

## Issue Description for St. Anthony School for the Deaf

St. Anthony School for the Deaf operates different agricultural enterprises (maize, coffee, bananas, vegetables and fruits, poultry, piggery) alongside its core education service provision. Food and revenues from the enterprises are used to meet the food needs and operational costs of the school while supporting most of the deaf children whose families are not able to pay school fees and others school requirements. The food crops (maize, bananas and others) are used as food sources for the school; coffee is also a source of revenue but on a smaller scale. The school farm is actively engaged in a poultry business which started in 2016. The farm currently keeps 4,500 laying birds (for eggs and poultry meat from the off-layers), however, the numbers fluctuates between 4,500-6,300 birds at any given point. The farm harvests between 70-75 trays of eggs per day (a tray consists of 30 eggs) which are mainly sold around Kampala markets. Piggery is another component of the farm, with currently 80 pigs which are reared for pork or piglets for sale depending on available market opportunities. Currently, the farm procures raw materials and formulates poultry and piggery feed on site using its own feed mill. However, the farm is challenged by the price fluctuations of maize bran - a key ingredient which is purchased from near-by shops. These price fluctuations ultimately impact on the cost of production, reduce expected revenues from product sales and make planning and forecasting difficult. In addition to diversification of agriculture enterprises as revenue sources, the school is looking at investing in a maize mill to produce its own maize bran for animal feed and maize flour for school consumption, while providing a milling service for pay to the community and providing employment opportunities for disabled youth both from the community and those transitioning out of grade P-7. The school is currently not connected to the main power grid, which is critical for the anticipated operation of a desired “new” electrically-powered maize mill and a reliable source of electricity for the school. Establishing the maize mill and access to electricity all require funds for which the administration is currently constrained and is searching for potential partners to support these new investments.

To streamline and possibly consider investing in other new business ventures, a detailed strategic business/situation analysis of the school’s current activities is needed. There is a need for the rationale behind continuing with current ventures and/or identifying and investing in other agricultural enterprises to be evidence-based, backed with numbers to justify the need to diversify further and create a business case for the school but also for potential development partners who may want to support the school financially. Therefore, before considering any extra financial investment, a situational analysis is needed for the school and its activities, keeping in mind the anticipated need to invest in electricity to operationalize a maize mill for value addition and as an additional enterprise for the school.

The USAID-funded Feed the Future (FTF) Uganda Youth Leadership for Agriculture (YLA) Activity Implemented by Chemonics International Inc. aims to increase economic opportunities for approximately 350,000 Ugandan female and male youth ages 10-35 in agriculture-related

fields to increase their incomes and build entrepreneurship, leadership, and workforce readiness skills. YLA is a five-year Activity which is now in its fourth implementation year. The Activity works with and through the private sector preferably the youth led business to reach its objectives. Chemonics International Inc. – a Feed the Future (FtF) implementing partner, under its Youth Leadership for Agriculture (YLA) activity, is considering partnering with St. Anthony School for the Deaf by providing support to identify agricultural enterprises as means of building sustainability of the school. However, before this potential support is granted, YLA needs to better understand the business potential and constraints of the school, which enterprises are the cash-cow, and how the different enterprises feed/complement each other to provide a business case for future investments. The FtF YLA team has requested CRS' F2F technical assistance to conduct a situational analysis of St. Anthony School for the Deaf, with a focus on the agriculture and education activities to provide a business case for recommended areas of improvement and need for additional services (e.g. maize milling). The results/information from this assignment will guide the school and its partners in decision-making around future investments.