



edirisa

see africa, breathe africa

Edirisa Intermediate Plan

(1 July 2008 - 1 February 2011)

revised in September 2009

Planning background

This plan covers Edirisa's development projections until 1 February 2011, our organisation's 10-year-anniversary. It was written in June 2008 and revised in September 2009 to reflect changes in organisational structure, reduce on volume, improve on readability and provide updated time frames.

All plans are evenly distributed between September 2009 and September 2010. In October 2010 their implementation is going to be evaluated and the following months used for whatever remains on our list.

Next steps

A Global Edirisa Meeting (GEM) will be held at Lake Bunyonyi (southwestern Uganda) from *Friday, 29 January to Monday, 31 January 2011*. It will adopt our long-term plan through 2021.

Special thanks to the following:

Iona McGilchrist (UK) who prepared the content concerning promotion; Natalie Ward (UK) who put together the crafts ideas; Bernarda Nemec (Slovenia) who wrote most of the Smiles part; Manfred Petruttis (Germany) who assisted with the technical education side; Aljosa Ferk (Slovenia) who planned for The Gardens; Kim Sokolnicki (USA) for financial projections and business content; Stephanie Brancaforte (USA) for editing; and 20 people from three continents who commented on the draft. Alison Dunn (UK) helped revise this document in September 2009.

WHAT WE STAND FOR

Edirisa is “a society for promoting Africa, creativity, cultures and practical skills”. We will examine these fields of interest below.

1 Promoting Africa

Edirisa's priority is to counter simplistic, negative views of Africa and to present a more balanced picture - to outsiders and Africans alike - of what may well be the richest continent. This continent, marked by problems but also enormous opportunities, must escape a sense of doom and hopelessness and strengthen its investment in the future.

In practice, young people of East Africa that Edirisa works with should appreciate their countries and cultures; they should feel motivated to develop their continent. Their education should avoid encouraging the flow of educated Africans out of the rural areas and into the West. At the same time, volunteers working with Edirisa should gain a sense of East Africa's complexity and richness, rather than remain with a reinforced set of stereotypes.

2 Promoting creativity

Africa needs fresh solutions to development problems. Without creativity, the continent will not make headway in the competitive global environment.

Edirisa recognises this challenge and aims to break down a prevalent cultural trend, namely that people tend to copy others instead of expressing their own ideas.

Family structures and school inputs particularly influence this tendency to copy. In the family, youth and novelty are frowned upon, while age and wisdom are revered. Similarly, Ugandan schools seem to stamp out creativity because it presents a challenge to teaching staff and their presumed monopoly on knowledge.

3 Promoting cultures

Edirisa seeks to instill cultural self-respect, develop self-esteem, build cross-cultural cooperation and promote positive cultural values and traditions.

The term “culture” has many meanings, and not all aspects of traditional African cultures are superior to modern or western cultures. Nonetheless, Edirisa believes that Africans should be proud of their own cultures rather than emulating the so-called developed world; exploring African cultures and embracing their many positive characteristics can be a source of strength and learning.

These positive cultural values might, for example, include maintaining close relationships with one's community (rather than promoting individualism) and using natural resources sustainably. Edirisa actively promotes both of these values, as a way to counter rampant materialism and to protect the environment.

Edirisa sees itself as a means of expressing and disseminating knowledge about different cultures - and thus as an agent of building cooperation across cultures.

Finally, preserving culture provides a record of historical experience and a knowledge base for future generations.

4 Promoting practical skills

Africa's uncritical adoption of western educational culture has (in part) created an emphasis on academics over practical skills. The results are unemployment and wasted talents: university graduates fail to secure work while technical jobs remain vacant. Edirisa can promote a variety of practical skills and encourage and facilitate training at vocational/technical institutions.

EDIRISA'S STRUCTURE

Activity areas and locations

Edirisa has four activity areas: multimedia production, fair trade crafts, education and cultural tourism.

It presently has three locations, namely The Heart at Lake Bunyonyi, The Home in Kabale Town and The Gardens at Uganda Martyrs University.

Edirisa is non-religious and aims at total financial sustainability.

National Edirisa organisations also exist in Slovenia, United Kingdom and Germany; they are independent entities.

Management

Edirisa Ltd has two directors, Miha Logar and Pamela Kanyunyuzi, who are married. The directors have been volunteers so far but they should begin receiving a regular salary by 2010. They are helped by directors' assistants.

Managers of Edirisa Ltd's locations are either country nationals or international staff, and they can be volunteers or paid employees.

Edirisa Smiles Community-based Organisation (CBO) has a local executive committee. However, the daily activities are run by Smiles Education Coordinator and Smiles Administrator. These management positions are paid.

Financial models and sustainability

Edirisa Ltd is a Ugandan-registered company limited by guarantee. The intention is to make it self-sustaining, using a model of "social entrepreneurship", i.e. reinvesting profits back into its development initiatives. (No special incorporation status exists under Ugandan law to accommodate this model, however, therefore Edirisa is registered as a regular company.)

Edirisa Smiles is registered as a Community-Based Organisation working in education within Kabale District, financed through contributions of individual sponsors and other donors. It is financially separate from the rest of Edirisa.

Core objectives for organisational development

Edirisa's Intermediate Plan aims at consolidating Edirisa's achievements and increasing professionalism. This intermediate plan also contains the metrics for evaluating the suitability and success of proposed programs (see Annex I).

The main action points for 2009:

- improve personnel management by introducing contracts and personnel IDs, standardising job descriptions, specifying tasking and adding performance evaluation tools
- continue personal development training for all staff to encourage upward mobility in Edirisa
- become affiliated to more international volunteer providers to secure more long-term volunteers

The main action points for 2010:

- evaluate the implementation of this plan and decide on the remaining items (October 2010)
- prepare a draft 2011-2021 plan

Financial objectives

Edirisa's main goal is to achieve a level of diversification that will insulate the organisation from outside financial shocks, notably a drop in tourism revenue due to security situations, global recession, environmental concerns (increasing numbers tourists avoid air travel because it pollutes a lot), epidemics or other unforeseen events.

In the 2011-2021 time-frame, we expect Edirisa Ltd to attain sufficient profitability to a) finance most of the activities of Edirisa Smiles (a CBO), b) repay debts to Miha Logar and c) fund planned expansion.

Supporting these objectives: market and promotion

Demographics: East Africa is currently witnessing an explosive growth of the youth demographic. Edirisa must make itself relevant and attractive to this age group.

Location: Physically, Edirisa should operate in four countries by 2021:

Uganda:

- Kabale (The Home as the centre for cultural tours)
- Lake Bunyonyi (The Heart with a focus on education and crafts)
- Nkozi (The Gardens, a social centre at Uganda Martyrs University and a multimedia centre)
- Fort Portal (a craft shop at Mountains of the Moon Hotel)
- Kampala (a craft shop and information centre)

We shall extend our educational activities to more schools, but still remain focused on Kabale District.

Kenya: Nairobi (a craft shop and an information centre)

Rwanda: Kigali (a site modeled on The Home)

DR Congo: Bukavu (a site modeled on The Home, including a museum of Congolese art)

Promotion strategy:

Edirisa will deliver a consistent set of *key messages* that relate directly to its communications objectives. These messages will form the basis of all internal and external communication about Edirisa - whether in the form of a leaflet, a poster, article or even a conversation.

Within Uganda: Edirisa will focus on promoting The Home of Edirisa, where visitors can learn about all locations and enjoy the amenities offered.

Eastern Africa: Edirisa will almost exclusively promote Studio Edirisa, its multimedia magazine and the main regional brand.

Globally: Edirisa will spread awareness about the unique development methods of Edirisa and about the richness that Africa offers.

THE GARDENS OF EDIRISA (edirisa.org/gardens)

The Gardens is Edirisa's focal point and investment. It lies next to Uganda Martyrs University and consists of a snack bar with an outside grill and oven, a multimedia studio and a campsite. Compared to The Heart and The Home it is much less dependant on international visitors and can help us survive financially if a national/regional crisis affects tourism.

Edirisa took over this location in 2007; after extensive renovations it burnt down in November 2007. A new structure was built in 2008 and a studio introduced in 2009.

From June 2009, The Gardens is the place where Studio Edirisa (studio.edirisa.org) is produced from. This is a multimedia magazine for young East Africans which covers career guidance/business/leadership skills, cultural self-respect/role models, creativity and innovation.

September 2009:

arrange a volunteer kitchen/social area; bring in armed security; pay for rent till March 2011; complete the studio; begin on-the-job journalism training for UMU students (interns); produce a new radio show pilot; improve on the campsite

October 2009:

add more tables and hammocks; identify and secure interest from appropriate East African brands to work in partnership; begin weekly radio shows in Uganda

November 2009:

add a sitting area with TV facilities; begin focused search for multimedia specialists to volunteer in 2010-2011; introduce Studio Edirisa-branded greeting cards with African motifs and messages; host a reward tour for Bunyonyi craft makers and promote it as a major craft event

December 2009:

cover tents at the campsite with papyrus roofings; start an annual Christmas party for local communities; publish a multimedia DVD with The Bakiga documentary and other video content; produce Edirisa postcards

January 2010:

build a dance floor area; update and expand Wikipedia pages about Uganda

February 2010:

redesign the website of Studio Edirisa and the rest of the organisational pages; compile a database of Edirisa's volunteers/customers and invite them by email to view the new Edirisa sites

March 2010:

attract contributions to Studio Edirisa from prominent columnists and celebrities; publish a provocative booklet "Mzungu in Your Pocket"

April 2010:

in association with a brand partner, launch the Studio Edirisa East African Creativity Awards (musician/fine artist/journalist/innovator/photographer/filmmaker/designer of the year)

May 2010:

assure a long-term lease for the site; publish a promotional booklet "The Gorilla Country" with Lake Bunyonyi, Kabale, Kisoro, Bwindi, Rwanda and Congo covered; financed through advertising

June 2010:

expand radio coverage to Kenya and Tanzania

July 2010:

start building a guesthouse

August 2010:

add another bathroom

September 2010:

publish a coffee-table book about Lake Bunyonyi

THE HOME OF EDIRISA (edirisa.org/home)

The Home in Kabale Town offers a cultural museum, hostel, restaurant, lounge and craft gallery, and is the location from which visitors learn most about Edirisa. The Home is also the only WiFi point in Kabale Town.

First opened in 2004, The Home as we know it today was completed in February 2007. Due to the inclusion of The Home in recent tour guide books, we anticipate a continued influx of tourists, backpackers and budget travellers. Locals have begun to appreciate The Home as an affordable option for good food and a relaxing environment.

The Home is also the office for Edirisa Smiles CBO, from which activities at Smiles schools are coordinated.

Tours operated from The Home are focused on the southwest of Uganda, emphasising educational and cultural tourism. Bringing people to Africa remains the most effective means of introducing them to the continent, supports local economies and encourages learning about other cultures, for tourists and locals alike.

September 2009:

promote education tours to Kampala schools; offer 15 Days of budget Uganda to international tour agencies; install fire fighting equipment at the museum (CCFU funds); refresh framed presentations of other locations

October 2009:

promote free lunches for tour guides that bring visitors to The Home of Edirisa; get new generator; begin monthly themed events and invite target groups to attend (an art exhibition opening, a quiz night for people working in the financial sector, a student night with discounts, an evening for headmasters and history teachers,...) - submit event photography with a caption to newspapers

November 2009:

start giving away simple bracelets to customers (enticement and encouragement for them to visit the craft gallery); place content on Internet platforms such as Facebook and The Lonely Planet Thorntree

December 2009:

add an art centre to promote and support local artists; paint the last outside wall; introduce craft displays at the reception and the shade area

January 2010:

formalise the agreement with the landlord - a written contract or long-term purchase; remake the museum floor and prepare stands for artefacts

February 2010:

hold dancing/writing/drawing competitions with schools and offer free tours of the museum as prizes (winning art entries to be displayed at The Home)

March 2010:

get the museum linked to or accredited by the national museum and/or global museum organisations

April 2010:

buy an open-roof minibus

May 2010:

prepare replicas of museum artefacts to be sold as souvenirs

June 2010:

invite Ugandan travel writers to take part in a canoe trekking specially organised for journalists

July 2010:

hold a fashion show at The Home to show off and sell crafts and clothing

August 2010:

prepare a museum brochure

September 2010:

add an outside terrace

THE HEART OF EDIRISA (edirisa.org/heart)

The Heart at Bufuka Primary School serves as a base for educational activities at Bufuka and Kyabahinga primary schools and two Edirisa nursery schools (see "Edirisa Smiles" below). It is also the centre for fair trade crafts.

Edirisa's fair trade crafts activities offer local producers a means of income and promote Africa and Edirisa. This activity has so far produced general losses due to poor stock management and high prices paid to producers. Still, the situation has been improving with more stress on the business side of Edirisa's crafts.

September 2009:

arrange a volunteer kitchen for self-catering; finalise Teachers' Centre; find a permanent shop keeper for the crafts shop at Bunyonyi Overland Resort; pass the animal farm into the hands of Edirisa Smiles CBO; repair the pool and damaged canoes; introduce solar lanterns

October 2009:

increase number of wholesale deals with external partners; focused search for fashion/design specialists to volunteer in 2010-2011; a new line of craft products available

November 2009:

organise a reward tour for Bunyonyi craft makers to The Gardens, evaluate the group

December 2009:

increase promotion of Craft Days

January 2010:

redesign The Heart to better fit into Edirisa's visual identity concept

February 2010:

cement steps from the ecosan toilet to the social area

March 2010:

recruit a herbalist for development of herbal products line; work towards creating a line of locally-made spreads and jams

April 2010:

conduct major repairs in preparation for a new summer volunteer season

May 2010:

evaluate the Bunyonyi craft group

June 2010:

replace the solar system

July 2010:

expand Edirisa's retail via craft exhibition in Rwanda and Kenya; conduct research in these markets

August 2010:

create a new label for textiles; research on use of organic fair-trade cotton; hold a fashion show at Bunyonyi Overland Resort to show off and sell crafts and clothing

September 2010:

evaluate one year of self-catering at The Heart; create one more fair trade craft group in Kabale District

EDIRISA SMILES (edirisa.org/smiles)

Edirisa Smiles CBO organises educational workshops and other activities at four schools (Bufuka, Kyabahinga, Nyakasiru, Ryabirengye) and runs two Edirisa Nursery Schools (Bufuka, Kyabahinga).

Our vision is that Smiles children

- are healthy and safe
- have integrity, self discipline, autonomy and creativity
- are confident individuals with initiative
- respect their culture and others' cultures and traditions
- are clever users of local resources who don't long for what isn't here
- are modern farmers, mastering one practical skill
- feel at ease reading and communicating in Rukiga and English
- are able to express themselves in one fine art
- are people with a strong community spirit who feel a part of Edirisa

Focus areas:

Integrating the above ideals into our projects, Smiles focuses on the following areas:

- 1) Swimming lessons
- 2) Business
- 3) Art
- 4) Healthcare
- 5) English
- 6) Cooperation with teachers
- 7) Vocational/technical education

SWIMMING:

Swimming lessons are critical not only for safety but also for self-confidence.

BUSINESS:

The goal is not only to teach children to run a business, but to develop practical business skills and a business-friendly mentality, as well as to develop creativity in a business context.

Areas of concentration at business workshops are basic business principles and motivations, efficiency and sustainability, creativity as a tool for business innovation, business logic and practical thinking.

These workshops are also the most appropriate opportunity to work on a variety of social skills:

- self presentation
- communication
- leadership
- group dynamics and conflict resolution
- originality and initiative
- professional orientation
- planning

Business workshops introduce children to successful local businessmen, tourists and their needs, small-scale agricultural projects, banks and microfinance organisations.

ART:

Art can be a tool for other areas of learning (innovation, critical thinking, problem-solving) or a goal in itself. Through art we wish to help children develop their natural predisposition for creative work by providing space and offering guidance for children's natural creativity.

Creativity applied to other school and work domains opens pupils to new ideas and encourages experimentation and innovation. These qualities should prove advantageous to the students in the labour market later on and foster self-reliance.

Planned activities in art workshops:

- drawing/ painting, sculpturing, industrial design, photography....
- making school teaching aid materials out of cheap or natural materials found in their surroundings and waste materials (recycling)
- guided fantasy
- expressing emotions through art
- explaining and appreciating art

HEALTH CARE:

Basic information on health and hygiene are missing in the daily life of pupils. These topics will be addressed in workshops for children, teachers and people from community:

- basic health care and hygiene
- HIV and AIDS
- local medicinal plants and herbs
- "stay safe" program

ENGLISH:

Although English is the official language of Uganda, many children still do not master it. Fluency in English is crucial for continuing education at the secondary and university levels.

Smiles will emphasize teaching English in lower classes (P1-P5), through games and music and end the school term or school year with competitions in English.

COOPERATION WITH TEACHERS:

Our work is fruitless without strong cooperation from the school staff. If our stated mission is to develop creativity and critical thinking, the work of Edirisa staff and teachers should be mutually reinforcing, rather than contradictory and confusing to the children. To achieve this objective, we will conduct workshops for teachers and volunteers to harmonize efforts and to address the following issues, among others:

- teachers' and Edirisa's expectations
- need for fostering children's individuality, developmental needs and abilities and interests (Piaget theory of cognitive development)
- child-centered principles of teaching
- teaching methods and methods of disciplining
- motivating children for cooperative work

Given the importance of cooperation and communication, Edirisa Smiles will also invite teachers for less formal gatherings, to exchange experiences and advice.

Teachers' Centre

We have built a *Teachers' Centre*, a resource, education and entertainment centre for teachers located at Bufuka but also open to other schools. It will include a kitchen and a comfortable social room. Interesting lecturers and motivational speakers are supposed to deliver presentations twice per month here.

VOCATIONAL/TECHNICAL EDUCATION:

Edirisa Smiles will first of all address the underlying attitude discouraging young people from receiving technical training. Edirisa will provide information on technical career prospects and role models in these fields as well as working to make training accessible to some of beneficiaries. Information campaign strategies may include a "youth truck", that is, a movable and entertaining workshop that can be called to Smiles primary schools.

Our technical skills training will be conducted through workshops focusing on four issues, in an integrated fashion:

- creativity/innovation
- quality (an attitude towards how a certain job is performed);
- basic business skills (especially customer care);
- practical technical skills.

Smiles will also cooperate with vocational institutions, depending on their quality and cost, to offer viable careers to certain students.

The main action points for 2009:

- introduce the new Smiles CBO constitution and formally add the third school and the fourth school to the program - Ryabirengye Primary School and Nyakasiru Primary School (Teach Inn)
- completely phase out sponsorship of individual children
- evaluate the impact of Smiles workshops
- look for nursery school trainers to prepare the staff of the Kyabahinga Edirisa Nursery School
- organise trips for primary school leavers
- publish a photography-based book/brochure about the first five years of Smiles (including Teach Inn); text in English, German, Rukiga and Slovenian

The main action points for 2010: *to be presented to the executive committee by Smiles Education Coordinator on a term basis*

ANNEX I

PROGRAM EVALUATION TOOL

To help us evaluate Edirisa's activities and prepare new projects, we have compiled a test with eight criteria (8T). The test must be applied before implementing any activities not mentioned in this plan.

The first four are based on Edirisa's fields of interest:

- promoting Africa (PA): Do we project a more positive, more balanced picture of Africa, crucial for outsiders' attitude and Africans' self-respect?
- creativity (CR): Do we foster creativity, discourage copying, and foster the impetus to look for new solutions?
- cultures (CU): Do we promote the positive value of culture and cultural diversity? Do we provide access to the cultures of other parts of the world?
- practical skills (PS): Do we promote practical skills that can earn people a living and build self-esteem?

The other four criteria allow us to evaluate their appropriateness to Edirisa's administrative and financial structures:

- income-generation (IG): Profitability is crucial to the organisation's independence and its ability to focus on long-term development. Nonetheless, some of our activities, especially the ones within Smiles, will be evaluated through a different lens. We will evaluate these non-profit activities, that are perceived as core to Edirisa's mission, in terms of their investment in human resources (HR).
- benefit versus cost (BC): Given our limited financial and human resources, we will use this measurement to evaluate how much energy and money will need to be put for what effect.
- synergy (SY): How well does this activity interlink between Edirisa's various locations and magnify Edirisa's overall impact?
- independence from the founder (IF): Edirisa must attain viability regardless of the involvement of its founder. This metric weighs the contribution of a given program to developing the organisation's capacity to attain this stability.

The 8T can be used both for assessing a proposed project and for generating new ideas.