



Kitega Community  
Let's make it happen

# KITEGA COMMUNITY CENTRE

*Freedom, self determination and justice for the poor,  
marginalised and underserved communities*



## 2013 Annual Report





# Table of Contents

About Us.....3-4

Message from Patron.....5

Message from Chairman.....6

The Year in Review

    Children Programs.....7

    Economic & Community Development.....9

    International Volunteers.....14

Donor Appreciation.....17

Looking Ahead.....18

Appendix A: Strategic Plan 2013-2017.....19-31



## About Us

Kitega Community Centre was founded in March 2000. The Centre was first under the umbrella body of the Uganda Association for the Mentally Handicapped. In 2004 Kitega Community Centre registered as an independent non-governmental organization. The Centre is a Christian organisation but serves all people without prejudice.



### Mission:

To empower disabled and disadvantaged children, to advocate for disability rights, and to foster community-owned development so that everyone can lead dignified, productive lives.

### Vision:

The achievement of a healthy, inclusive community in which every member is living a dignified life and is respected as valuable and contributing to the development of the community.

### Faith Statement:

Kitega Community Centre is guided by faith in Jesus Christ's love for all, especially those who are sick, poor and suffering. We believe in Jesus's teaching that "whatever you did for one of the least of these brothers and sisters of mine, you did for me." Matthew 25:40

### Objectives

- To provide education, job training and life-skills to disabled children
- To improve the parents' economic situation so they can better take care of their children
- To improve personal and community health
- To mobilize the communities to join hands to transform their situation
- To facilitate community-owned, community-driven development
- To empower other marginalized groups in the community, including those with HIV/AIDS and orphans
- To support the families of disabled children by creating a welcoming environment
- and eliminating stigma against disabled children and their families

### Values:

- I. Faith
- II. Love
- III. Commitment
- IV. People Centred

- V. Participation
- VI. Sustainability
- VII. Accountability
- VIII. Listening
- IX. Common good
- X. Integrity
- XI. Transparency

## **Administration**

### **Management**

The Centre is governed by a Board, which has decision-making authorities.

#### **Board Members**

Mr. & Mrs. Nicky King,	Patron
Rev. Canon Silas Musoke,	Chairperson
Mr. James Kalule,	General Secretary
Rev. Samuel Lwere,	Treasurer
Mrs. Rhoda Kavulu	Member
Willy and Sharon Ong	Members
David Clemy	Members
Kennedy Bamusubire	Member
Mrs. A.J. Musoke	Member

Below the Board is the Executive Committee, which is in charge of the day-to-day activities of the centre. Most of the members on the committee are elected from the different groups served by Kitega Centre and serve a two-year term.

#### **Executive Committee (2011-2013)**

James Kalule	Chairperson
Kennedy Bamusubire	Secretary
Rebecca Muwumbwa	Assistant Secretary
David Clemy Kawooya	Public Relations
Daniel Kaaya	Program Manager
Victoria Kalule	Health
A.J. Musoke	Member
Margaret Baiga	Parent Representative
Edith Kigongo	Local Council Representative
Mr. Banda Nehemiah	Community Programs

#### **Staff**

##### **Full-time Staff**

Mr. Kennedy Bamusubire, Occupational Therapist and Project Director  
 Ms Edith K. Nalumaansi, Assistant Project Worker

##### **Part Time Staff**

Milly Lutwama, Teacher  
 Brian Butoto, Teacher

##### **Online Volunteer Staff 2013**

Ms. Vy Nguyen, Publicity and Communications  
 Mr. Frank Otieno, Graphic Designer

## *Message from Nicholas W King, Patron of Kitega Community Centre*



*Nicholas W King*

Have you ever stood at an airport, a railway station or taxi park and watched as people wave good bye to each other on parting or embrace each other on reunion? Tears of sadness, tears of joy. When all is said and done it is our relationships with others that bring value and meaning to our lives. Neither earthly wealth nor fame, power nor status can give the real riches found only in our relationships with each other. Riches of heaven where moth or rust cannot decay nor any thief steal. And the deeper the sharing, in times of sorrow and times of joy, the more those eternal riches accumulate.

The Kitega Centre has seen many such relationships formed as children, staff, community and many volunteers have come and gone over the years. And in the giving and the receiving of those relationships each of us is changed – a little bit of one becomes part of another. The Kitega Centre exists to help the disadvantaged children but I am sure that it is the helpers who are helped the most, the givers who receive the biggest gift. Who can put an earthly price

on the reward of seeing the beaming smiles of the children, or in seeing their once dulled eyes begin to sparkle with life again?

The last year has seen the Kitega Centre continue making relationships in its steadfast path of reaching out and ministering to those in need and enabling them to help themselves. We have seen the completion of the Shalom home where we pray many visitors and children will indeed find God's 'Shalom' of inner peace and well-being in the years to come. We have seen many volunteers come and help either physically or 'virtually' over the internet. We have seen the influence of the Centre shared with other organisations both within Uganda and worldwide. And we have seen the staff and team at the Centre continue in their loyal dedication to the Centre and its widening roles. We are thankful to all those who have given of time, skill and resources towards the Kitega Centre.

In looking ahead, we see challenges in the changes of staff and of new opportunities arising. We pray that all will find strength and guidance in a personal relationship with the creator and savior God who cares for all things. May our lives continue to put a smile on His face.

**Blessings and Shalom**

**Nicky King**

**Chairman of the Kingserve Trust and Patron of the Kitega Community Centre**

## *Message from Rev. Canon Silas Musoke, Chairman Yes we can.*



Daniel, in the scriptures lived in a society that could not fathom the power of the God he served. The power of his God was put to the test when he was thrown in the Den of lions that had been starved for a very long time and we all know that they did not eat him up as the king had expected. The Lord he had served so faithfully was at work again, he was saving him and changing his community. From that day on the king decreed that no other God was to be worshipped but the God of Daniel. God can turn a mess into a message.

Fourteen years ago, with the help of friends from Scotland, the Kitega Community Centre was born. The community did not understand the power of the God that gave them the mentally disabled children. They were looked at as a curse, a punishment for their transgressions and social outcasts. It took the changing power of God through the activities of the Centre to cause a change in ideology. Today, the community boasts of various achievements in various sectors of life resulting from the mentally disabled children.

As we start 2014 we know one thing for sure; positive change is possible. It may come with resistance and difficulty but with persistence and prayer it gradually becomes a reality. As weeds grow in a field wherever there is space so do desires in men whenever there is an opportunity. Our work is to prepare a field that enables good desires. The weeds that grew in the Centre fourteen years ago were those of a negative mentality. "We cannot do that, that is impossible, we shall be dead by then, we even do not have a coin, even my grandfather did not do it, etc." We thank God that for the recent years this has changed: the community has seen the value of the persons with disabilities, it has experienced the power of the God we serve, our doubting comrades are now on board, the Centre is growing and so are all the beneficiaries and the community has a new song, YES WE CAN.

We thank all those that have been a part of the great work of 2013, we are continually encouraged by your love and support. My wife Janette and I wish you a prosperous 2014.

May God bless you all

Rev. Canon Silas Musoke  
Chairperson Board of Trustees  
Kitega Community Centre



## *The Year in Review—Children Programs*

The Centre's main goal for 2013 – 2017 is to expand the current children programs and services to serve 100 disabled children including the deaf and 100 non- disabled orphans and vulnerable children. In 2013 the Centre welcomed five disabled children, with different types of disabilities. 15 others are waiting to be taken on in 2014.

At the Centre, the children engage in academic, vocational and extracurricular learning programs such as arts and crafts, music and drama, and sports.

Our goal is to provide an enabling environment so that the children can show that disability does not mean inability. In all respect, they have succeeded beyond our wildest imagination.

The total number of disabled children for the year 2013 was 48. The disadvantaged children went up to 65. Five more children with disabilities were welcomed to the Centre. This is a clear indication that many more parents are realizing the impact of the Centre to the community but most importantly the value of the children God has given them as dignified and valuable members of the community.



40 of the disadvantaged children were supported by the Centre to attend school. School fees, shoes and uniform were provided and fair grades were reported all through the year by each of the sponsored children. Through their sponsors some of the children were able to get money generating projects to help them while in school and supplement the family income. Special thanks to the sponsors for making this happen.

Katungulu School which hosts most of the children on our sponsorship scheme has for many years been under scrutiny for its dilapidated buildings and other various problems. We helped in the struggle of making this a better school. This was done by providing more desks for the children. This had been a major problem at the school as children would stand or worse still sit on the ground all through the lessons. We were glad to provide a few desks to our children at the school. The school however still needs a lot of support to reach the desired standard.



The Centre regularly carried out home visits throughout the year across all the families where our beneficiary children live. A visit in Africa is a good gesture and only those that are loved receive visitors. Through these visits, we not only extended our love to the children but also monitored their wellbeing and progress.

Special thanks to our volunteers from Spain who set up a play area for the mentally disabled children. In recent years, therapists have opined that a healthy mind is a resultant of a healthy body. Others say that a childhood without play is a wasted one. Our children will be able to exercise by swaying, swinging and skipping. Many thanks to you, our friends.



Through our dedicated sponsors, we continue to provide project porridge and food to all our children. There was never a day they went without food and porridge while at the Centre. We are glad to report that they have eaten and drunk all through the year and despite the hassle and tussle of the life they live, they entered 2014 looking as healthy as never before.





We provided healthcare to all our children by providing continuous medical checkups and immunization to the children at the Centre. We extend our thanks to our volunteer health practitioners who made this happen.

For all these achievements volunteer support has been vital. Volunteers and sponsors have provided a number of tools and equipment that have helped in the fields of vocational training, social skills and independence and academics.

Special thanks to our partners from Samaritan's Purse that have provided home based support projects to the children at the Centre. These included livestock projects and other small scale enterprises for the home.

May these achievements never daunt the colossal work we have ahead of us as we start 2014. We have to improve our outreach to the children especially those that have been on the waiting list for many years owing to the meager resources. We need to protect our children as they move from school and back home and even in the mornings on their way to the Centre. We need to buy a Centre van for this to be possible.

## *The Year in Review—Economic & Community Development*

Kitega Community Centre aims to reduce widespread poverty and unemployment by equipping community members with vocational skills; encouraging a culture of savings; developing an entrepreneurial spirit and creativity; and helping community members to develop and grow income-generating micro-enterprises. We also work to develop future generations of community leaders so that they mobilize and replicate successful development initiatives in their own communities. In carrying out these programs, Kitega Centre focuses on building community support and ownership so that community development emanates from the grounds-up and reflects the needs and wishes of the people.

In 2013, the Kitega Centre was actively involved in community development, and continued to lay ground to facilitate community owned and driven development.

With the support received from Tearfund Inspired Individuals program, the Centre trained thirty community leaders in Church and community mobilization - Umoja. In addition to becoming the champions of development in their communities, they were equipped with skills to mobilize and replicate successful development initiatives. A key development during the training was the concept of "Farming God's Way" which has been adopted by many community members. Many report that agricultural production has improved thus improving household incomes and providing food security.



Likewise, the Umoja facilitators have embarked on different community development initiatives like setting up Village Banking groups, support and care for the vulnerable among others. This has accelerated community development in 10 communities.

In 2013 - 2017, the Centre hopes to expand credit and entrepreneur training to 600 families through the Village Community Banking model. In 2013, VICOBA registered a number of achievements;

Over sixty new members were welcomed into the Village community banking family, they were trained and equipped with entrepreneur and personal development skills. Many have started up small scale businesses, improved their household incomes, and many have refreshed hope and are now dreaming again. Businesses set up include: Retail shops selling groceries, clothes, tailoring businesses, Boda Boda businesses, soap making, hand crafts, piggery farming, and poultry farming among others.



The VICOBA executive organized the VICOBA Music dance and Drama competitions, the event was graced by a number of visitors from near and far who were witnesses to the different talents displayed by the women as they competed. The event was organized to showcase the success of VICOBA program and also market some of their products to raise capital for their bank. The Bazadde VICOBA group (Parents of the disabled children) won the competition and the Kitega based Kisakye-VICOBA took the second place.





Computerisation of records for the VICOBA groups started successfully in 2013, Bank treasurers will take on the role of entering the records.

In a bid to encourage savings and promote healthy living, VICOBA members were blessed with the “Sanyu lya VICOBA” (Joy of VICOBA) Solar project. Many rural families don’t have electricity so they end up using diesel or kerosene for light. Both Kerosene and diesel are expensive and unhealthy as a result of the gases from the lamps (especially diesel). To encourage savings, and healthy living, Ian Meyer a manager with SSE – Scotland mobilized seed funding from his colleagues at SSE to start up the Sanyu lya VICOBA solar project. Community members acquire the lamps at a subsidized fee and also take them on a loan basis and pay for the lamps for a period of 2 -3 months. The project was launched by The Kitega 10 volunteers and over 80 solar lamps were sold between October - December 2013 by the VICOBA executive which oversees the distribution of the lamps.



The VICOBA members participated in a number of outreach activities, reaching out to the elderly and other disadvantaged groups in their communities and also supported Centre activities.

Ideas for a Better Community Competition: Community members participated in the competition, the Centre received over forty ideas. Three ideas were screened and opened to the public to vote. Local and international supporters participated in the online vote. The Loan labour Latrine Construction idea presented by Ronald Kafeero from Katungulu received the highest number of votes and won the grand prize. The Latrine is now complete and more latrines will be constructed using this idea to increase the number of household latrines.

Mushroom growing by the disadvantaged children and making charcoal briquettes out of waste materials took the second and third position respectively.

The ideas presented signify that the community members are the experts of their situation and the work of the Centre is to facilitate the implementation of these ideas.

### **Community Health:**

The Centre organized a number of community health workshops, many were facilitated by volunteers. Community members were educated on Diabetes, by Fiona Meyer - a nurse specializing in Diabetes, as well as other health concerns like malaria, HIV-AIDS by volunteers and Centre staff. Visiting community health Teams also gathered at the Centre to immunize, deworm and sensitize community members on health issues.



## *Christmas 2013*



Christmas 2013 was a great success; over 400 people attended the colorful function that was graced by volunteers from Spain. It was a time of joy; the children enjoyed the music and the entertainment from the Spanish volunteers and Father Christmas. Many local and Government leaders attended the function and were amazed to see the progress and potential of the disabled children. The fundraising drive for the Centre Van was also launched on this day and close to USD\$ 1500 was raised locally in cash and pledges to support the purchase of the Centre Van. The Party was a good demonstration of the Community support to the Centre.

### **Prison Ministry**



The Centre got involved in the prison ministry which aimed at replenishing the hearts and minds of those of our community who due to various reasons have found themselves behind bars. The gospel has been preached to them and some are gradually changing their hearts and minds and receiving the peace of God in prison.

With the support of friends of Kitega community center, we have been able to reach out to the prisoners by providing certain essentials of life such as food and drink. We were able to hold an end of year celebration with the inmates and gave them hope that there was life after their sentence.

The functional adult literacy program was also extended in part to the prisoners who had a thirst for knowledge and an urge to keep learning. 2014 brings with it more and exciting programs in the community and the prisons in particular.

**Functional Adult Literacy**

The new adult functional literacy manual for the Centre was developed.

The proposed plan is to train over 500 people by 2017 under the functional adult literacy programme. The course is done over a period of two years and on successful completion certificates are awarded to the participants that have been equipped with functional skills and can also choose to continue with formal education.

The Centre identified tutors who will be trained to advance the training in their communities so that the program is spread through all the communities and to make our 2017 vision achievable.

**Vocational training to the community:**

The Centre offered computer and tailoring classes to the wider community. The Pitlochry Baptist Church Mission Team donated ten computers to the centre to help with the vocational training program.



*Staff News*



*Kennedy weds Teddy*

In October we celebrated the wedding of Mr. Bamusubire and his wife. Kennedy had been at the Centre before any of us and he has worked so tirelessly for the last fourteen years to ensure that the Centre is run well and develops gradually.

Kennedy has now moved on with his career and we at the Centre are proud to provide a man with a depth of knowledge and a width of experience to the Mulago Occupational Therapy School. Kennedy will now remain on the advisory board of the Centre and we wish him all the best at his new job.

Vy Nguyen has been a virtual staff with the Kitega Centre for the last 4 years, unable to continue due to new responsibilities. Thank you and all the best at your new responsibility.

Brian Butoto will join university to acquire more skills in handling children with disabilities. Pitlochry Baptist Church will support this training. Thank you and we wish Brian a nice time at the university.

Arrangements were made to have the Centre staff trained in sign language to equip them with skills that will enable them communicate and associate with the deaf children at the center.

### *New Shalom House:*

The Shalom house is now hosting the Kitega Centre volunteers! Thanks to everyone that supported this project.



## *The Year in Review—International Volunteers*

In 2013, Kitega community was blessed to have so many international volunteers who contributed so much to the Centre's activities. International volunteers taught the children arts and crafts, photography, reading and writing, numeracy, dancing, etc. and also set up a play area for the Children at the Centre. They also contributed to a number of community development initiatives;

Volunteers organized workshops and seminars on health and business, Set up the computer room to facilitates computer training, played football with the community among others. Many volunteers also helped to paint the Centre classrooms, and painted chalk boards of partner Schools for teaching.

Volunteers also carried a number of equipment and items like Computers, stationery, clothes, shoes and many other items of the kind.





**We want to thank the following on-site volunteers of 2013:**

Carolina Martinez -	Spain
Cynthia Garcia Cancio	Spain
Elisabet Vallas Fayos	Spain
Eloi and Mariam	Spain
Georgios Kanellopoulus	Slovakia
David Barrie	Scotland
Josh Barrie	Scotland
Ian Meyer	Scotland
Fiona Meyer	Scotland
Chris Meyer	Scotland
Oliver Deeks	England
Andrew Carr	Scotland
James Carr	Scotland
Deirdre Davis	Scotland
Drew Scott	Scotland
Laura	Spain
Anna	Spain
Laura Garcia	Spain
Melissa Soria Verhasselt	Spain
Mr & Mrs Suades	Spain
Oscar Jimenez	Spain
Oscar Ureya	Spain
Paloma Romero	Spain
Raquel Santana	Spain
Sasha Campbell	Canada
Susana Romero	Spain
Victoria Salguero	Spain
Kirsten Fisher	Canada

Special thanks to all the online volunteers that contributed so much to the development of the Centre. Over 90 volunteers supported the Kitega Centre through the UNV service.

**In 2013 the Centre also received a number of visitors,**  
Tearfund Team

African Road Inc – Rwanda Team  
Sean Callaghan Inspired Individuals  
Debra Veth - Imago Dei Fund Inc





## *International Volunteers, Best of 2013*





## *2013 Donor Appreciation*

Kitega Community Centre is a donor-funded organization. We would like to thank all of the generous supporters for believing in Kitega community.

African Road Inc	Mr & Mrs Suades
Buikwe District Local Government	Oscar Jimenez
Cam Wrigley	Oscar Ureya
Carolina Martinez	Paloma Romero
Carolyn Dahl	Parent`s of Children with disabilities
Christine Broadbent	Pek Wan
Cynthia Garcia Cancio	Raquel Santana
Elisabet Vallas Fayos	Roger and Jan Varney
Eloi and Mariam	Sakura Nakahara
Georgios Kanellopoulus	Samaritan`s Purse
Inspired Individuals	Sasha Campbell
Imago Dei Fund Inc	Sherwood Products
Kathlyn Ho	Spanish Team 2013
Kigezi Water and sanitation Program	Stanley Mugisha
Kingserve Trust	Susana Romero
Kitega 10	Teo Guek Neo Iris
Luara and Anna	Victoria Salguero
Luara Garcia	Vy Nguyen
Leire Yague	Waileen Song
Local Contributions	Willy and Sharon
Melissa Soria Verhasselt	Zuzana Cseriova
Mouni Mallela	

Details available in the 2013 audit report, available at the end of February 2014.



## *Looking Ahead to 2014*

**New Executive Committee:** A new executive committee will be elected in March 2014 at the Annual General meeting.

**Program for deaf children:** Offering tailored education to the deaf children.

**Poultry Project:** Teaching vocational skills to the disabled children and generating Income for project activities

**Centre Van:** The Centre Van will support the movement of the disabled children, in addition it will support Centre outreach programs.

**Adult Literacy:** Start training adult learners using the newly developed Adult literacy Curriculum.

**VICOBA work camp:** Equipping VICOBA members with different skills, a three day residential work camp is planned.

**Expansion and accrediting vocational training:** Expansion to include Salon and Hairdressing in addition to accrediting other vocational training courses.

**Church and community mobilization:** Aimed at facilitating community owned and driven development, the Centre will work with five local Churches

**VICOBA Fund:** In order to support entrepreneurship, the fund will avail more capital for the banks to lend out to their members.

**Child Development Fund:** To support sustainability and home based development, the fund will support the Centre's goal of supporting 100 disabled and 100 disadvantaged children.

# 2013-2017 Strategic Plan

## Introduction and Acknowledgements



The *2013-2017 Strategic Plan* will review the achievements of Kitega Community Centre over the last five years, highlight the present challenges and opportunities, and describe the Centre's directions for 2013-2017. The *Plan* will detail the goals we wish to achieve by 2017 as well as the strategies we will pursue to achieve these goals. Most importantly, the *Plan* presents our mission and vision statements, which have been revised to be more succinct and to reflect the changes we've experienced in the last five years. We hope that all stakeholders will continually refer back to the *Plan* whenever they need to do the following:

- § Assess program impact and progress
- § Propose new projects
- § Propose new fundraising initiatives
- § Raise awareness about the Centre's activities
- § Draft proposals for funding or partnerships

We hope the *Plan* will help all stakeholders to stay on course and to evaluate all activities to make sure that they help Kitega to achieve the goals rather than to detract from them.

We want to thank Board members, staff, donors, volunteers and all others who contributed their opinions and ideas about Kitega's future directions. We also would like to thank the following United Nations Online Volunteers for their advice on strategic planning and for helping the Board with drafting and editing the *Plan*: Micheal Kolmet, Brock Haussamen, Kirsten Fisher, and Samantha Lowe.

## Kitega Centre's Past, Present and Future

### 2008-2012 in Review

**Children Programs:** Kitega Community Centre was founded to improve the living standards of disabled children and to equip them with the skills and resources to be self-sustaining and independent. We believed that if given the chance, the disabled children can do great things. In the last five years, the children have proven that our faith in them was well justified. Time and time again they've risen up to the challenge and have put their best efforts into all the opportunities provided to them, including academics, vocational training, sports and arts, and advocacy for disability rights. They have become agents of change, and through their songs and performances, they have raised awareness about pressing issues in the community, such as HIV/AIDS and health disparities. The children's achievements have changed the parents and community's attitudes towards disability. It used to be that parents hid their children away or even thought that it was better to send the children to rice gardens to act as scarecrows to keep away birds and pests. Today, parents and guardians of the disabled children bring them to the Centre and sign them up for Centre activities.

Besides serving the needs of disabled children, Kitega Centre has also been blessed with resources to enable us to care for other disadvantaged children, such as those orphaned by HIV/AIDS or those living in abject poverty. Many of these children come from the same families as the disabled children. We have matched these children with international child sponsors, have provided scholarships for their educational needs, and have offered them academic and vocational training similar to the disabled children. We had always aimed to provide the disabled and disadvantaged children with skills and resources to lead productive lives, but starting in 2009, the Centre's vision for the disabled and disadvantaged children began to coalesce around the concept of dignity and what it means to live a dignified life, despite challenges such as disability and poverty. Every year since then, on Global Dignity Day, Centre staff and the children alike have grappled with the idea of dignity, and our reflections have had an impact on our vision and mission for the next five years.







**Adults and Community Programs:** Serving the needs of disabled and disadvantaged children is Kitega's reason for being, but children cannot thrive if they live in an impoverished environment. The children's disabilities can be mitigated if their parents have the resources to provide for their education and well-being, and they can lead productive lives and use their vocational skills if their community is economically vibrant. However, poverty and unemployment are still widespread in Kitega village and surrounding areas, and the parents, guardians and wider community lack the resources to provide for the children. Therefore, we have seen the need to foster economic and income-generating activities for the parents and guardians of the children served. In the past five years, we've chosen to focus on adult literacy, vocational training, and self-employment as a way to improve the economic situation in the community. All of these activities are best embodied in our VICOBA (Village Community Banking) program. VICOBA has fostered a culture of savings and entrepreneurship and has mobilized the existing resources in the community to enable the adults to start income-generating activities in agriculture, animal husbandry, raw-materials processing such as quarrying and brick-making, and retail. VICOBA is owned and managed by its members, as stipulated in the group's Constitution. In 2012, the group based in Kitega experienced a successful transition of leadership through an electoral process, which was a great indicator of VICOBA's long-term viability and stability. The success of VICOBA convinced us that community-owned development is the right approach to addressing the community's challenges, and this conviction has also influenced our vision and mission for the next five years.

**Present Challenges:** While Kitega Centre has made substantial progress, the need in the community is great. There are more disabled children in the surrounding communities than the Centre is currently able to help, with some having severe disabilities that exceed the current capacity of Kitega staff to help, such as deaf children and disabled children in secondary grades. There are also more orphans and vulnerable children than available sponsors. As economic activities accelerate and become more complex, Kitega staff also need to update their business skills and knowledge. Lastly, since the Centre engaged in a wide variety of activities to address the multi-faceted nature of poverty, some donors and potential funders did not have a clear idea of the Centre's mission and worried that we were doing too many things.

**Kitega's Future:** Both the past successes and current challenges were on the minds of those who gathered to plot a course for Kitega's future. What emerged at the end of the strategic planning process were new vision and mission statements, as well as the *2013-2017 Strategic Plan*. Here we present the revised vision and mission statements:

**Vision:** A healthy, inclusive community in which every member is living a dignified life and is respected as valuable and contributing to the development of the community.

**Mission:** To empower disabled and disadvantaged children, to advocate for disability rights, and to foster community-owned development so that everyone can lead dignified, productive lives.

The mission statement answers the following questions:

1. Who do we primarily serve?

*Answer: disabled and disadvantaged children*

2. What is our long-term goal for them?

*Answer: to be able to live dignified, productive lives*

3. How will we achieve our goal?

*Answer: by empowering the children directly while also improving the community in which they live*

4. What is our guiding principle for community development?

*Answer: community ownership of all development activities*

The Strategic Plan, which is discussed next, will lay out the intermediate goals and strategies that will put us one step closer to achieving our vision.

## Strategic Plan: Executive Summary



Kitega Centre's main goal for 2013-2017 is to expand our current children programs and services to serve 100 disabled children, including the deaf, and 100 non-disabled orphans and vulnerable children. This means expanding the following: academic and vocational training; home-based programs for the home-bound; Project Porridge, a school-feeding program; health education and health services; and child sponsorship and education scholarships. To serve 200 children by 2017, we aim to seek funding from diverse, stable and sustainable sources of funding. Thus much of our strategies for the next five years are related to fundraising. Please refer to Chart A, which is a summary of the financing part of the Strategic Plan and identifies the sources of funding, the fundraising goal, and the strategies for achieving the goals.

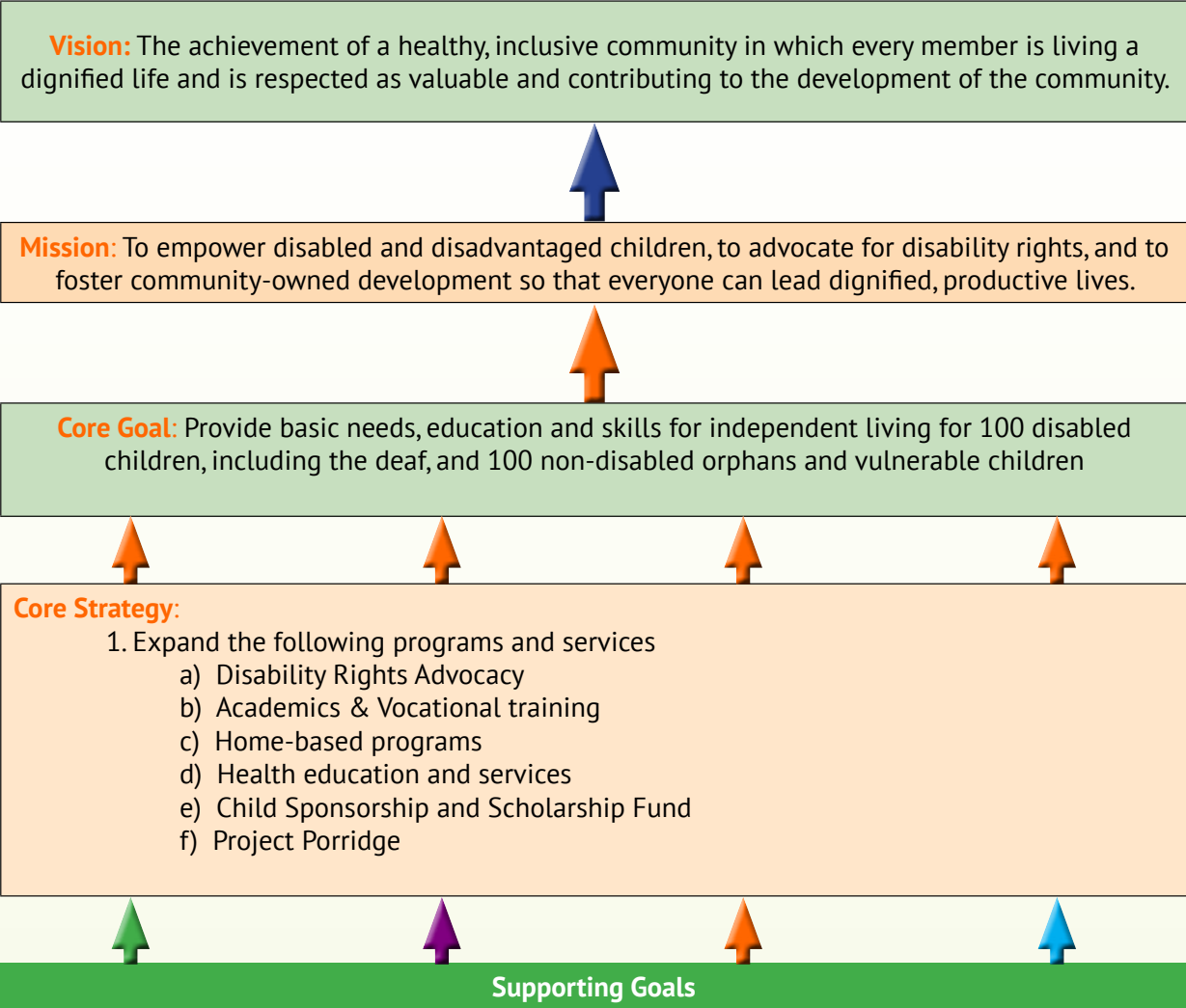
Since, as Chart A shows, we are asking for more support from parents, the local community, and partner organizations, we will need to strengthen our adult and community programs as well as our relationships with other organizations. Thus, the Strategic Plan provides details on our goals and strategies for community and partnership development. All of these moving parts—fundraising, community development, and partnership formation—are summarized by Flow Chart B, which also shows how everything is interrelated and is ultimately aimed at achieving our vision.



**Chart A: Strengthening Kitega's funding base to enable us to serve 200 children by 2017**

Target Funding Source	Fundraising Goal	Fundraising Strategies
<b>Parents/Guardians &amp; Adult Beneficiaries</b>	20% of annual income	<ul style="list-style-type: none"> <li>• Ask for annual contributions from parents and guardians</li> <li>• Charge fees for adult programs (e.g., literacy, vocational training)</li> </ul>
<b>Individual and Institutional Donors</b>	65% of annual income	<ul style="list-style-type: none"> <li>• Systematically apply for grants from government, foundations and businesses</li> <li>• Encourage more fundraising by supporters in key donor countries</li> <li>• Encourage more fundraising by international volunteers</li> <li>• Maintain a team of online volunteers skilled in online fundraising</li> <li>• Encourage one-time donors to be Committed Donors</li> </ul>
<b>Local Community</b>	15% of annual income	<ul style="list-style-type: none"> <li>• Sell raffle tickets</li> <li>• Rent out Centre facilities &amp; Shalom Guesthouse</li> <li>• Sell products from learning activities (e.g., arts &amp; crafts, community gardening, animal husbandry)</li> </ul>

Chart B: Flow-chart Summary of 2013-2017 Strategic Plan



Parents & Community Capacity Goals	Staff Capacity Goals	Partnership Goal	Financing Goal
<div>1. Strengthen VICOBA</div> <div>2. Expand UMOJA (Church-led Development)</div> <div>3. Promote community-owned development</div> <div>4. Better Health</div>	<div>1. Increase skills</div> <div>2. Hire teacher for the deaf</div> <div>3. Centre fence and Van</div> <div>4. Improve oversight and evaluations</div>	<div>Expand and strengthen partnerships with local, regional and/or global organizations that share Kitega's mission</div>	<div>Secure stable, sustainable funding from diversified sources</div>
<div></div>			

## Chart B: Flow-chart Summary of 2013-2017 Strategic Plan

**Vision:** The achievement of a healthy, inclusive community in which every member is living a dignified life and is respected as valuable and contributing to the development of the community.

**Mission:** To empower disabled and disadvantaged children, to advocate for disability rights, and to foster community-owned development so that everyone can lead dignified, productive lives.

**Core Goal:** Provide basic needs, education and skills for independent living for 100 disabled children, including the deaf, and 100 non-disabled orphans and vulnerable children

### Core Strategy:

1. Expand the following programs and services
  - a) Disability Rights Advocacy
  - b) Academics & Vocational training
  - c) Home-based programs
  - d) Health education and services
  - e) Child Sponsorship and Scholarship Fund
  - f) Project Porridge

## Supporting Goals

Parents & Community Capacity Goals	Staff Capacity Goals	Partnership Goal	Financing Goal
<ol style="list-style-type: none"> <li>1. Strengthen VICOBA</li> <li>2. Expand UMOJA (Church-led Development)</li> <li>3. Promote community-owned development</li> <li>4. Better Health</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase skills</li> <li>2. Hire teacher for the deaf</li> <li>3. Centre fence and Van</li> <li>4. Improve oversight and evaluations</li> </ol>	<p>Expand and strengthen partnerships with local, regional and/or global organizations that share Kitega's mission</p>	<p>Secure stable, sustainable funding from diversified sources</p>



## In Details: 2013-2017 Strategic Plan



### I. Children Programs

**Goal:** Provide basic needs, education and skills for independent living for 100 disabled children, including the deaf, and 100 non-disabled orphans and vulnerable children

#### Strategies:

1. Expand the following programs and services:
  - a. Disability Rights Awareness and Sensitization
  - b. Academics & Vocational training in tailoring, computer literacy, goat and poultry rearing, carpentry, and community gardening
  - c. Home-based programs for children unable to travel to the Centre
  - d. Malaria and HIV/AIDS awareness, health education, mosquito nets distribution, and HIV/AIDS testing and counseling
  - e. Child Sponsorship and Scholarship Fund
  - f. Project Porridge, which feeds the children while in school and at the Centre

#### Indicators of Success:

- a. Each year's graduating class either move on to secondary education or are enrolled in continuing vocational training programs
- b. By 2015, the Centre is 75% of the way towards achieving the goal of supporting 100 disabled children and 100 orphans/vulnerable children
- c. Home visits and observations of interactions outside the centre show that parents, guardians and community members treat the disabled children equally and provide for their needs equally
- d. Increased awareness about the causes of disabilities and decrease in stigmatization and discrimination against the disabled
- e. Finalize planning for inclusion of deaf children by June 2014. Depending on funding and staff capability, enroll children by 2015.

## II. Community Capacity Building and Development



### Goals:

1. VICOBA: Increase membership to 600 and mobilize shares worth 150 million Ugandan shillings (about \$59,300 USD)
2. UMOJA: Build capacity of churches in 10 communities to carry out development activities
3. Promote community-generated, community-owned development activities
5. Increase provision of health services to community members

### Strategies:

1. VICOBA Expansion:
  - a. Expand training programs
  - b. Computerize records and open bank account
  - c. Seek lenders for VICOBA (from individuals and/or institutions)
  - d. Facilitate business relationships between VICOBA members and local farmers and other established businesses
  - e. Diversify adult vocational training to include hairdressing, salons, and carpentry as well as expand tailoring and computer literacy
2. UMOJA (Church-led Development):
  - a. Apply for capacity-building grants to fund the training of church leaders and congregants
  - b. Continue support for church members currently being trained with the funding from Tearfund's Inspired Individuals
3. Community-owned Development:
  - a. Continue the Ideas for a Better Community Competition, which provides winners with start-up funds to implement promising development projects
  - b. Seek sponsors for the Competition in order to increase award amounts
  - c. Establish a community radio to promote discussion of development issues
  - d. Expand Functional Adult Literacy (FAL) to serve 500 people, including prisoners
5. Community Health:
  - a. Re-start efforts to find grants to fund construction of community health centre
  - b. Seek drugs and medical equipment donations
  - c. Focus on recruiting international volunteers with medical backgrounds

### Indicators of Success:

- a. Half-way to achieving VICOBA membership & shares goal by 2015; Impact Survey to be conducted in 2015 show increases in household incomes compared to Sophie Gauss's 2012 Impact Survey
- b. Success in finding capacity-building grants; church group currently being trained are successful in implementing development projects—at least 50% success rate for programs implemented
- c. Increased participation in the Ideas for a Better Community Competition; at least 50% of projects funded by Competition are successful one year later
- d. 250 FAL graduates by 2015; 500 by 2017
- e. Increased number of health grants submitted; increased number of donated drugs, equipments and health services; each year's list of international volunteers contain at least 5 medical professionals who can volunteer for at least 14 days



### III. Centre and Staff Capacity

#### Goals:

1. Increase staff's skills in these areas: business knowledge, special education for secondary level students, and sign language
2. Hire a teacher for the deaf
3. Build a fence for the Centre to improve security and reduce theft
4. Obtain a Centre Van to improve access to hard-to-reach places and to transport beneficiaries to hospitals and similar places
5. Improve oversight and evaluation of programs' effectiveness and progress

#### Strategies:

1. Staff skills: Seek and apply for capacity-building grants for staff
2. Teacher for the deaf: Fundraise and seek multi-year grants
3. Fence and Van: Fundraise and/or seek in-kind donations (donated fence materials or donated van)
4. Oversight and Evaluations:
  - a. Continue annual oversight & evaluation activities by Kitega Board
  - b. Establish a Financial Stability Planning Committee within the Board to monitor sustainability, reduce financial threats and instability, and diversify funding sources
  - c. Increase stakeholder and community inputs during program evaluations

#### Indicators of Success:

- a. Realizing goals 1-4, which are either/or situations without important intermediary indicators
- b. For goal 5: quarterly meetings with parents/guardians; Financial Stability Committee operational by 2014; from 2015 and onward, the Committee's work contribute to the Financing Goal



#### IV. Financing Goal

**Goal:** Secure stable, sustainable funding from diversified sources

##### Strategies:

1. Charge fees for certain programs and services
  - a. Fees for vocational training classes for community members
  - b. Fees for international volunteers or visitors staying in the Shalom guest-house
  - c. Rent out Centre premises for community functions
  - d. Annual contributions from parents and guardians
2. Sell goods produced from certain learning activities
  - a. Arts and Crafts
  - b. Eggs, chicks or chickens from a poultry project that's already underway
  - b. Crops from the Community Garden
3. Sell raffle tickets. Ask local businesses to donate some of the prizes and/or use a portion of the ticket revenues to buy the prizes
4. Maintain an online fundraising team consisting of people who can research and apply for grants and design and implement online fundraising strategies
5. Establish country representatives in key donor countries to raise funds for Kitega
6. Encourage volunteers who visit Kitega to hold fundraisers
7. Encourage one-time or sporadic donors to become Committed Donors

##### Indicator(s) of Success:

- a. Fees and parents' contributions will make up 10% of annual income by 2015; 20% by 2017
- b. Income from sales of goods, raffle tickets and facility rentals will make up 10% of annual income by 2015; 15% by 2017
- c. Starting in 2014, at least 20 grants proposals will be submitted each year
- d. Fundraising from international volunteers and supporters will make up 65% of annual income by 2015

# KITEGA COMMUNITY CENTRE 2013 ANNUAL REPORT



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