



## PEACE AFRICA CHILDREN'S ENSEMBLE (PACE)

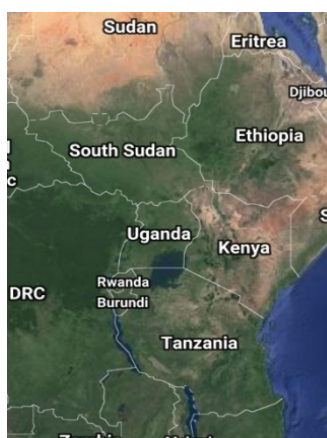
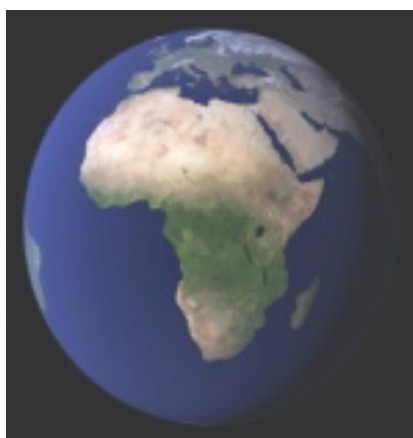
5 MILES – KAMPALA – BOMBO ROAD  
KAWEMPE – TTULA VILLAGE  
(Opposite Kinaawa High School-Kawempe Campus)  
P.O BOX 22988 KAMPALA – UGANDA  
Tel. 0414-597887  
Mob. +256 755062431/433465  
E-mail: [info@peaceafricachildren.net](mailto:info@peaceafricachildren.net)  
Website: [www.peaceafricachildren.net](http://www.peaceafricachildren.net)

Directorate of Community - Based Services.  
Reg. No. WCBO/1066/17

### TAT SAT COMMUNITY ACADEMY PROJECT

#### TaSCA KASASA COMMUNITY BOARD

#### Guidelines & Code of Conduct Governing Its Organization and Operation



October 2019



## **TaSCA PROJECT KASASA COMMUNITY BOARD**

From the conception of the TaSCA project the community has been integrated to form a community board to identify and present their own local needs to be addressed in conjunction with facilitation and organisation of the TaSCA Project by the Peace Africa Administration. The Kasasa community, in its commitment to this project has been practically involved in envisioning this project. Peace Africa Children Ensemble will construct, develop and manage the Tat Sat Community Academy (TaSCA) for its first two years of operations, and thereafter oversee its permanent operations in the Kasasa Community, with the creative involvement of the Kasasa community. The core aims of the project are:

- To uplift standards of education available using a community-based roots-up approach.
- To provide a community-based cultural and inter-cultural awareness approach to provision of education alongside the usual streamlined education system.
- To offer affordable, sustainable and reliable education for its children and youth that fit the education needs of the community
- To offer community financial support and literacy using a community-based roots-up approach

The design of the TaSCA project addresses the challenges facing communities in rural Uganda. In particular, the challenges of the Kasasa village area: the lack of secondary schools to meet the numbers of children completing primary level education; the standard secondary education approaches devoid of relevant life skills development, performing arts training, and multi-cultural awareness, nor having an indigenous cultural basis; the family and/or students lack of access to financial resources to meet the expense of secondary school.

The TaSCA project is more than building capacity in the underserved education sector; it is a comprehensive five-year self-sustaining model community development initiative. TaSCA is a well-planned Multi-Functional Community Facility in Kasasa Village, designed with an innovative and integrated comprehensive program that will harness, nurture, as well as develop young talents and empower children and the youth to realize their full potential.

### **TAT SAT COMMUNITY ACADEMY PROJECT**

#### **MISSION**

To harness, nurture, and develop young talents and empower children and the youth with an aim for them to realize their full potential

To uplift standards of education within the Kasasa community, through providing a community-based approach to provision of education focused on cultural and inter-cultural awareness and engagement and thereby preserve the community cultural fabric.

To offer affordable and reliable education for the community with creative and transparent involvement of the community for the community and thereby advocate for sustainable education that fits the needs of our communities.

#### **OUR VISION**

An innovative community cultural institution in which all Kasasa community members can develop their potential to the fullest; Students, parents, elders practically involved in a community school of both indigenous and modern performing arts, with a modern performance space all having an enduring financial resource base.



### OUR CORE VALUES

**Community responsibility**

**Community involvement**

**Excellence**

**Affordability**

**Sustainability**

The above use the transforming power of the performing arts to nurture, provide for, and sustain less privileged and artistically gifted children with children's education (both informal and formal).

### **Obuntu**

All programs that Peace Africa carries out are governed by a basic principle of no-strings attached contribution to community, which is embedded in the ancient African Bantu concept of Obuntu (most closely translated as humanity) – the ideology of communal work and community service and an understanding that everyone needs everyone and therefore, I am because you are.

### **Non-Discriminatory Policy**

Our communities are diverse with different cultural, religious and political affiliations. No one on any board, administration, staff, and students' body, will be discriminated in terms of creed, tribe, clan, region, religious affiliation, health status or financial status.

### **The Pillars that Anchor the TaSCA-Project**

The development of this project rests on three pillars: Community Education, Community Culture and Multi-Cultural Awareness, and Community Financial Support. The entities are;

**TaSCA SS - The Tat Sat Community Academy Senior Secondary School**

**TaSCA ICPA - The Institute of Indigenous Cultures and Performing Arts**

**TaSC SACCO - The TaSC Savings and Credit Cooperative Organization**

Peace Africa will oversee the initial operationalization of the different entities (the school, the SACCO, and performance space), and will directly engage the community in the daily running of the project. Peace Africa Children's Ensemble will be the umbrella organisation, but the different entities will run their own activities and will be staffed as appropriately.

We believe in the power of genuine grassroots corporations and community-based decisions. The individuals who make up the PACE Board, with their resources of talent and considerable experience in the Arts, Culture, Education and Administration, are uniquely suited to guide the development of the TaSCA SS, in joint collaboration with the Kasasa Community Board. By this arrangement of joint overseeing of the development of TaSCA SS facilities, administration appointments, staff selection, and curriculum implementation, the Kasasa community shall have a school of both indigenous and modern performing arts, with a functioning performance space geared to meet its needs.

The design of the TaSCA project addresses the challenges facing communities in rural Uganda: The lack of enough secondary schools to meet the numbers of children completing primary level education, the standard secondary education approaches devoid of relevant life skills development, performing arts training and multi-cultural awareness, nor having an indigenous cultural basis, the family and/or students' lack of access to financial resources and literacy to meet the expense of secondary school, the lack of a community-based institutions or facilities that support the preservation of cultural traditions and expressions.



The development of this project rests on three pillars: Community Education, Community Culture & Multi-Cultural Awareness, and Community Financial Support and Literacy.

This Community facility will house the following entities:

**TaSCA SS**

**The Tat Sat Community Academy Senior Secondary School, (TaSCA SS)** a private school for 500 students in Senior 1 to 6 classes, that “will grow” to house skilled-based programs: financial analysis, music, dance, theatre, video production, carpentry, tailoring and embroidery, catering, and more.

**TaSCA ICPA**

**The Institute of Indigenous Cultures & Performing Arts (TaSCA ICPA)** with programs designed as part of the TaSCA SS curriculum and those designed for the community at large.

**TaSC SACCO**

**The TaSC Savings and Credit Cooperative Organization (TaSC SACCO)** a Community Finance SACCO supporting the sustainability of the Academy, providing tuition assistance to students and their families, promoting economic activity of community members, and encouraging entrepreneurship through financial education programs for students.



**TAT SAT COMMUNITY ACADEMY PROJECT (TaSCA PROJECT)**  
**The TaSCA-Kasasa Community Board**  
**Guidelines & Code of Conduct Governing Its Organization and Operation**

**Preamble**

Eleven residents and members of the Kasasa Community currently serve as voluntary community advisors, and part of the steering committees within the management structure of the TaSCA Project. The serving community board members are considered to be the **"Founding Members"** of the Kasasa Community Board—a community voluntary service board appreciated and recognized in a resolution of the PACE Board of Directors in 2018 (PACE Resolution TP006/2018). This document details the Guidelines and Code of Conduct Governing the Organization and Operation of the Kasasa Community Board put forth and agreed upon by the founding members of community board with interactive consultation with the PACE-TaSCA Project Committee of the PACE Board. The document also details an overview of the community board's working relationship with PACE in general, but within specific confines of the TaSCA Project in the Kasasa Community.

**An Overview of the Working Relationship Between PACE and TKCB**

In its official mandate as a community-based organization, PACE works with, for, or in support of community or community-based endeavors. PACE has operated in the Kasasa community for over 10 years as some of its beneficiaries are residents there. The conception, inception and development of the presently known TaSCA Project has been community led. In the confines of the TaSCA Project therefore, PACE, as the grantee and executive authority, works with, for, and in tandem with the community to achieve the project goals and objectives. As a community-based organization, and in the confines of the TaSCA Project, PACE resolved to form a partnership with the Kasasa Community through what it refers to as the TaSCA-Kasasa Community Board (TKCB) to advise and be part of the development and running of the TaSCA Project – a project that addresses the Kasasa community challenges presented by the community board for the Kasasa Community.

While PACE is the executive authority, and therefore makes the executive decisions regarding the TaSCA Project, decisions of community concern are done together, in consultation with, and with advice from the community through its community board. The TKCB are therefore crucial partners who represent the views and opinions of the community through several steering committees of the governing body of the TaSCA Project as stipulated in the management chart of the project.

**Name and Purpose(s) of the TaSCA-Kasasa Community Board**

This volunteer body from the Kasasa Community is officially known as the TaSCA-Kasasa Community Board, herein called the TKCB. It is comprised of eleven (11) members from the Kasasa community accepted by the PACE Board for voluntary service as partners to the PACE-TaSCA Project Committee and PACE at large, who together with the latter oversee the development and running of the TaSCA Project.

**The main objectives of the TKCB**

Advising the PACE-TaSCA Project Committee on behalf of the Kasasa community, in its commitment to this project, to continue with the practical and voluntary involvement with the envisioning of the present and the future of this project, and sustaining its three major entities. On behalf of the Kasasa Community, the volunteer members of the community board will individually and collectively endeavor to ensure that the TaSCA Project, with its three main entities/pillars fulfills its Mission, achieve its Aims & Objectives and bring into reality the Vision of the TaSCA Project in Kasasa. On behalf of the Kasasa Community, the TKCB shall be responsible for community oversight of the TaSCA Project. The TKCB will ensure transparency in the use of project funds and resources for the maximum benefit of the community.



The TaSCA Kasasa Community Board (TKCB) will function as a voluntary and general advisory board having several Sub-Committees that will work closely with the PACE-TaSCA Project Committee members and the TaSCA Project Manager. The TKCB will make regular general and independent reports to the PACE Board on the running and therefore impact of the project to the Kasasa community.

### **TKCB Sub-Committees**

Sub Committees may include, but not be limited, to the following:

- Construction Sub-Committee
- TaSCA SS Sub-Committee
- TaSCA ICPA Sub-Committee
- TaSCA SACCO Sub-Committee

Additional Sub Committees may be created by vote of the TKCB as such sub committees may be needed. These sub committees shall be headed by a committee chair and will be responsible for initiating interactive discussions regarding the development, sustainability, and perpetual impact of the project within their specific area of concern and for reporting their communal-based views to the TKCB. They shall act in the name of the TKCB only when directed to do so by vote of the TKCB.

### **Duties of TKCB:**

The members of the TKCB shall perform the duties and responsibilities as hereby set forth.

- 1) Advising the PACE-TaSCA Project Committee on all matters of substance to the ongoing success of the project and the sustainability of its different entities
- 2) Envisioning of the future of this project and sustaining of its entities
- 3) Ensuring that the TaSCA Project and its entities fulfill their Mission, achieve their Aims & Objectives and bring into reality the vision of the TaSCA Project in the Kasasa community
- 4) Serving as community representative/s on the various designated governing bodies of the TaSCA SS, TaSCA ICPA, and the TaSCA SACCO
- 5) Ensuring transparency in the use of project funds and resources the maximum benefit of the community
- 6) Increasing public awareness about the TaSCA Project and its entities, Vision, Mission, Aims and Objectives
- 7) Work in cooperation with other community institutions in the community to achieve the Vision, and fulfill the Mission
- 8) Subscribe to and abide by the TaSCA PROJECT Conflict of interest Policy
- 9) To serve on respective sub committees as appointed by the chairperson.
- 10) To participate in compiling an annual report, indicating the TKCB members serving for the year, significant activities of the TKCB, and if needed, an individual evaluation of the progress and impact of the project to the Kasasa community.
- 11) Convene a bi-annual meeting financially facilitated by the TaSCA Project, in which the election of new members to the community board will be held.
- 12) Popularize the community board and the project in general in the community by sensitizing the community on the activities and its impact

### **Membership**

The TaSCA-Kasasa Community Board (TKCB) membership is made up of influential individuals who command respect in the community and local residents of Kasasa, who, at the best of their ability, and according to the community can ensure that the TaSCA Project and its three main entities best serve the interests of the community.





### **Selection of Members**

The TKCB shall allow all interested members of majority age of all generations in the community to present themselves to become members, but it shall have the right to decline applications for membership based on any un-exemplary record of substantial negative effect in the community. Individual members will be voted to voluntarily serve on the board by the community itself. This will be done on a biannual general community meeting organized by the serving TKCB, facilitated by the TaSCA Project, in which the election of new members to the community board will be held.

After careful induction into the activities of the TKCB by the serving TKCB members, the presiding TKCB Chairperson will forward the new members' names to the TaSCA Project Committee, which will, after careful (or even independent) consultation with the TKCB, forward the names to the PACE Board for final consideration. On consideration of the members the PACE board will issue a certificate of membership to each individual elected member. The dates for selection/election of the TKCB members will be publicized by the presiding TKCB at least two months before to allow good time for those intending to present themselves.

All outgoing members of the TKCB will be awarded a medal of community service by the PACE board together with influential community elders in recognition of their dedicated service to the Kasasa Community. This will be done on an organized handover ceremony.

### **Length of Membership**

A member will serve for only two terms of two years each, but will have to seek re-election at the end of their first term if they so wish. Membership shall cease with immediate effect in the event of expulsion by a vote of the majority of the serving TKCB members or after a member has resigned.

### **Condition of Membership**

Members must be residents of Kasasa and/or hold prominent positions in the community and/or are influential leaders in the area, *and/or are parents of TaSCA SS Students, and /or are members of the TaSC SACCO, and /or are associated with the programs of the TaSCA ICPA.* Members must have read and understood the TaSCA Project Conflict of interest Policy, and must have read, understood, and therefore in principle agree with the main principles of Peace Africa, especially those concerning the TaSCA Project.

### **TKCB Gender Balance**

Selection/elections of the members of the TKCB will be gender balanced. A serving TKCB will have 11 members elected. Six/Five members will be women, while Six/Five members will be male representatives. The serving TKCB will make sure that if in the previous election, there were six female and five male members elected, in the next election, five female, and six male members will be elected. This is to ensure a gender sensitive community board.

### **Conditions for Dismissal of a TKCB Member:**

- *Behaviors and actions contrary to principles and guidelines set in this document.*
- *Endangering the lives of children and any other member of the community*
- *Criminal Behavior*
- *Violating the Conflict of interest Policy*
- *Excessive absences*

In case TKCB recommends the dismissal of a fellow member, if the said member should choose to request, will be accorded a fair hearing by the PACE TaSCA Project Committee. And if the PACE TaSCA Committee



upholds the TKCB resolution the issue will be forwarded to the PACE Board excluding members of the TaSCA committee for a hearing. If the PACE board finally upholds the resolution of the committee, then the case should go to the 3-member arbitration panel as reflected in the conflict of interest policy.

### **Attending TKCB Events, Proceedings, and General, as well as Entity-based Committee Meetings**

Members shall make every effort to attend all events and meetings, and perform all duties assigned by the Chairperson. Members, who will be unable to attend a meeting of the TKCB or the Sub-Committees, shall notify the Chairperson or the Secretary or Sub-Committee Convener in time before the designated meeting.

In the event that a member has not attended three consecutive meetings of the TKCB without credible explanation to the TKCB chairperson, that member shall be considered to have resigned. In the event of a resignation of a member of the TKCB at a period of at least more than 2 months before the general selection/election, the TKCB, through their chairperson, and with possible assistance/recommendation from the local council chairperson, will outsource to fill the position for the remaining duration of their term of service.

### **OFFICERS**

The TKCB will be administered by and have the following Officers: Chairperson, Vice-Chairperson, Secretary, Treasurer and Sub Committee Conveners

#### **Selection of Officers**

The officers of the TKCB shall be elected from the membership of TKCB bi-annually, or at such other time as may be deemed necessary to fill the vacancy of the office. The Chairperson will be selected from the eleven members by a majority vote after the general bi-annual community meeting. The Vice Chairperson, Secretary, Treasurer and Sub-Committee Conveners, will be selected by the TKCB chairperson from among his/her fellow members. The chairperson, can consult with the previous TKCB for the best choices regarding committee membership as he/she sees fit.

#### **Duties of Officers**

##### **Chairperson:**

Serves as the liaison between the **TaSCA Kasasa Community Board** and the PACE TaSCA Committee and works closely with the TaSCA Project Manager. He/she will be responsible for all activities of the TKCB. The Chairperson shall preside at all meetings of the TKCB at which he or she is present, unless there is a need to not participate on an issue, and shall direct the work of the TKCB. The Chairperson shall open the meeting by reading the agenda for which the meeting is held. The Chairperson shall bi-annually appoint members to sub committees and designate conveners of the same at the first meeting of the TKCB following the election meeting and shall direct the calling of meetings of the TKCB. The Chairperson shall be an ex-officio member of all sub committees. The TKCB Chairperson, together with his/her board members will make regular reports to the PACE Board through the TaSCA Committee of the PACE Board. Reports will consist, but not limited to the following:

- A clear and succinct annual-evaluation of the progress of the project from a communal point of view
- Summary of minutes of TaSCA Kasasa Community Board meetings
- Summary of activities of each of the TKCB Sub-Committees
- Challenges and opportunities for the Kasasa Community through the TaSCA Project
- Urgent matters to be addressed by the TaSCA Committee or PACE Board
- Recommendations for the progress / success / future initiatives of the TaSCA project or any of its respective entities





**Vice-Chairperson:**

The Vice-Chairperson shall preside at all meetings of the TKCB in the absence of the Chairperson, and shall perform all duties and have all powers of the Chairperson in case of absence, or incapacity, of the Chairperson.

**Secretary:**

The Secretary shall keep an accurate record of the proceedings of the TKCB, shall deliver copies of the minutes to each member, and shall verify project submission and data. The meeting may be recorded by the TKCB Secretary for the purpose of further deliberations and in case language translations are required from PACE. Notices of TKCB meetings will be given by the secretary.

**Treasurer:**

The Treasurer will be responsible for all TKCB funds and expenditures. Shall keep accurate records of all transactions and make regular reports at regular meetings of the TKCB and as requested by the TKCB and or the PACE TaSCA Project Committee.

**Sub-Committee Convener:**

The Convener shall preside at all meetings of the sub-committee. Notices of meeting will be given by the Convener. The TKCB Sub-Committee Convener will make regular reports to the TKCB Chairperson. Reports will consist of at least the following:

- Summary of activities of the TKCB Sub-Committee
- Challenges and Opportunities for the Kasasa Community and the TaSCA Project
- Urgent matters to be addressed by the PACE Board
- Recommendations for the progress / success / future initiatives of the TaSCA project or any of its respective entities

**Sub-Committees:**

TKCB sub-committees shall be responsible for oversight within their specific area of concern and for reporting the results of this oversight to the Chairperson TKCB and if requested to the Project Manager and or the PACE Board TaSCA Project Committee. Each of the respective TKCB Sub-Committees will be convened by Sub-Committee Conveners and have a designated sub-committee member to keep records of the meetings and decisions. Other TKCB Sub-Committees may be created by the TKCB as such sub-committees may be needed. Sub-Committees may include, but not be limited, to the following committees:

**Construction Sub-Committee**

This advisory sub-committee shall be responsible for the oversight of the TaSCA Project Construction. To assure the transparency and accountability of use of project resources for the intended purpose and to the maximum benefit of the community and the oversight of the TaSCA Project Construction Financial Operations.

**TaSCA SS Sub-Committee**

This advisory sub-committee shall be responsible for the oversight of the development of TaSCA SS and its operations. To assure the transparency and accountability of use of project resources for the intended purpose and to the maximum benefit of the community and the oversight of the TaSCA SS Financial Operations

**TaSCA ICPA Sub-Committee**



This advisory sub-committee shall be responsible for the oversight of the development of TaSCA ICPA and its operations. To assure the transparency and accountability of use of project resources for the intended purpose and to the maximum benefit of the community and the oversight of the TaSCA ICPA Financial Operations

#### **TaSCA SACCO Sub-Committee**

This advisory sub-committee shall be responsible for the oversight of the development of TaSCA SACCO and its operations. To assure the transparency and accountability of use of project resources for the intended purpose and to the maximum benefit of the community and the oversight of the TaSCA SACCO Financial Operations

#### **TKCB Meetings:**

The TKCB shall hold no less than one meeting each month. It may meet more often depending on the prevailing project needs or as requested by the PACE-TaSCA Project Committee of the PACE Board. Notices of meeting will be given by the secretary.

#### **Quorum:**

A majority of the members of the TKCB shall constitute a quorum. If a quorum is present, shall be sufficient to conduct the business of the TKCB.

#### **Sub-Committee Meetings:**

The Sub-Committees shall hold no less one meeting each fortnight. They may meet more often depending on the prevailing project activity or as requested by the PACE-TaSCA Project Committee of the PACE Board. Notices of meeting will be given by the Sub-Committee Convener.



We the undersigned members of Kasasa Community hereby agree to serve on the TaSCA Kasasa Community Board, and to abide by these, our self-formulated governing rules and guidelines at all time in the execution of all our duties herein stated for the benefit of our community. We agree to work with our Peace Africa Children's Ensemble to achieve the objectives of our TaSCA project for our community benefit.

**The TaSCA Community Board (2020-2021)**

---

Mr. Ssalongo Kizza – Board Chair

---

Mrs. Uwera Mariam – Board Member

---

Mr. Kabyetsiza Mustafa – Board Coordinator

---

Ms. Birungi Nabasanira – Board Member

---

Ms. Namayega Ages – Board Member

---

Mr. Waswa Mbaaga – Board Member

---

Mr. Luyima David – Board Member

---

Ms. Nakabitto Aisha – Board Member

---

Ms. Nassolo Stella – Board Member

---

Mr. Mayanja Mukasa John – Board Member

---

Mr. Male Tophil – Board Secretary