



## Organizational Update

On January 15th, hundreds of members of the Kasasa community and surrounding areas gathered to celebrate the opening of the Tat Sat Kasasa Secondary School (TaSKA). With construction complete, and staff and teachers hired, the first school year kicked off on February 6th.

The opening of the school marks the completion of the construction phase of the TaSCA Project and the beginning of programming efforts for all three pillars of the project: TaSKA, the TaSCA Savings and Credit Cooperative (SACCO), and the Institute for Indigenous Culture and Performing Arts (ICPA).

As of March 26th, TaSKA is providing services for 120 students. In alignment with project goals to achieve equal access, 64 of the 120 students currently enrolled are girls. Of those 120 total students, 57 students are boarded on campus. Students in residence mostly come from neighboring communities and remote areas in the Kasasa municipality. The remaining 63 scholars are day students from central Kasasa.

The school is supported by 23 teachers, 5 non-teaching staff, and 3 support staff. Teacher-to-student ratios currently average 20 students per instructor, with plenty of room to accommodate new enrollments, which occur every day. All students are provided with food, primary medical care, extra-curricular programming, and access to financial services.

**"We are excited that there are more girls than boys in such a rural school - it is usually the opposite.**

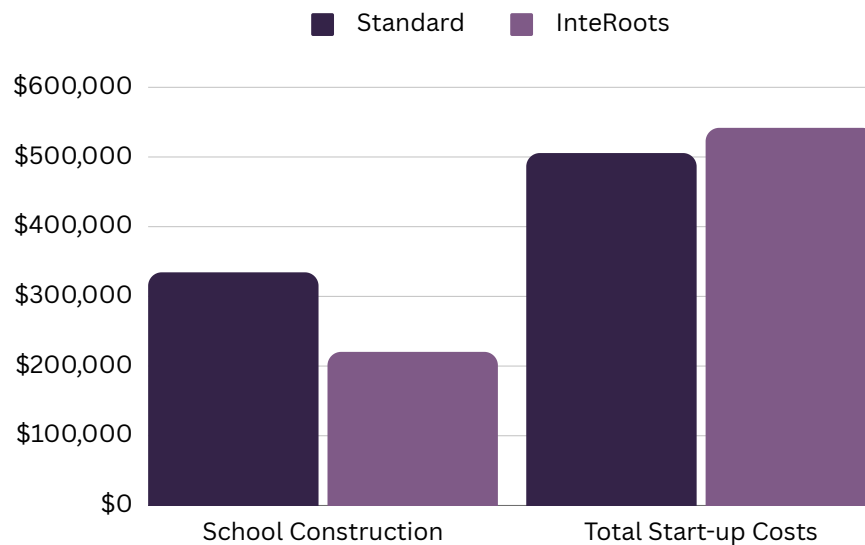
**This speaks to a community where people of different ethnic, religious, and cultural backgrounds are coming together to solve their own challenges with equity and Obuntubulamu as their driving philosophy. This has existed before, it just needed a binding force to rekindle it. It is amazing to witness."**

**Ronald Kibirige, InteRoots Chair and Co-Founder**

# CONSTRUCTION COST COMPARISON

School serving 500 students

InteRoots' roots-up model translates to significant efficiencies in its projects. Now that the construction phase of the TaSCA project is complete, we are able to directly assess the success of our approach when it comes to costs and outcomes.



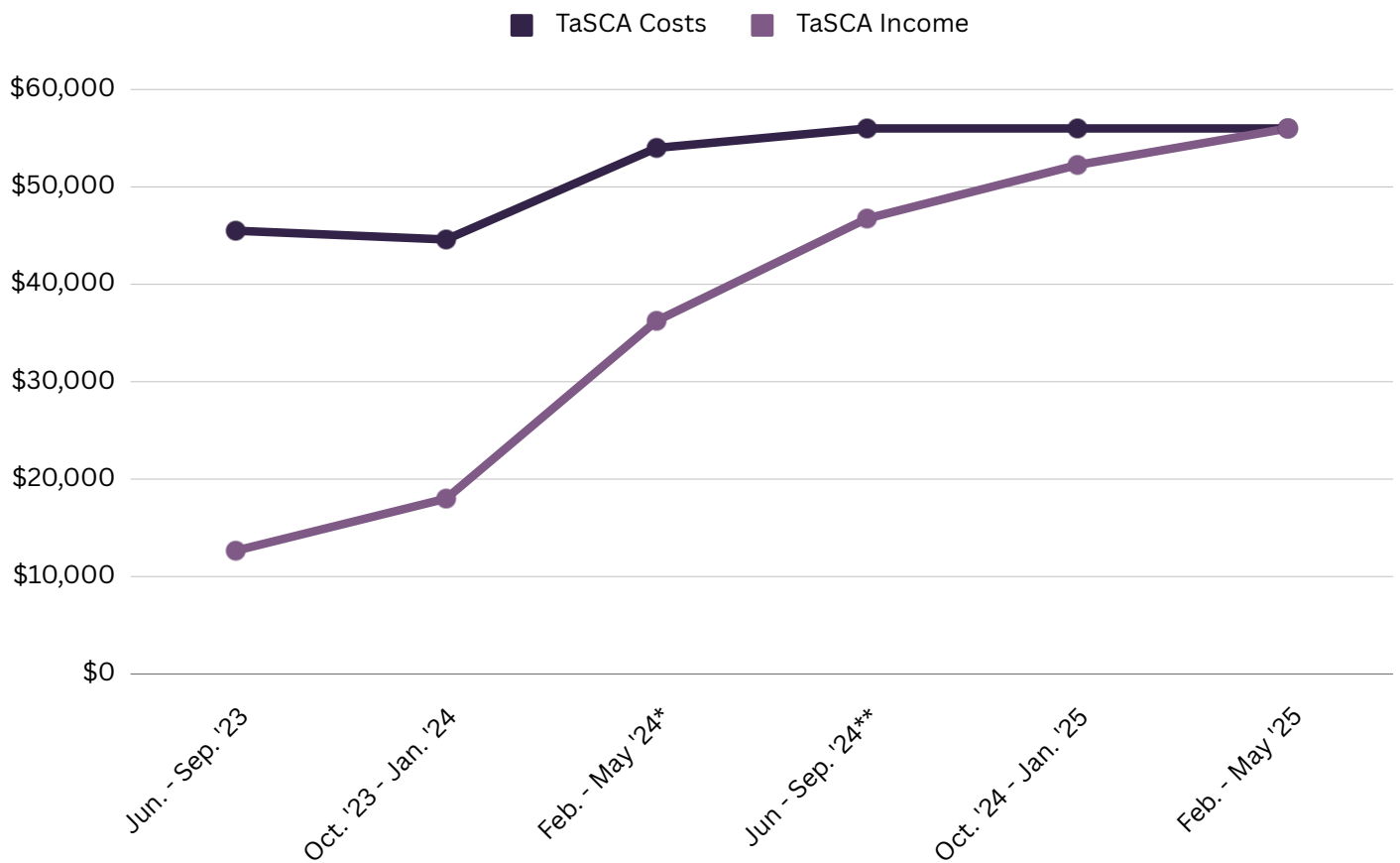
*Comparison of Actual TaSCA Project Costs and Ministry of Education and Sports Planning, Budgeting and Implementation Guidelines for Local Governments Constructing Secondary Schools - FY 2021-2022*

The above figures show construction costs of the TaSCA project compared to budgets and standards issued by the Ugandan Ministry of Sports and Education in 2022 for the construction of secondary schools in Uganda. By sourcing labor and expertise locally, the project has reduced costs while at the same time improving value, quality, and investment outcomes for the community. In the above figure, it can be seen that actual construction costs were nearly one-third less than prevailing standards.

When comparing the project's total start-up cost (upper right), the TaSCA total accounts for community investments far beyond the facility and housing expenditures serving as the basis of the standard Ugandan project. Included in TaSCA project numbers is the construction and capitalization of SACCO, the construction and capitalization of a community maize mill, the acquisition of over 5 acres of land, the construction and outfitting of a student sick-bay and pharmacy, the purchase of fixtures, furniture, and transport vehicles, and the financing of multiple community events.

# TASCA PROJECT NEEDS AND PROJECTIONS

The TaSCA project is already generating income through its community-based equity structure. Current projections put the project on a path toward complete financial autonomy beginning in 2025. Below is a comparison of costs and income to date, with projections through the first term of FY2025.



\* Increase in income is based on increased returns on maize mill activities, increased SACCO financial activities, and a doubling of enrolled students for the new school year.

\*\* Period when income generated by the ICPA is projected to commence.

With the construction of the TaSCA project complete, InteRoots will turn its funding focus in 2023 to stabilization support. To ensure the TaSCA project can implement its programs and test its systems supporting sustainability, InteRoots will finance the operations of the School through 2023 and into

2024 through a series of microgrants totaling roughly \$200,000. Cost periods are based on the Ugandan school year, which begins each February and runs in four-month terms.

This support includes but is not limited to teacher/staff salaries, food (sourced from the maize mill and local farmers), utilities, primary health services, extra-curricular activities, and contingency funding. InteRoots must source the full \$200,000 to meet these goals.

Income is generated through student tuition, credit union deposits and loan finance payments, maize mill profit, and rental and performance income generated by the ICPA. A planned income-generating public clinic is also in the works, as well as an investment in rentable land adjacent to the school to be used for food production that will serve the school exclusively (food for staff and students is currently a significant operational cost). Projections for these activities are forthcoming.

The total projected budget through May 2025 is \$312,000 USD. Offsets from project income are estimated to be \$221,000 USD over the same period, leaving InteRoots with a projected financial commitment of \$91,000. However, InteRoots will adjust its financial investment according to real-time needs as expressed by the community. As such, our fundraising goal of \$200,000 USD for the project is based on baseline project needs and all possible contingency outcomes. Any funds raised for the project that are offset by community revenue will be reinvested in expanded programming grants for TaSCA or rolled into other InteRoots projects where funds are not restricted.

## MOVING FORWARD

Over time, the TaSCA Project aims to make a transformational impact on the Kasasa community. The TaSCA Plan supports:

- 500 students annually (300 room & board - 200-day students)
- Affordable tuition up to 60% less than comparable Ugandan secondary schools
- The creation of 64 full-time jobs and 48 seasonal jobs
- Awards totaling \$55,000/year in direct loans to community members\*
- An Injection of \$108,000 in additional income per year for residents through the maize mill and other financial activities
- Cultural programming with a regional and global presence

\*Financial outcomes are in USD, and do not reflect the magnified impact of investments in the rural municipality in relation to Purchasing Power Parity. The World Bank calculates the PPP of the Ugandan shilling as 1,310.6 UGX to the Dollar, which according to the current exchange rate (1USD/3,700UGX) means each dollar invested in Uganda has an impact of almost three times that of a dollar invested in the United States.



The School, ICPA, and SACCO will measure project effectiveness using additional metrics on a quarterly or annual basis as appropriate, primarily through data tracking and follow-up surveys for school graduates and microloan recipients. Baseline metrics include but are not limited to:

- Annual enrollment/graduation rates
- The average cost of tuition as compared with competing schools
- Number of savings accounts opened and average account balances
- Number of full-time and part-time/seasonal jobs created
- Total number of community members/households served
- Number of cultural events held and income generated by events

## Opening Day Celebrations







*Internal school courtyard with new grass and drainage catchments*



*Student performers participate in opening ceremonies*



*InteRoots Chair Dr. Ronald Kibirige addressing supporters in Denver, CO*

# InteRoots FY2022\* Financial Comparisons

US Dollars	2021	2022	YoY Change
<b>REVENUE</b>	\$217,769	\$333,543	\$115,774
<ul style="list-style-type: none"> <li>Individual/Board Donations</li> <li>Grants and Public Charities</li> <li>Corporate Support</li> <li>Private Foundations</li> </ul>	\$170,568 \$42,500 - \$4,701	\$226,070 \$93,223 \$5,600 \$8,650	\$55,502 (+32%) \$50,723 (+119%) \$5,600 (+100%) \$3,949 (+184%)
<b>EXPENSES</b>	\$349,044	\$278,273	(\$70,771)
<ul style="list-style-type: none"> <li>Programming</li> <li>Management &amp; General</li> <li>Fundraising</li> </ul>	\$277,207 \$14,074 \$57,763	\$236,850 \$7,425 \$33,998	(\$40,357) (-15%) (\$6,649) (-47%) (\$23,765) (-41%)

\*InteRoots changed its Fiscal Year to ending March 31 beginning in 2023. The above numbers reflect finances ending in Dec. 2022 so as to accurately compare to the previous 12-month period.

Over the last two years, InteRoots has seen steady growth in revenue. The organization has weathered the pandemic and adjusted expenditure priorities successfully. Since its inception, InteRoots has maintained a Fundraising/Management to Programming ratio better than industry norms. InteRoots has demonstrated an operational expenditure of 15% - 21%, compared to an average of 25%- 30% across the sector. This ratio is directly attributable to our model of local sourcing.

## InteRoots Financial Outlook for 2023

<b>REVENUE</b>	\$96,000 raised to date; Goal of \$450,000
<b>EXPENSES</b>	<ul style="list-style-type: none"> <li>\$200,000 for TaSCA Stabilization</li> <li>\$140,000 for project development and support*</li> <li>\$60,000 for Admin. and Fundraising</li> <li>\$50,000 for InteRoots Capacity Building</li> </ul> <p>*Two other projects (Where Warriors Wake and Young Mobilizers) are ready for expanded funding!</p>

