

THE EMPOWERMENT ACADEMY (TEA)



Igniting Candles

Presented by

AFRICAN COMMUNITIY TEAM SUPPORT (ACTS)

Contact Person

Nathan Muwereza

nathanmuwereza@yahoo.co.uk

+4915223404139 or +256392906281

Introduction

African Community Teams Support (ACTS) was established as a charity organization to defend, rehabilitate and empower victims of violence, marginalization and exploitation, help them make peace and live harmoniously in communities. The goal is to enable victims to empower themselves through socio-economic community initiatives, networks and in teams; thereby finding durable solutions to social injustice. ACTS has organized and supported victim teams, seed funded individual victims, given partial scholarships to poor but bright children in higher education, and supports some nursery schools. ACTS is establishing an empowerment academy to champion the restoration and economic empowerment of victims of social injustices to lead independently meaningful lives. It is in this regard that financial support is being sought.

The issues (problem statement)

Uganda's current government has tried to put in place some enabling frameworks within which people can better their livelihoods. There is currently free primary and secondary education as well as emancipation policies in place for the disable persons, children, girls and women to advance. At the same time, Ugandan communities are traditionally accommodative through the extended family systems. Almost every household in Uganda fosters at least one child in some way. However, the school dropout rate is too high due to causes that range from general poverty, corruption, conflicts and wars to natural disasters. Much of the formal education don't inculcate creativity and entrepreneurial cultures among learners; leaving them to look for work than creating it. Also, most foster families often don't adequately provide care and support for children. Others now abuse maturing girls as manifested in forced early marriages, domestic violence and rape cases. Worse of all, women occupy a low socio-economic status and are at the mercy of their husbands for their livelihood. Even when bartered, they have little to do to avert such bartering as they have no economic power to live independently (free from such abuse).

As a result, there are increased numbers of school dropouts, early marriages, domestic violence young and single motherhood as well as prostitution. These young single parents have skill potentials but lack the opportunity to harness them due to socio-cultural, traditional values that perpetuate subordinate statuses of women and youths in communities. Agencies such as police, churches and other NGOs offer some rehabilitation to the victimized but fall short of the major aspect - empowerment.

The intervention

Victims of social injustices have the potential to change their destinies if given the opportunity, right skills, motivation and direction. Most existing interventions rehabilitate but don't empower. They are reactionary than preventive to the causes of victimization. Even those that do some form of training end at training or give initial support at best. They leave most victims as vulnerable as before. The Empowerment Academy (TEA) not only rehabilitates and trains, but also economically empowers victims through offering work and guidance. It gives them not only skills but also the motivation and direction to use them. This is in form of community supported income generating activities where they work, earn enough to live on and make a contribution to benefit others in subsequent years. In this way, victims are empowered to face violence and its perpetration with their attained economic power. Their socio-economic statuses as well as the communities' attitudes towards their subordinate statuses will change. Thus, empowering victims is an objective answer to their suffering.

Aim and Objectives of the Empowerment Academy (TEA)

The overall aim is to improve the economic standard and psychosocial wellbeing of victimized women and other vulnerable persons through training and initiation of income generating activities. TEA's specific strategic objectives are to:

1. Establish a fully equipped empowerment academy to provide at least 20 victims with practical skills for income generation per year
2. Establish 1 nursery school & 5 fully equipped salons or other income sources per year,
3. Organize returns/contributions by those restored to sustain the academy.

Operating principles

TEA will follow four principles (to success which) are instrumental to its sustainability:

- a. Developing creative and practically engaging trainings; and employing every trainee,
- b. Connecting to all stakeholders as much as possible, including parents/guardians, trainees and its graduates,
- c. Providing sufficient services even if with low contributions, and
- d. Being honest and fair in everything and to everyone.

Operational strategies

i) Direct service provision

- ◆ TEA will provide training, psycho-social and material support directly to victims, to strengthen their capacity to vend for themselves in the long run.
- ◆ TEA will work closely with educational institutions and Community to establish nursery schools and salons to occupy victims; providing direct services to children and community respectively

ii) Mobilization, Advocacy and Promotion.

- ◆ TEA together with ACTS will mobilize resources from development partners, public and private sectors and civil society organization to realize sustainable change in victims' lives and of their families.
- ◆ TEA, under ACTS, will mobilize communities to actively participate in the planning, management; monitoring and evaluation of the programs and increase their influence through community participation and support.

iii) Collaboration and Synergies.

- ◆ TEA will work with related agencies such as police local government and judiciary and create networks so that issues needing their attention are addressed in a timely and effective manner, and without unnecessary duplication.

iv) Targeted population by gender and age differentials

- ◆ While TEA focuses on women and girls because of their disproportionate vulnerabilities, marginalized and victimized boys and youths will also benefit from especially the trainings.
- ◆ TEA will primarily deal with women and girls of 14 to 35years and with boys of 18 to 25 years in regard to trainings and possible placements. However, other ages, depending on the need and severity of the cases shall be considered.

v) **Community involvement.**

- ◆ Selecting beneficiaries at the village level shall be guided by community members, local council and religious leaders under the guidance of TEA staff.
- ◆ The criteria shall be based on not only the needs but also the skill potential and willingness of the beneficiary to join the program and to undergo training. Marrieds need the consent of partners and need to be carefully approached.
- ◆ The core criteria shall include the following:
 - a. Girls below 18 years living alone (either institutionalized or in communities).
 - b. Poor economic and psychosocial status (earning under \$1, destitute and distress).
 - c. In abusive environments (like wife bartering situations).
 - d. Totally orphaned and living with poor guardians
 - e. Single and poor parenthood (especially motherhood).

Our past experience

In the last 2 years, we have focused on providing support to victims by either seeding them individually or through our community teams in terms of facilitating nursery schools established by our members.

In this way, we managed to;

- a. Induct 5 victims to become nursery teachers,
- b. Top up their pay and provide accommodation as they teach in these schools,
- c. Offer 6 partial scholarships to poor yet brightest children in secondary schools,
- d. Support the provision of breakfast to 100 children in these schools,
- e. Give seed money to three victims to begin independent income generation.

Our main source of funding support is by contributions from ACTS members and we were steadily managing. However, to successfully operate TEA, more financial resources are needed than we can hope to collect from members. Many of them are themselves financially not stable. Therefore, we send you this plan in the hope that you will support our work in some way.

Management

Participatory and team management is applied during implementation. The project team leader will co-ordinate activities with all stakeholders including ACTS' Central office and the community at large. The leader will set standards for each staff member involved in the program, supervise and monitor progress through regular meetings, reports and feedback on all fronts of the academy

ACTION PLAN

| Result Area 1: -Establishment of fully equipped empowerment academy to accommodate at least 20 victims at one time by end of year one; training 20 victims each year and occupied in income generating activities. | | | |
|---|---------------------------------|---|--|
| Indicator: - Presence of an academy, 20 trainees graduating each year | | | |
| Means of Verification: - Number of trainees recruited, attendance list, source documents, number of instructors, training equipment, materials and tools seen on site. | | | |
| Progress Indicator:- Available resources (hair machines) and trainees registered to be trained | | | |
| ACTIVITIES | TIME FRAMES | PERSON RESPONSIBLE | RESOURCES/INPUTS |
| Mobilize financial resource & acquire training materials, Rent, renovate and/or segment the premises. | 1 st half of year 1 | Finance/procurement committee Founders | Phone costs, e-mails costs, printing, transport and time Cement, sand, bricks, labor & transporting of materials. |
| Recruit staff and trainees | 2 nd half of year 1 | Technical team Founders | Time, phone costs, printing. |
| Beginning of training | 1 st half of year 2 | Instructors and tutors Founders | Phone costs, e-mails costs, printing, transport |
| Monitoring & Evaluation. | During and at the end of year 2 | Monitoring and evaluation team & External Auditing. | Time, money, printing, transport, lunch, consultant's time. |
| Result Area 2: -Establishment of nursery schools to occupy at least 5 of graduated trainees, saloons and/or other income generating activities to occupy the others. | | | |
| Indicator: - Presence of a school, 50 salons and/or other activities | | | |
| Means of Verification: - Number of income generating activities and materials/equipment acquired for them and number of trainees working, list of earnings/ source documents. | | | |
| Progress Indicator:- Children in school being taught and available resources (hair machines) in salons | | | |
| ACTIVITIES | TIME FRAMES | PERSON RESPONSIBLE | COST/ INPUTS |
| Mobilize financial resource & acquire training materials, Rent, renovate and/or segment the premises. | 1 st half of year 2 | Finance/procurement committee Founders | Phone costs, e-mails costs, printing, transport and time Cement, sand, bricks, labor & transporting of materials. |
| Team and induct trainees and recruit children for schools | End of year 2 | Technical team Founders | Time, phone costs, printing. |
| Beginning of teaching and work in salons or other activity possible | Start of year 3 | Founders | Phone costs, e-mails costs, printing, transport |
| Monitoring and Evaluation. | During and at the end of year 3 | Monitoring and evaluation team & External Auditing. | Time, money, printing, transport, lunch, consultant's time. |

INITIAL HUMAN RESOURCE NEEDS FOR THE ACADEMY

Administration:

- The Executive director (ED) (01) – Graduate in Vocational / Business Education with administrative experience of not less than three (3) years.
- Accounts Assistant (01) – diploma in business related course.
- Receptionist (1) – Secretarial experience
- Cleaner (1)
- Security officer (1)

Nursery teaching

- Instructor – (03) Graduate or diploma in primary education with experience of not less than 2 years in teaching.

Hairdressing and styling

- Tutor (02) – Certificate or extended and proven experience in hairdressing.

SUSTAINABILITY PLAN

TEA envisions being self-sustaining a few months after its first group of graduates are dispatched into the community to work. Each graduate will make a 10% contribution from daily or monthly earnings depending on the contract. When the academy is fully operational, none victims who wish to get similar services will pay fees to its bank account. Besides, this the community will support some of the initiatives directly or indirectly. For instance, nursery schools will involve parents' contribution from the very beginning either in kind or in cash (through paying of fees).

FINANCIAL PLAN

| INCOME | PERIOD AND AMOUNT IN POUNDS | | | | |
|---|------------------------------------|--------------|--------------|--------------|--------------|
| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr5 |
| Own support sources | | | | | |
| Training fees from victims | 000 | 000 | 000 | 000 | 000 |
| Training fees (from none victims) | 000 | 000 | 5000 | 5000 | 5000 |
| Contribution from working graduates | 000 | 5000 | 11000 | 20000 | 35000 |
| Sub total | 000 | 5000 | 16000 | 25000 | 40000 |
| Donations | | | | | |
| Anticipated | 15500 | 32000 | 22000 | 14000 | 000 |
| Promised (by mainly board members) | 2500 | 1000 | 1000 | 1000 | 1000 |
| Sub total | 18000 | 33000 | 23000 | 16000 | 000 |
| Grand Total in pounds | 18000 | 38000 | 39000 | 41000 | 41000 |
| In UG. Shillings (X change 1:4000) | 72M | 152 M | 156M | 160M | 164M |

| EXPENDITURE 1: Establishment | | PERIOD AND AMOUNT IN POUNDS | | | | | | |
|---------------------------------|-----------------|-----------------------------|---------------------|--------------|--------------|--------------|--------------|--|
| | | | Total cost per year | | | | | |
| ITEM | QTY | Unit cost | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | |
| Rent premises (Academy) | 1x12 | 200 | 2400 | 2400 | 2400 | 2400 | 2400 | |
| Rent (nurseries)/building | 1x12 | 200 | | 2400 | 2400 | 2400 | 2400 | |
| Rent (salon spaces/kiosks) | 1x5x12 | 100 | | 6000 | 6000 | 6000 | 6000 | |
| Renovate/segment premises | 1x1x1 | 1000 | 500 | 1000 | 1000 | 1000 | 1000 | |
| Shaving machine sets | 30 | 50 | | 1500 | 1500 | 1500 | 1500 | |
| Hair dryers | 05 | 200 | | 1000 | 1000 | 1000 | 1000 | |
| Chairs (+ flexible)/furniture | 80 | 30 | 2400 | 2400 | 2400 | 2400 | 2400 | |
| Tables | 20 | 40 | 800 | 800 | 800 | 800 | 800 | |
| Mirrors | 05 | 50 | 250 | 250 | 250 | 250 | 250 | |
| Boards (chalk, notice...) | 3x5 | 20 | 300 | 300 | 300 | 300 | 300 | |
| Other-combs, play materials+ | several | | | 2000 | 2000 | 2000 | 2000 | |
| Sub - Total | | | 5550 | 21050 | 21050 | 21050 | 21050 | |
| EXPENDITURE2: Admin + Operation | | | | | | | | |
| | | | Total cost per year | | | | | |
| ITEM | QTY | Cost | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | |
| Mobilize/recruit trainees | 1x100 | 05 | 500 | 500 | 500 | 500 | 500 | |
| Recruit and pay staff | 1 ED | 250 | | 3000 | 3000 | 3000 | 3000 | |
| | 1 Accountant | 150 | | 1800 | 1800 | 1800 | 1800 | |
| | 3 support staff | 100 | | 3600 | 3600 | 3600 | 3600 | |
| | 3 Instructors | 150 | | 5400 | 5400 | 5400 | 5400 | |
| Office running costs | 1x12 | 150 | 1800 | 1800 | 1800 | 1800 | 1800 | |
| Monitoring processes | 1x12 | 50 | 600 | 600 | 600 | 600 | 600 | |
| Sub - Total | | | 2900 | 16700 | 16700 | 16700 | 16700 | |
| Grand total in GBPs | | | 8450 | 37750 | 37750 | 37750 | 37750 | |
| In UGShs (in Millions) | | | 33.8 | 151 | 151 | 151 | 151 | |

SECTION 8: CONCLUSION.

In summary, we present this plan to you hoping that you will support us in establishing TEA and go a long way in empowering many. We believe that the context in which we will operate makes such a project an imperative. Success is almost already in our hands because:

- The emphasis on income generation and community based training makes it sustainable.
- We already have substantial support from the community.
- We believe that our record and management competencies will make us succeed.
- We already think that you are going to support our budget by considering any or all items.
- We will begin as soon as we can hit a target that covers the first year in the budget.

We really look forward to working in partnership with you in this noble cause.

Kind regards,

THE ACTS TEAM

MORE ABOUT AFRICAN COMMUNITY TEAMS (ACTS) AS AN ORGANIZATION

ACTS is a group of 12 members whose local empowerment efforts date back to our childhood. Formerly registered as African Community Teams Support (ACTS) in 2009, as a charity in Uganda, ACTS was born out of the fact that we were victims of social injustices and led difficult lives. We were orphaned, displaced, bartered, cheated, fostered and poverty-stricken but survived through hard child labor or otherwise. Our experiences could not allow us to sit back and watch others go through the same when we can support them in some way. What makes us distinctive is our culture to team up and use individual potentials to enrich and support ourselves or others in communities. We do our work by mobilizing innovative individuals in teams to advance their development and of their communities.

Vision and Mission

ACTS' vision is to realize empowered, healthy and peaceful people in all communities. The mission is to 'provide support, linkage and/or opportunities for individuals and/or groups to enhance their empowerment, health and rights enjoyment'

Aims and objectives

We strive to:-

- promote justice, human rights observance and rehabilitation of victims,
- engage in conflict resolution and peace building in Uganda,
- increase the literacy rates among the vulnerable communities,
- initiate development projects for income-generation, and
- promote healthy living and encourage healthy seeking behaviors among communities

Strategic Plan objectives

In order to realize our vision and mission, we pursue the following Strategic Objectives;

- . To organize ACTS membership and teams to enhance development in communities
- . To fundraise and organize resources within and without communities
- . To streamline the program areas so that they are logically implemented

More specifically, for a period of five years, ACTS is pursuing the following program objectives in order to contribute to the achievement of its objectives, mission and vision:

- x To mobilize membership such that they all understand ACTS' mandates.
- x To organize and make institutional and structural developments necessary for ACTS to operate smoothly, including resources mobilization for its projects and operations.
- x Identify and put in place different projects in line with its mandated thematic areas as below:
 - o Justice and rehabilitation: To holistically address injustices and suffering caused by imbalances in society and calamities such as corruption, repressive cultures and natural disasters.
 - o Education: To empower people with knowledge and skills to use the available resources and/or opportunities to enhance productivity and offer services to children, the future leaders.
 - o Agriculture: To make linkages in terms of inputs and markets for peasants to be able to realize value from their products
 - o Health: To improve the health conditions of communities in Uganda through establishment of health units to extend and avail treatment for various ailments in hard to reach areas.

Programs and achievements

1. Institutional development and capacity development: We are young but progressing steadily. We are able to maintain our office and secretariat with two full time staff and several volunteers who come and go. Members meet regularly and identify pressing needs and demands as a growing organization. We have initiated and collaborate with four rural community teams now who fully understand our working style. They are part of ACTS.
2. Justice and rehabilitation: This is the main processing program of ACTS. We rehabilitate and restore victims of social injustice (domestic violence, rape, defilement and abandonment) & empower them with skills to work in thematic teams in communities. Through counseling, skills training and placement programs, victims gain a sense of self-reliance and end up providing vital services to communities, which otherwise victimized them. Thus, we challenge social injustice through the psychological power of economics.
2. We initiate and support pre-primary and primary schools in which we employ or occupy restored victims to offer teaching and child care services. We also offer child care and scholastic support to abandoned, poor but very bright children and students.
3. We support peasant farmers through sensitization and tilling of their gardens to increase their production levels and improve their livelihoods. They then sell some of the produce to care and educate their children in the above schools and even to higher levels themselves.
4. Though still in its conception and alignment, a health program is under way with one of our members at the core of it. He operates an eye clinic on commercial terms but when offers charitably cheap services to the poor at the same time.

ACTS' EFFORTS IN PICTURES

Bwikhonge pre-primary school, a community kindergarten we initiated under Bulumela



Christian Community Foundation nursery and primary school - also a product of ACTS members



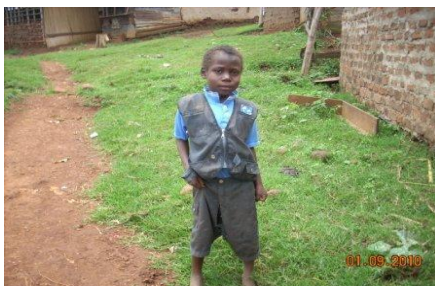
Our members are peasants - Bulumela is ACTS' team involved in Crop cultivation



Justice, Rehabilitation and empowerment



(Left) This lady was abandoned by a man with children. ACTS' members assisted her by buying her a sewing machine. (Right) She now vends for herself and her children



(Left) This boy was also abandoned on the roadside. Our member picked him and he is safely growing up under his care. (Right) This one dropped out of school early after losing parents, he was trained and now shaves hair and earns a living

