counselling services for the girls" (Childvoice, n.d.).

-Danish Refugee Council - (on the register, the organisation is not listed as operating in the settlements and is therefore not included in 'Table 1' with the other organisations. Information about their activities was obtained through an interview with an NGO industry professional and consequently from their website) : "Resilience building, livelihood support, Water, Sanitation and Hygiene (WASH) programmes and cash based interventions"(DANISH REFUGEE COUNCIL, n.d.).

-International Rescue Committee : "Economic well-being, education, health, empowerment and safety" (INTERNATIONAL RESCUE COMMITTEE, n.d.)

Due to the high frequency of NGOs in Kampala, systematic data sampling was used to determine how many operate in the field of social development. Of the 215 NGOs observed, 150 operate in social development. The rest of the observed organisations in the derived dataset operate in education, agriculture, health, accountability, public administration, justice,

law and order, works and transport. In the total population data set, additional fields like information technology were observed.

Market for financing

In this subsection, we analyse the market for financing by looking at the various methods in which NGOs are financed to identify the most suitable and realistic options for HKFM.

NGOs and CBOs are financed in a number of ways, including private donations (both individual and corporate), government grants, through partnerships with other NGOs and self financing. We consider a combination of income sources to take advantage of the increased financial protection that diversification provides while appraising how suitable each is.

Vital considerations are the sustainability of the financing strategy and the reduction of financial vulnerability. This is important to consider as some financing methods are able to sustain organisations in the short term, but not in the medium or long term. For example, if one relies only on donations from a large institutional donor that is able to cover all financial needs of the organisation but at a point these are stopped abruptly due to the institution closing down. If the organisation doesn't diversify funding sources, it is likely to be forced to stop activities.

HKFM will strive to avoid financial strain that can bring an abrupt end to our activities as the community we serve is quite vulnerable and our activities would be of great benefit to them. It is our strong opinion that such an occurrence would be detrimental especially to the children's psychological wellbeing should they get accustomed to our services. The possibility of closure in itself is not the main concern as it can be navigated in such a way as to ease the children through a transition, it is a sudden end to our activities that is the main problem.

This being said, we intend to keep operations going for as smoothly as possible and for long as is necessary. In order to achieve this, the following factors are taken into consideration:

Diversification of sources of income

Heavy reliance on one donor or type of funding is likely to increase likelihood of an inadequate funding structure. This is supported by the financial portfolio theory which seeks to ascertain how people maximise expected return from a combination of investments, in this case funding sources, in accordance with the combined risk of each option. It is also supported by the resource dependency theory. Both these theories have been studied by a number of researchers in application to NGO financing, although they were developed for for-profit companies and businesses. Many of these researchers, including Chang and Tuchman 94 and Boullier and Harmon 2003, conclude that diversifying sources of funding reduces susceptibility to financial vulnerability.

Implications of the source of funding

The view that diversification reduces the possibility of financial vulnerability is contrasted by some studies who go further to explain that susceptibility to negative income shocks does not simply come down to lack of diversification, but to the source of funding on which the organisation is more dependent. According to ciriac, which compiles a number of studies, the

findings show that dependence on government funding tended to lead to a more stable stream of income than donations from individuals and companies.

Also according to Ciriac 'another indicator of potential susceptibility to financial distress, is the size of the organisation'. Ciriac explains that theories supporting this claim include the liability of smallness and the liability of newness. 'More established, NGOs are usually more reputable and therefore favoured by donors.

Challenges in accessing funding

One notable problem for NGOs that comes about as a result of relying on external financing is their ability to use their discretion to determine how these funds are used. In an interview with the founder of an NGO based in Kakuma refugee camp, Kenya, they commented as follows in reference to availability of funds from other NGOs; "They will only fund you if you work on what they want."

This conditionality of funds greatly limits what NGOs can do and may lead some to change their plans or areas of operation in order to gain funding. In my opinion, this can present a number of issues which limit the ability of NGO activities to be effective; First of all, if an NGO has already sunk costs in training members for a specific purpose for example, early childhood development, and are suddenly faced with conditions to acquire funding, they may be forced or coerced to switch their focus to an area where they have no expertise, rendering them less effective and leading to a waste of already available or accumulated skills.

Apart from conditions for funding, seekers of funds are sometimes faced with stringent and detailed specifications, for example, the percentage to be spent on a specific area of operation such as advertising. This may be unavoidable in order to prevent fraudulent use of funds. However, Ciriac further states that this can lead to higher administration costs for NGOs, and they have to spend an even higher proportion on hiring skilled workers or technical workers to ensure they meet the donor's requirements.

This presents an opportunity cost for both donors and for HKFM. A necessary question to ponder is this; Is it worth spending more on administration and monitoring in order to ensure proper allocation of funds to activities and in order to increase our chances of getting funding, or does more money and time spent on administration, with less flexibility, reduce the effectiveness of operational creativity and our discretionary capacity?

Sources of financing

Private donations from individuals and corporations

According to investopedia (2020), these can either be from a small pool of large donations or large pool of smaller donations. Some wealthy individuals contribute significantly to organisations like "Ted Turner who donated \$1 billion to the UN". This type of funding usually goes to a few well known, large, NGOs. Most organisations usually receive a large number of donations of a less significant size.

Self financing

We will consider self financing which is where the NGO is sustained through its own operations. This is done in a number of ways including membership fees and charging a segment of

clientele for services. We have the potential to engage in income generating activities. HKFM radio stations can run advertisements for stakeholders who require this service; for example other NGOs who wish to increase their reach or businesses that operate within the settlement.

In Nakivale refugee settlement, we have a perfectly parallel point of reference for this method of financing in a refugee built and run radio station, “Demou-Kay, a young Congolese refugee, ...He has also used his self-taught technical skills to make a radio transmitter to create a radio station, the only one in the settlement. By charging a small fee for song requests, he has begun to generate income from the station, helping to maintain the project.” (fmreview, n.d.). Although our target audience will not be our source of income, advertisements targeting them can be run on our station to generate income.

Community financing

CBOs can also be locally financed by the community. This is common for some CBOs and grassroots organisations where the community they serve contributes to a common cause. For example, a community coming together to plant trees in the local forest and organising the project themselves including providing the labour and purchasing seedlings. However, due to low levels of surplus income in refugee populations and capital-intensive costs for HKFM, especially at the beginning, we will not rely on this so early in the project. This is a possibility we can revisit and one that can be of benefit if we later identify opportunities to engage in communal income generating activities, i.e. for both us and our community members. In addition, the community actually forms part of our organisation as not only beneficiaries, but also as staff members.

It is worth noting that although financial resources are very important, in some instances, they can be substituted for other types of resources if the substitute can allow us to meet our objectives and can sustain the existence of HKFM. take the following as an example; if we approached a larger NGO for funding and they were willing to aid our organisation but did not have the financial capacity to do so, we would suggest substituting this for another resource e.g. the volunteering of human resources for example the expertise of a child psychosocial practitioner.

2.2.2 Target audience analysis

Demographics

There are 1,404,858 refugees in Uganda as of 31 August 2020 (UNHCR, 2020). Of these, 59% are children. (16% are 0-4 years old, 26% are 5-11 years, 17% are 12-17 years), 48% are 18-59 and 3% are 60 and over. The ratio of females to males is 1:1 across almost all age groups. Our target market lies within the 5-11 year olds age group. A further breakdown is needed to determine the exact number of children who are 7 to 11 years.

Psychographics

Understandably provision of basic needs like health care and shelter are at the forefront of humanitarian intervention in situations like forced migration. However, other factors are important to consider in both the short and long term like the psychosocial wellbeing of the

people in need of humanitarian aid. Psychosocial is defined as “relating to the interrelation of social factors and individual thought and behaviour” by (Oxford languages).

The current Covid19 pandemic, which has necessitated lock-down measures, combined with the already present limited types of opportunities for children in refugee settlements to develop in psychosocial aspects, is limiting their ability to attain self mastery. They are missing out on avenues for psychosocial development at this stage of life. Although it is important for all children to access such opportunities for psychosocial growth, it is even more beneficial for our target group as they have been faced with very traumatic situations i.e. conflict in their countries of origin.

Our organisation’s activities can provide the children with the opportunity to safely engage in activities that can have a positive impact on their psychological and social growth. HKFM plans to do so by actively engaging the target consumers, 7 to 11 year old children, in the management of certain radio programs. This will be through activities like having children group leaders, which can help them attain and develop leadership skills. They will also be heavily involved in content creation for the radio station. We will guide and encourage them to explore the creation of different types of content like writing songs, singing, writing stories, comedy skits, mindfulness tips, etc. We will also train and encourage them to go on air to deliver many of these programs themselves. The themes we aim to imbue the programs with include self mastery, mindfulness and developing a growth mindset. Children who are not involved in any of the management or creation activities will still benefit from the content they listen to. Besides the themes of the content, listening to other children will also be a form of encouragement in itself as children will easily identify with other children and perceive that they can do these activities too.

There are many models which have been used to study and develop tools for this cross-sectional field of psychosocial development. We choose Erik Erikson’s “stages of psychosocial development” (verywell mind, 2020). It is a great model for psychosocial analysis and development, as it segments stages by age groups. This is useful for forming more age-appropriate interventions and is therefore suitable for HKFM. This theory consists of eight stages which span the entire lifecycle (from birth to death). It identifies the general psychosocial milestones, trends and needs of individuals at each stage. As with many theories, there are some criticisms for this one. It should therefore not be viewed as a comprehensive framework, but rather an adequate fundamental guide to build upon.

The most relevant stage for our target consumers is the fourth stage, ‘industry versus inferiority’. Erikson approximates that this stage begins at 6 years and ends at 11 years. In this stage, the defining factor is capability. Normally, many children enter school at this age and begin to interact more with other children. Before this stage, interactions are, for the most part, with members of their own family and to a limited extent, with others in the wider community. If they are in school, their interaction with the world outside of immediate caregivers and family becomes more influential.

It is also important to note that while activities before this stage were mostly centred around having fun, when they start school, actual performance and skills take on a more critical role. At this pivotal time in children’s lives, feedback and the delivery of feedback become more important. Some feedback is quite subjective, for example in an art examination, but a lot of it is objective, for example grades in a Language grammar examination. Children will unavoidably judge their competence in different areas based on this feedback. Children also typically judge themselves in comparison to other children. At this stage of “inferiority versus industry”, these

two bases of self-judgement have a profound effect on the psychosocial development of children. Being skilled at something can boost their confidence. However, if they feel incapable, based on the same criteria for judgement, this can lower their self esteem.

To highlight further the significance of feedback, take an illustration of two children. If two both are equally skilled but one is praised too much while the other isn't adequately praised, their psychosocial perceptions of themselves will develop very differently. There is a risk of fostering arrogance in the one who is excessively praised and low confidence in the one who is inadequately praised. In another illustration, if two children are not performing well in a certain skill, for example writing, they may receive contrasting feedback. If one is encouraged to keep making an effort while the other is not, the one who is encouraged is likely to develop competence with time and effort, while the other is very likely to overcompensate or give up altogether.

If not identified and addressed quickly, these issues that develop quite early on in one's life can carry on to the later stages of life. On the other hand, if these issues in the "industry versus inferiority" stage are identified and addressed early, one's natural skills and talents can be nurtured which can contribute positively to their own emotional wellbeing and their interaction with others, hence their psychosocial development.

Access to technology

Although technology is not a basic need in the strictest sense of the word basic, it is fast becoming an indispensable tool for many areas of our lives as its innovations have permeated almost all sectors from healthcare to education, agriculture and even governance. In order to benefit from the many uses for and benefits it brings to our lives, one needs both access to these technologies and the associated knowledge and skills to be able to use them sufficiently. In this section, HKFM seeks to analyse technology as it pertains to our target audience; 7 to 11 year old refugee children. However, the available data does not showcase the access to and use of technology in our target group and is limited to information about technological use by refugee populations in Uganda in general i.e. refugees of all age groups. However, some of this data is useful to give us a picture of the possible access to technology that the target audience has.

Access to technologies in general e.g. computers, internet, etc. is applicable to determining possible routes for advertising and promotion to our target audience. However, the most relevant technologies for our analysis are radios and mobile phones. Access to radios is relevant in order to determine how many children would be able to tune in to our radio show. Access to mobile phones is also relevant to determine how many children will be able to call in to our programs as we aim to make some of them interactive.

We also attempted to collect data using a questionnaire but faced challenges in data collection. It was not possible for our Chief Operations Officer (COO), who carried out the survey, to access an adequate number of children for the sample results to be adequately representative of the population. We initially aimed for at least 50 children but were only able to get responses from 37. In addition to this, not all the children could read and write and the COO had to improvise the data collection method. Data was then collected by interviewing the children. Of the 37 children interviewed, 3 had radio sets at home and 1 of the 3 had both a radio set and a television at home.

Mobile phones

According to (Khan M., 2019), more than 33% of refugees use mobile phones actively. Some factors that reduce access to mobile phones are cost, technical illiteracy and availability of electricity to charge phones.

The most common usage of mobile phones is to make calls and send SMS messages. This is followed by using them to access mobile money to send and receive money with about 44% of refugees in Bidibidi using it for this service. The value of connectivity is so great to refugees that some are even willing to forego other basic necessities like food in order to connect with their loved ones.

Another major barrier to accessing mobile services is the regulation by the government of Uganda that requires everyone wishing to acquire a SIM card to present a “government-recognised” ID. Some refugees have resorted to getting a relative or friend to acquire a SIM card for them but not everyone could access a person with accepted forms of ID. Thanks to a collaborative undertaking by the GSMA and UNHCR, the government of Uganda modified this regulation for refugees in particular and permitted the Uganda Communications Commission (UCC) to register refugees for SIM cards using attestation letters issued by the Office of the prime minister in lieu of government issued IDs for refugees. Under this new Act, more than 600,000 refugees will be able to access these services, when needed. (GSMA, 2020).

Where it is not possible for individuals to own a handset, refugees have developed other ways to access them including sharing or borrowing.

Internet

There is higher awareness of the internet than there is access to it. This will not be a viable route for communications with our target audience. Purchasing power of target audience

Purchasing power

Our target audience; 7-11 year old refugee children are minors with no purchasing power of their own. According to the UNHCR, there are more than 5000 unaccompanied refugee children in Uganda (UNHCR, 2018). However, the majority are dependent on their caretakers, usually their parents. We therefore consider the purchasing power of adult refugees in Uganda.

Most refugee settlements in Uganda, are located in rural and less developed areas of the country. This presents both challenges and opportunities for host communities, refugees, and other stakeholders. On the negative side, services like education, which are already stretched in host communities, become even more so, as more refugees enter the country and settle in these communities. On the positive side, research has demonstrated that refugees in Uganda, have had a positive impact on the economy of the host communities, and even on a wider scale on Uganda's economy. Refugees have contributed to the economy through provision of labour, job creation and trading of goods, especially agricultural products from the land given for cultivation. Although difficulties remain, the general effect has been quite positive to date. This is

mainly attributable to Uganda's increasing focus on developmental aid as opposed to only on immediate humanitarian relief.

Part of this development strategy is the fostering of self reliance through the provision of land to be used at the refugees' discretion. "The average size of these plots is 30 by 30 metres or 0.22 acres" (UNDP, 2018). The intended purposes are mainly settlement and cultivation. Through this, many refugees have been able to supplement their own food, on top of the food they receive from aid, and sell the surplus for extra income.

However challenges are still present. As the settlements are usually found in quite remote locations, it is challenging for the refugees to make a living as more resources are spent on transportation of goods to markets. Some refugees who have no agricultural skills are also unable to use the land efficiently. In addition to this, they only have rights to use and not rights to ownership of the land hence they are unable to use this land as collateral for loans to start other businesses that require more capital.

Apart from agriculture, refugees partake in other means of income generation in Uganda's labour market. The average level of refugees in the labour force is 38%. As a reference it is 74% for Ugandans. On average, refugees make 175 USD per month. The type of jobs they have access to is quite limited for a number of reasons, including discrimination, understandably, as Uganda, is a low yield low income country itself, and citizen employment is quite low as well. Other reasons include language barriers and unsuitable academic qualifications. However, some refugees are still hired as they are more willing to accept lower wage rates than the nationals. According to (Zhu et al., 2016) citing (Vemuru et al, 2016), most refugees are hired for manual jobs, for example land cultivation and brickmaking.

Trade and business

Besides agriculture and provision of labour, refugees have contributed to the economy of Uganda, through activities like setting up businesses and trading. "Commercial trading started with the swapping of food and other items between refugees and local host communities. Refugees exchanged bags of maize, or cooking oils for Ugandan crops such as bananas and cassava." (Omata N., 2018). The article also states that trading has evolved to cater for approximately 2000 sellers and buyers from both refugee and Ugandan communities, each market day. In addition to this, refugees have set up shops which purchase products from Ugandan commercial enterprises.

The influx of refugees and consequently NGOs and aid workers has increased the customer base in these refugee settlements, attracting nationals and refugees alike to set up and expand businesses, creating more jobs and contributing to local development.

The nature of businesses also tends to vary according to the nationality as refugees bring in expertise from their countries of origin, with Somalis mostly trading in the oil and petroleum and retail industries and providing other Somali refugees with jobs. "We feel more comfortable because we have a lot in common" says one Somali refugee. Congolese are "positively stereotyped for their craftsmanship and thrive in the bitenge sector, a traditional Congolese fabric and in tailoring." (WEF, 2015)

Refugees do not only create jobs for other refugees, but for Ugandan citizens as well with “21% of refugee business owners in Kampala hiring staff from outside their families, of which 40% of non family staff are Ugandan” (WEF, 2015). Not only do hosts, and other Ugandan communities, for example in Kampala, benefit from refugee economic activities, so does the wider Ugandan economy. “They pay taxes and they also pay some other required dues by the local municipalities and that revenue goes back to the state,” said Solomon Osakan, refugee desk officer for the northwestern Arua district (WEF, 2015).

In summary, poverty levels are still high among refugee populations. Dependence on aid is still quite significant. However, due to a combination of the self-sufficiency model emphasized in the aid program and the resilience of refugees, there is an active economic scene in this audience. Purchasing power remains low and HKFM will seek funds from other sources but we can offer low-cost advertising options for interested parties where products and services advertised would be of benefit to the target audience e.g. schools, sports clubs, etc.

2.3 Market segmentation

Geographical segmentation

HKFM will segment the market by geographical location as the reach of the ‘Rootio’ radio stations is only ‘2-5 km from the antenna’. (Engineering for change, n.d.).

There are 12 refugee settlements in Uganda. (UNHCR, 2021).

Service segmentation

Secondary segment 1; psychosocial development for caretakers of the children especially their mothers

Secondary segment 2; psychosocial development for caretakers of the children including 12-16 year old refugee children

7 - 11 year old refugee children remain the primary segment of the organization.

2.4 Competitive analysis

We separate the markets to consumers from the market for financing in our competitive analysis.

2.4.1 Competition for the target audience:

In this market, where competition would normally be for market share, we shall not consider other NGOs and CBOs who are providing similar services as us, as our competitors, but instead as collaborators. The main reason for this is that there is a large potential market base that is underserved according to reports by the UNHCR, and various other organisations.

There is actually a need for more providers of psychosocial support amongst other needs. In this light, we therefore consider how best to fill in part of this needs gaps and who we can partner or collaborate with in order to reach more customers and in order to provide our services more effectively.

2.4.2 Competition in the market for financing:

In terms of accessing finance from larger/institutional donors, our “liability of smallness and newness” places us at a disadvantage in comparison to more established NGOs working in the refugee settlement like UNHCR. On the other hand, these large opportunities actually provide financing opportunities for smaller NGOs through funding and outsourcing.

When it comes to acquiring funds from the locals in Uganda, we have a competitive advantage over larger NGOs as locals are more likely to fund local organisations. This is based on the assumption that international organisations, which are usually larger and tend to have accumulated experience before expanding, are already better positioned to acquire funds on an international scale.

In terms of our self-financing activities, we have the advantage of being the only providers of a service in a niche market; radio stations for 7 to 11 year olds. Although we plan to serve as many refugee settlements as possible, we are starting in Kiryandongo where there are only two radio stations that can be accessed, VCC fm and Kibanda fm. None of these runs any programs targeting our market. Therefore, we provide the top platform for potential advertisers who wish to specifically target our audience e.g. for those who set up a school for our age group, NGOs who wish to provide services to them e.g. sports clubs, etc.

2.4.3 Competitive position (SWOT analysis)

Strengths:

Good understanding of the community due to proximity. The founder (who is also the CEO), the COO and the Head of Communications and Promotions are also refugees who live in Uganda, like HKFM’s target audience.

Access to human resources to scale up operations within the region. The refugees in the communities we are targeting are mainly from other countries in the region i.e. the Democratic Republic of Congo, South Sudan, Ethiopia and Somalia. HKFM’s proximity to them can provide easy access to them. They can be approached to provide pertinent information for further research and implementation to guide our expansion.

Weaknesses:

Newness and smallness puts us at a competitive disadvantage for funding compared to other organisations.

Opportunities:

Availability of numerous organisations with different areas of expertise to partner with

Threats:

Being a start-up organisation with no strong financial backing as of yet, there is the threat of financial strain

3. BUSINESS PROPOSAL

3.1 Services

- a) Distributing radio sets
- b) Setting up a radio station
- c) Dedicating the content broadcasted to psychosocial development of 7-11 year old refugee children
- d) Developing some of the content together with the target audience

Potential program content: (to be developed with the target audience)

- interactive call-in games and quizzes
- audio plays composed by the children
- advice segment hosted by children and other highly relevant people in their community like their mothers, teachers, other NGO staff specialising in children
- book readings with appropriate content (e.g. inspirational for children)

We also aim to include an anonymous call-in feature to certain programs. This will give refugee children the opportunity to be included in conversations regarding their own wellbeing. As mobile phone credit will not be affordable for many refugees, we plan to emulate the method “Rootio” uses. The organisation purchases phone credit in bulk giving them access to heavily discounted airtime. When someone calls in, their call is dropped and they are immediately called back by the station, therefore incurring no costs themselves.

3.2 Organisational structure and management

3.2.1 Organisational structure:

Being a start-up, we strive to reduce bureaucracy in the organisation in order to encourage faster communication and implementation without sacrificing effectiveness. We therefore aim to make the organisational structure as unbureaucratic as possible for faster information sharing and implementation while being cognizant of the need for a structure that promotes clear direction, an appropriate level of discretion, monitoring and accountability.

The organisation is to be governed by a board made up of both executive and non-executive directors.

Executive directors

The Chief Executive Officer (CEO), the Chief Operations Officer (COO), the Chief Financial Officer (CFO) and any other managerial staff that we will identify as pertinent to have on the board of directors. These directors will be responsible for the daily management of the operations of HKFM.

Non-executive directors (NEDs)

The role of non-executive directors cannot be downplayed. Although they are not involved in the day to day running of the organisation, they play an extremely important role on the board of directors as their level of independence is usually fairly perceived as more reliable than that of executive directors by various stakeholders especially those with an incentive or need to monitor the organisation.

The NEDs will constitute the following:

- NEDs chosen by the community members: Although we aim to hire executive members of staff from within the community wherever possible, we would also like to include members of the community in a non-executive role.

In this case, the organisation will signal the need for these directors via channels of communication most used by the community; flyers and if our budget allows, via the radio. They are to be nominated and voted by the community members who wish to participate.

- NEDs hired by the executive directors.

These NEDs will function on a consultative basis and as auditors. External audits will no doubt be carried out by any potential funders and by the NGO Bureau of Uganda but it is of extreme importance that we regularly audit ourselves as well. These NEDs will be chosen for roles that would benefit us greatly from their expertise but where we do not require their daily input for example the consultant in education.

3.2.2 Organisational management:

The CEO / Chairperson of the Board : These roles will be assumed by the author of this document throughout the first year from the formation of the organization. It is important for the founder to remain active in the management of the organisation during the formative stages to ensure that the intended vision is thoroughly communicated and implemented. The main modules of her education that are most relevant to this organisation are corporate governance and entrepreneurship. She also has professional experience in humanitarian aid work and in social entrepreneurship. She intends to remain the chairperson of the B.O.D. for as long as the organisation runs or until unable to do so but plans to hand over the role of CEO after one year of operations.

The COO : He has had experience working with an NGO that acquires secondary school scholarships for children in Uganda, by training children how to play basketball. He also has strong links to the community in Kiryandongo, and has visited and stayed at the settlement numerous times. The information he has acquired has been instrumental in formulating this plan, and his background positions him as the perfect candidate for the role of COO. He has already agreed to take on the role, and his CV is attached in the appendix.

The Consultant in Education (Non Executive Director) : An educator by profession who has taught at one of the best performing (academically) secondary schools in Uganda. He is currently doing his PhD in education. He was previously consulted on a one time basis and provided pertinent information about both formal and informal education for children. He is also experienced in the psychosocial responsibilities of education. When he was previously contacted, the intention was for a one time consultation but he expressed his willingness to continue to liaise with our organisation and to continue to provide his services. He will be contacted to be offered a position on the board of directors in order to give guidance on the educational content and its psychosocial effects. He will also be consulted on how the organisation is performing in this regard and also on how best we can ensure the most effective impact.

Head of communications and promotions : A documentary filmmaker by profession. She has also worked in other content creation professions including photography and social media marketing. Her work has been showcased in various film festivals in Uganda, Africa, and

internationally, specifically in New York and Bangladesh. Having studied and worked in various locations, her technical skills, cross-cultural knowledge and experience position her as a perfect candidate to head the communications and promotions department. In her role, she will liaise with both the funding consultant and the community members where we will operate. She will take charge of making sure that our organisation is accurately represented in all communications and our objectives are clearly communicated to all stakeholders.

3.2.3 Hiring the staff:

It is logical to secure funding or a source of income first before filling in many of the staff positions. We will however need to hire an NGO financing consultant immediately. This will be jointly done by the CEO, the COO and the Department head of Communications and Promotions. Other members of staff that need to be consulted before securing finances include the legal consultant, the administrative director and the child psychosocial development expert. It would not be fair to acquire funding without ensuring that we have access to the skill pool that can deliver on the main proposed activities.

3.3 Legal plan

Licensing and permits:

The organisation's activities fall into various industries, each requiring different types of licensing. None have been acquired yet. The licensing requirements are listed below. The specific preconditions for acquiring each are specified in the appendix.

For operations as a CBO: We will require licensing to operate as a CBO. In order to acquire one, HKFM needs to report to and register with the district commissioner of each settlement where the CBO will be located.

For operations in psychosocial development:

We automatically acquire permission by reporting the intended activities of our CBO to the district commissioner when we apply for the license to operate.

For operations in media and communications as a radio station:

Normally, all radio stations in Uganda are required to register with and acquire a license from the Uganda Communications Commission. This applies for both commercial and non-commercial radio stations. Community radio stations are grouped as non-commercial by the commission.

However, we plan to set up our radio station under 'Rootio', a non-profit organization headquartered in Kampala, Uganda that sets up grassroots radio stations for communities across the country. According to ('Rootio', 2014), "in certain cases, users interested in

broadcasting will need to pay for an FM broadcasting license. Rootio has worked with Ugandan officials to eliminate that cost for their users.”

3.4 Suppliers

Suppliers of the radios:

HKFM has not yet settled on the suppliers for radios but this remains a priority activity.

Suppliers of the hardware for the radio station:

Rootio is an NGO located in Kampala, Uganda that gives communities the opportunity to set up grassroots radio stations with significant reductions in the economic liabilities and technical skills usually associated with establishing radio stations. It does so through the innovative use of mobile phone coverage together with radio broadcasting technology (rootio.org, 2021).

3.5 Marketing plan

3.5.1 Marketing to consumers

According to observational analysis of Kiryandongo by the COO, the following were the most pertinent promotion routes targeting our audience (7-11 year old refugee children).

-flyers

-conferences

-word of mouth

3.5.2 Marketing to potential funders

-Funding proposals

We then establish contact according to any published guidelines from the organisations for seeking funds. If there is no identifiable published content, we approach them at their physical locations; for potential funders in Uganda.

-Use of social media and a link to our organisation’s website for the first point of information on us and our activities. This will be for funding after the organisation has been set up.

3.6 Implementation strategy

In order to ensure the best chance of survival and maximum level of value generation across the entire organisation, it is imperative that we plan and strategize before implementation. We

will also continue to revise our strategy accordingly after setup. According to the Corporate Finance Institute, coming up with a good strategy entails viewing how the different units of operation fit together and influence one another under the organisational structure that governs them. This is important in order to optimise human and capital resources. Different schools of thought list different factors that should be considered. From the various factors, the most relevant for our organisation include visioning, objective setting, allocation of resources, organisational design (structure), portfolio management, tactics and measurement.

3.6.1 Vision and objective setting:

To briefly recap:

Our vision: Young minds growing in peace and prosperity

Our main objective: The main objective of Harmony Kids FM is to foster harmony and prosperity of 7-11 year old refugee children in Uganda by helping them develop self-mastery. We aim to accomplish this by enhancing access to tools for psychosocial development, radios in particular, and setting up a radio station to broadcast content with psychosocial themes for our target market.

These are core to the corporate strategy as they tether every decision we make to the purpose of setting up this organisation in the first place.

3.6.2 Allocation of resources

Our resources include our human resources, capital and reputation.

We place heavy emphasis on our human resources throughout the existence of this organisation. This will be done by hiring people who are not only competent in their technical skills, but also able to work with and for all stakeholders concurrently, especially the target consumers. We therefore target to hire employees in different capacities; volunteers and salaried employees, who are passionate about the psychosocial development of this age group.

Capital is important for both the setup and continuity of the organisation but will be expended in different proportions at different stages e.g. more on equipment during set-up and more on operations and expansion after.

During the set-up, most of the capital will go to ensuring a strong foundation for the CBO. Most importantly, we will focus resources on consultation with the community we are going to serve to ensure that their voices are present at all stages. We will also allocate capital to ensuring the best people are hired to see the establishment through, i.e. consultants and managerial staff. It also requires expending capital on ensuring our legality, i.e. ensuring we fulfill all registration and licensing criteria. Initial purchase of equipment like the radios and the set-up of the radio station will also require relatively heavy financial investment. Therefore, the initial set-up will be quite capital intensive across all areas of operation.

After the formation, the only major costs will be operational expenses like electricity and salaries. Any excess capital will be reinvested back into the community to improve effectiveness

in meeting our goals e.g. by providing textbooks to improve our effectiveness in the education division, where classes are listened to on radio. Excess amounts can also be dedicated to the expansion of our operations to other areas.

Our reputation will also be important and will be built on values like integrity and dedication to our consumers e.g. by always involving them in our decisions-making process and being transparent about our activities to them and other stakeholders like our potential funders, partners and the government.

3.6.3 Organisational structure and design:

Please refer to the previous section under the same heading for a full description of the structure.. In brief, we aim for clear direction for all members and to reduce bureaucracy.

In terms of strategy, we shall have a two-way communication channel with an emphasis on a bottom-up approach in order to prioritise our consumers and to ensure that they are not only benefiting from our programmes but also informing them. A top-down approach will also be taken in order to communicate clearly how we have used the information and feedback from the final consumers, and any new innovations or changes from management.

3.6.4 Portfolio management:

Here our portfolio refers to the sum of our operational units and these include;

- e) Distributing radio sets
- f) Setting up a radio station
- g) Dedicating the content broadcasted to psychosocial development of 7-11 year old refugee children
- h) Developing some of the content together with the target audience

These activities complement each other and all are necessary to achieve our organisational objectives. Radio ownership by the community members, or by our target consumers is an important part of achieving our objectives. Of the 38 children in the 7-11 year age group interviewed in Kiryandongo settlement none listened to radio as they had no access to one. Of the 40 children in the 12-16 age group, 3 had access to radio and listened to it. In order for our target market to access our radio station, we need to provide them with radio sets.

Setting up and running a community radio station will give us the platform to tailor content that helps us meet our objective of fostering individual and communal harmony among 7 to 11 year old refugee children in Uganda by developing an airing content that is in line with this purpose. We aim to develop the content together with the children. The development of individual and community harmony can be done in a number of ways but our reference is Eric Erickson's model of psychosocial development (verywell mind, 2020) as it analyses and categorises

development by age groups. It can therefore inform us on the appropriate approach and content for psychosocial development of our target age group.

It is vital to note that children of this age group are still under the care of their parents and other caretakers. The main caretakers have also gone through, or are still going through trauma. Some aspects of the trauma are similar to that of the children, for example limited access to shelter and food and some are different e.g. the extra burden on parents of responsibility for dependents. Consequently, although the 7 to 11 year old children are our main target group, we will expand our market to include segments of the main caretakers, especially the mothers, and older siblings who take care of the children. For the segment of older siblings/ other caretakers who are not parents, we will target those who are between 12 and 16 years old. The psychosocial wellbeing of these segments are inextricably linked which is why we will be involved in these secondary market segments too even though it will be to a lesser extent than for the primary segment.

3.6.5 Tactics:

Here we refer to the operational tactics. Although we will maintain independence of the organisation at its core, i.e. in our vision and main objective, we will form some strategic partnerships. Partnerships are very common in the NGO sector as they help different organisations mutually benefit from each other's different areas of expertise, increasing their reach and access to knowledge and skill pool while saving each other costs, time, and other resources.

3.6.6 Measurement (impact and performance analysis):

NGOs use varying metrics in their impact and performance analysis including the number of people reached, the amount of capital raised and overhead costs.

According to World Bank blogs, a good way to measure impact is by using “a counterfactual, or what would have happened to your beneficiaries if your program had not existed when they (hopefully) benefited from it. Valid impact studies are essentially all about generating valid counterfactuals.” (World Bank, n.d.) This can be done in two ways. The first is by evaluating the area of impact before and after the implementation of the project, and the second is by comparing the state of the target impact area for the beneficiaries to the non-beneficiaries. These are both good measurements for our organisation.

Psychosocial development impact analysis

It is a little difficult to measure psychosocial development as it is quite subjective, but we will apply the same counterfactual measurement technique. In this scenario we can use a questionnaire or interviews. We take as a reference the methodology the UNHCR/mhpss article uses i.e. questionnaires and interviews to measure, mental health, which they use as a factor to determine psychosocial wellbeing of people in the refugee settlements in Uganda.

Alternatively we can ask for open ended feedback from our programme beneficiaries. Open-ended feedback has the advantage of a reduced risk of asking direct questions that might be triggering.

Social harmony in the general population may be more difficult to measure. But as we shall be closely working with the children, we can observe certain factors in the interactions among them and how these are possibly impacted by the programme for example their confidence and trust in relating to each other, If they're more willing to participate or listen to each other than at the beginning of the program. However, another limitation here is that this could just be a sign of increased comfort with one another, from getting to know one another better, and not simply because of our organisation's activities.

We will also ask our other market segments, the mothers and the older siblings/ caretakers, for feedback concerning themselves and the children they look after.

Finally, we will also involve our potential donors in impact analysis. It is highly likely that donors will want an independent evaluation of our organisation's impact and we will express our will to be informed of the outcome of their assessment. If they do not have an impact analysis strategy implemented, we will propose to them that we jointly come up with one.

We propose to further consult the expert in child psychosocial development that we plan on recruiting in this activity.

4. FEASIBILITY STUDY

Start-up expenses

Equipment:

Rootio radio station equipment

"The price of hardware for an established antenna and broadcasting station is \$1,700 – \$1,800 USD with plans to lower costs to near \$800 – \$900 USD.

The price of hardware for a bucket system and antenna is roughly \$500 USD. FM Transmitter: \$250 USD, Samsung smartphone: \$75 USD, Connectors and computer fan: \$10 USD, Antenna: \$30 USD, Cable: \$100-\$150 USD. These prices vary slightly across regions.

For users without access to electricity, low capacity (15-30 W) power generation technology will also need to be purchased." (Engineering for change, 2021)

Radio sets (to be determined)

Expenses:

Registration - 40,000 UGX (Ministry of Internal Affairs, Uganda, 2021)

Other expenses include, but are not limited to the following: salaries, rent, utilities (electricity, water, internet connection), transportation, etc. (The exact costs of these expenses have not yet been determined and vary across the different districts where the 12 refugee settlements are located in Uganda. They will be determined once we are on the ground in the refugee settlements.) The total start-up costs are therefore to be determined once we travel to the settlement sites.

The costs will be determined before any move is made to register the organisation or to seek financing.

HKFM strongly believes in the positive value the organisation can add to 7-11 year old refugee children by providing them with tailored content to help them achieve self-mastery. The effects are believed to be important for both the short and long term.

There remain barriers to entry into the NGO sector as follows:

Following from the regulatory landscape analysed as part of the PEST analysis, it is prudent to recognise that the highly subjective and bureaucratic registration process could pose a threat to the ability of HKFM to enter the market. On a positive note, early detection affords us the ability to exercise vigilance in our legality and implementation.

Before we begin the process, access to finance capital is another barrier to entry. The global economic downturn aggravated by the COVID pandemic has reduced access to already limited supply of funds to meet the demand in the NGO industry.

However, we will continue to develop our feasibility study as part of the next stage of planning due to our optimism which is based on the uniqueness of our idea: the only radio station fully focused on broadcasting content for children in refugee settlements in Uganda.

5. CONCLUSION

In summary HKFM aims to positively impact the lives of 7 to 11 year old refugee children in Uganda in the area of psychosocial development by providing them with the tools to harness self mastery. As stated above, we shall do this through the provision of radios, the set up of a radio station and the broadcasting of content related to psychosocial themes like individual growth, social harmony and developing a growth mindset as “United we grow”.

We shall carry out all current activities in a realistic manner enshrined in a dream for the future. Part of this imagined future is a society that has no need for developmental aid. One that is self-sufficient and capable of implementing peaceful and innovative growth. This may seem like a counter-intuitive proposal for an organisation planning on providing development assistance but we explain below why it is not.

Development aid is an idea that springs from a shortage or destruction of the necessary resources and environment for positive development. What we envision is quite the opposite, a harmonious and empowered populace that will thrive on its own accord. Such a society will not need development aid with its current structure. It is prudent to mention here that this desire does not stem from a place that assumes that any society can be developed to never need any sort of assistance. Rather, this vision stems from a desire to maintain peace and help communities take back control (to whatever extent we humans control our lives) of their own development and be able to fairly collaborate in the increasingly globalised community. It is also prudent to admit that there is a modicum of the natural unease of being at the mercy of others; a fear present in all spheres of life, from a family, to a community to nations. Hence our focus on individual and collective harmony and empowerment.

6. DATA AND METHODOLOGY

The data used to inform this document was collected in the following ways:

Primary data sources:

-Questionnaires

Due to constraints on interactions due to the covid 19 pandemic, we were unable to distribute our questionnaires to as many people as we would have liked to reach and of the 100 targeted, we were able to reach 78 children. Of these 100, 50 were of the 7-11 year old age group from whom we received 37 responses. The rest of the 50 were 12-16 years old from whom we received 41 responses.

Another limitation was the fact that many of the children were unable to read and write. The questions were thus delivered in the style of an interview by the COO OF HKFM. This limitation reveals another problem that HKFM would like to address in the future. This requires further analysis of our target audience to determine the demographics of this phenomenon.

-Interviews

Interviews of professionals in the industry were conducted. Unfortunately, for these, the ethical considerations were not adequately followed. It is important to note that none of these persons were what would be considered “sensitive groups” and none of the questions posed were emotionally triggering. The concerns here are for anonymity as no agreement was made in time for the deadline of this document to publish the interviews. Most of the information required was general information about the NGO sector. For example, one interviewee directed the author to research the activities of the ‘Danish Refugee Council’ which proved useful as the organisation did not show up in the NGO Bureau register of NGOs using our search criteria(names of settlement) for table 1 in the appendix.

Secondary data sources:

From relevant websites including governmental websites and documents for information like licensing. We also referred to other NGO websites, the NGO Bureau (Uganda) ‘Register of NGOs’, news articles and journals.

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8. APPENDIX

Table 1

| REFERENCE NUMBER IN REGISTER (SNO) | ORGANISATION | LOCATION OF HEADQUARTERS | TYPE | SECTOR OF OPERATION |
|--|---------------------------------|---|---------------|---------------------|
| Organisations operating in refugee settlements | | | | |
| 15 | ACTION AGAINST HUNGER (ACF-USA) | SETTLEMENTS OF KYANGWALI, ADJUMANI, BIDIBIDI AND KIRYANDONGO | INTERNATIONAL | HEALTH |
| 12 | ACTED | MOROTO, NAKAPIRIPIT, KOBOKO, ARUA, YUMBE, MOYO, ADJUMANI, LAMWO, KIRYANDONGO , KIKUUBE, KAMWENGE, KYEGEGWA, KAMPALA, ISINGIRO | INTERNATIONAL | SOCIAL DEVELOPMENT |
| 177 | ARC INTERNATIONAL | ORUCHINGA (RWAMURUNGA), NAKIVALE (KASUMBA), KYANGWALI (KASONGA), KYAKA (BUJUBULI), PALABEK (KALCENTRALA), BIDIBIDI (ODROPI) | INTERNATIONAL | SOCIAL DEVELOPMENT |

| | | | | |
|---|--|---|---------------|--------------------|
| 188 | ASSOCIATION FOR AID AND RELIEF JAPAN | BIDIBIDI,IMVEPI, PALORINYA | INTERNATIONAL | EDUCATION |
| | CHILD VOICE INTERNATIONAL | LUKODI,IMVEPI REFUGEESETTLEMENT | FOREIGN | SOCIAL DEVELOPMENT |
| | AFRO-CANADIAN EVANGELICAL MISSION (ACEM) | IMVEPI,MASOGA | REGIONAL | SOCIAL DEVELOPMENT |
| 98 | AFRICAN WOMEN AND YOUTH ACTION FOR DEVELOPMENT | PALABEK,KYAKAII | INDIGENOUS | SOCIAL DEVELOPMENT |
| 930 | INTERNATIONAL RESCUE COMMITTEE | BIDIBIDI,IMVEPI,RHINO CAMP,PALABEK, KAMPALA,KYAKA, NAKIVALE,ORUCHINGA | FOREIGN | SOCIAL DEVELOPMENT |
| Organisations operating in districts in which settlements are located not settlement itself (possibility that some of them they operate in the settlements too but this is not indicated) | | | | |
| 297 | CALVARY CHAPEL OF MIDI GO | Yumbe | INDIGENOUS | SOCIAL DEVELOPMENT |
| 63 | AFRICA INLAND CHURCH | Adjumani | INDIGENOUS | SOCIAL DEVELOPMENT |
| 142 | ALLIANCE FORUM FOR DEVELOPMENT | ADJUMANI,MOYO, KOBOKO | INDIGENOUS | HEALTH |

| | | | | |
|-----|---|---|------------|---------------------|
| | (AFOD)UGANDA | | | |
| 424 | CLINTON HEALTH ACCESS INITIATIVE UGANDA LIMITED | KAMPALA,MITYANA, MUBENDE,KASANDA, KAKUMIRO,KIBAALE, BUIKWE,BUDAKA, BUDUDA,BUSIA, BUKEDEA,BUTALEJA, IGANGA,KALIRO, KAYUNGA,KUMI, KYANKWANZI,LWENGO, MASAKA,SIRO NKO, ADJUMANI,AGAGO, ARUA,BUNYANGABU, BUSHENYI,GULU, HOIMA,ISINGRO,JINJA, KABALE | FOREGIN | HEALTH |
| 435 | COMMON CONCERN FOR HUMANITY AND DEVELOPMENT | Paridi, Adjumani | INDIGENOUS | SOCIAL DEVELOPMENT |
| 49 | AFRICA CENTRE FOR ENERGY AND MINERAL POLICY | MUBENDE,MUKONO, WAKISO,BUSIA, NAMAYINGO,GULU, KAABONG,LIRA, MOROTO,NAKAPIRIPIRIT, | INDIGENOUS | ENERGY AND MINERALS |

| | | | | |
|-----|--|---|------------|--------------------|
| | | PAKWACH,BUH WEJU, BULIISA,BUSH ENYI, HOIMA,ISINGIRO, KABALE,KASESE, NTUNGAMO | | |
| 428 | COLLABORATIVE EFFORT FOR DEVELOPMENT INITIATIVE(CE DI) | Kikuube-Kisiga | INDIGENOUS | HEALTH |
| 246 | COLLABORATIVE EFFORT FOR DEVELOPMENT INITIATIVE(CE DI) | Lereje | INDIGENOUS | EDUCATION |
| 787 | HEALTH AND DEVELOPMENT AGENCY FOR COMMUNITY EMPOWERMENT(HADACE) | kamwenge | INDIGENOUS | SOCIAL DEVELOPMENT |
| 481 | DANCHURCHAI D | VARIOUS IN ARUA,YUMBE, MOROTO AND LAMWO | FOREIGN | SOCIAL DEVELOPMENT |
| 444 | COMMUNITY EMPOWERMENT AND REHABILITATION INITIATIVE FOR DEVELOPMENT(CERID) | LIRU,OBONI,DU KULIA, GBONGO,ADR AMAJINGA, LEMUKORA,ALIGITOLE, KERICENTRAL, KOJI) (postal address in koboko) | INDIGENOUS | HEALTH |

| | | | | |
|-----|---|--|------------|--------------------|
| 871 | HUMANITARIAN ORGANISATION FOR DEVELOPMENT INITIATIVES | KOBOKOMUNICIPAL, KULUBA,ORAB A (KOBOKO),MW ELLO, PAJWENDA(TORORO | INDIGENOUS | SOCIAL DEVELOPMENT |
|-----|---|--|------------|--------------------|

Table 2

Dataset of NGOs in Kampala based on systematic sampling of the total population data (2119 registered NGOs)

| NGOs in Kampala | Type | | | | | T.T. |
|----------------------------------|------------|----------|-------------|---------|---------------|------|
| | Indigenous | Regional | Continental | Foreign | International | |
| Sector | | | | | | |
| Social development | 120 | 1 | 1 | 13 | 15 | 150 |
| Education | 23 | | | 4 | 2 | 29 |
| Agriculture | 6 | | | | 2 | 8 |
| Health | 12 | 1 | | 3 | 2 | 18 |
| Accountability | 2 | | | | | 2 |
| Public administration | 1 | | | | | 1 |
| Trade, industry and cooperatives | 1 | | | | | 1 |

| | | | | | | |
|------------------------------|-----|---|---|----|----|-----|
| Justice, law and order | 2 | | | | 2 | 4 |
| Works and transport | 1 | | | | 1 | 2 |
| T.T. | 168 | 2 | 1 | 20 | 24 | 215 |

QUESTIONNAIRES

<https://docs.google.com/forms/d/1Qlqfn3DbcBOf-7X4pm-WpdzKvMM5qGuFXOmfqfR6O4/edit>

<https://docs.google.com/forms/d/13eRUVqUNI3M9eRVeVAZKFtzZUp3LEDhnaneb3emPY2g/edit>

CVs



DOCUMENTARY FILMMAKER/ DIGITAL MARKETING

ABUL AJAK

GET IN CONTACT

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Mobile: +27842859184

maxineoyay@gmail.com
AJKABU001@myuct.ac.za

132 THE RONDEBOSCH, 4 BELMONT ROAD, CAPETOWN, 7700.

WORK EXPERIENCE

ACADEMIC TUTOR

UNIVERSITY OF CAPETOWN | AUGUST 2020–PRESENT

- Teaching first year students filmmaking theory, practice and analysis.
- Liaising between students and staff.
- Course evaluation, grading and uploads.

LAB ASSISTANT

ELECTRIC SOUTH | OCTOBER–NOVEMBER 2019

- Event Planning and Management.
- VR/AR/360 and interactive content learning.
- Technical set-up, assistance and presentation.

CREATIVE DIRECTOR

PEACE CHAMPS INITIATIVE | MARCH, 2018–DECEMBER, 2019.

- Directed: Play for Peace Documentary, 2018–Amakula International Film Festival and First-time Filmmaker Sessions.
- Social Media Planning and Management
- Event Planning and Management.

FREELANCE PRODUCTION PERSONEL

MULTIPLE FILMS AND SHOOTS | FEB, 2019–PRESENT

- Cinematography
- Sound recording
- Production Assistant

PERSONAL PROFILE

A documentary filmmaker that delves between the fields of film, digital marketing and academia. I am passionate about communication, creative concepts, and social outreach. I constantly seek creativity in story telling regardless of form, and aim to use communication to create affect and social resonance with different life worlds.

AREAS OF EXPERTISE

- Documentary Filmmaking.
- Digital Marketing.
- Production.
- Adobe Premiere Pro.
- Photography.
- Post Production.
- Social Media Marketing.
- Content Creation.
- Marketing strategies.
- Web Analytics.
- Teaching and Presentation.

OTHER SKILLS

- The ability to analyse complex information quickly.
- Cooperative team player who can work individually.
- Creative Problem solving.
- Detail oriented.
- Growth oriented and goal oriented.

EDUCATION HISTORY

UNIVERSITY OF CAPE TOWN

MASTER OF DOCUMENTARY ARTS 2019–2021

- Visual Anthropology.
- Making the Critical Documentary.
- Documentary Forms and Theories.
- Media Creative Production.
- Directed Ruthan (An Arabi-Juba word meaning language)– The Decolonial New School, Encounters Documentary Festival, Liberation DocFest Bangladesh and New York Africa Film Festival.

UCT ONLINE CAMPUS GET SMARTER

SHORT DOCUMENTARY COURSE

- Social Media Marketing and Planning.
- Web Development.
- Email Marketing.
- Online Copywriting.
- Web Analytics.

UNIVERSITY OF DUNDEE

MA/Hons INTERNATIONAL RELATIONS AND POLITICS 2017

- Contemporary African Politics
- Politics of the UN
- Surveillance in a Post 9/11 World
- Foreign Policy Analysis

CURRICULUM VITEA

Ajak Samuel Garang

Date of birth: 29 may, 1999

Address: Mengo, Kampala (Uganda)

Contact: +2567760767

Email: ajakmalaat@gmail.com

Occupation: student

Age: 21



| Educational Background | Course | Year |
|--|---|-------------|
| Ndejje University P.O. Box 7088, Kampala (Uganda) Tell: 0392730321 | Bachelor Degree In Banking and Insurance. | 2017-2020 |
| Buddo Secondary School P.O. box 14074 Mengo Kampala (Uganda) | Advanced Certificate | 2014-2015 |
| St. Joseph's College Ombaci P.O.box.32, Arua, (Uganda) | Ordinary Certificate | 2010-2013 |
| Happy hours Primary School P.O.box 16398, Kampala, (Uganda) | Primary Leaving Examinations | 2002-2009 |

Skills: Computer skills, Reading and Driving

Hobbies: Basketball, Volleyball and Reading Novels

Reference

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REFERENCES

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EXPERIENCE

- Amma Apothecary**
Kampala, Uganda
Founder: August 2017-ongoing
- Red 5 Limited**
Kampala, Uganda
Sales Consultant: February-June 2016
- Uganda Insurers' Association (UIA)**
Kampala, Uganda
Research and Marketing Analysis Department
June 2014-December 2014
- Confident Children out of Conflict (CCC)**
Juba, South Sudan
Events manager: June-August 2011

EDUCATION

- Geneva Business School, Switzerland**
MSc. International Finance
September 2019-ongoing(upto March, 2021)
- Management and Accountancy Training, Kampala, Uganda**
ACCA (Association of Chartered and Certified Accountants)
- University of Nottingham, United Kingdom**
BSc. Industrial Economics with Insurance
September 2011 - July 2017
- Malvern St. James', United Kingdom**
A-Levels, September 2008-June 2010

SKILLS

Microsoft Office
G Suite
Financial analysis
Presentation
Communication
Highly adaptable
Self motivated
Work well both individually and in teams

