



UCAS OPERATIONS POLICY MANUAL

Up-dated 2017- January, 2018 Board Meeting (5)

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1. Preamble, Background & Goal

1.1 Preamble

The Canadian Multiculturalism Act encourages and supports individuals and families that settle in various parts of the country to form cultural organization to meet various personal and social needs – this can be done at both informal and formal levels.

Formal organizations serve as a voice and collaborative platform within the larger Canadian society.

1.2 Background

The Uganda Canadian Association of Saskatchewan (UCAS) was founded in 1990 and incorporated soon after a process that including the development of the Constitution /Bylaws and the establishment of a working Board. For the most part membership has been fluid but the organization remained strong through the commitment of Board members with a strong vision adopted in 2000 as part of the collaboration with the Ukrainian Canadian Congress (UCC), mentorship by MCoS and Multi-Lingual Association, funding from the Federal Multi/Culturalism Program etc. and a young vibrant community.

Activities surrounding the 20th celebration of UCAS including a community planning conference in 2012 led to the appointment of UCAS as a provincial Cultural Organization – a SaskCulture membership status that entitles UCAS to the “50/50” annual funding support to the tune of \$20,000 per year. UCAS’s first grant was \$4,000. 2000-2014 UCAS Board recognized the need and developed the first Operations Policy Guideline adopted by June 29, 2014 Board meeting and endorsed at 2014 members’ General Meeting.

1.3. Goals:

The key goal is to **support increased participation and to clarify the benefits of membership in UCAS organization**, as distinct from the informal membership of the Uganda Canadian community –i.e. association either by ancestry, previous national residence in Uganda and in Saskatchewan. Additional points noted:

- a) This policy upholds that UCAS's **services are accessible to the public** including any member of the Uganda-Canadian community and the general public- UCAS is a charitable organization –under Saskatchewan law.
- b) UCAS's objectives include promoting individual, family and community development and this requires **teamwork, participation and accountability** on the part of the members of the organization. As outlined in the constitution /bylaws, UCAS members subscribe to the organization's vision, values and objectives; they also pay annual membership dues and the reserve development fund (RDF) adopted in 2009.
- c) This document **stipulates the responsibilities and benefits** of being a member of UCAS organization
- d) Provides a **shared framework of operations and effective communication** among members of the organization (UCAS) - a legal entity registered in this with Saskatchewan government a part of the Uganda-Canadian Community in Saskatchewan – established through the constitution filed under Saskatchewan Incorporations Branch. (Refer to UCAS Constitution).
- e) To enable UCAS **meet all stakeholders'** (members, funders, Uganda Canadians and the public at large) **expectations.**
- f) To support a stronger and a growing organization and community.

2 UCAS Membership Categories, Responsibilities and Benefits

2.1. Membership:-

- a) **Full Individual Membership** - \$25 annually
- b) **Full Family Membership** - \$50 annually this includes every family member below 18 years of age.
- c) **UCAS Full Student Membership 18 years and above** - \$15 annually
- d) **UCAS Associate Member** - \$10 annually

2.2. Membership Participation / Responsibility: -

- a) Subscribe to UCAS's vision, values, mission and objectives.
- b) Pay annual membership fees
- c) Members above 18 years contribute to UCAS Reserve Development Fund (RDF) of \$10 monthly (*established by 2009 Board and adopted at the respective AGM*).

PS: RDF payments were revised by 2017 AGM –to be paid by only full members- 18 +.

2.3. Benefits of Membership:-

- a) Participate in decision making and directing the affairs of the organization through voting (members' vote at members meetings) and can serve on the Board.
- b) Participate through Committee and have free access in development opportunities & discounted ticket rates at UCAS organized events or other community events.
- c) Paid honorarium for specific assigned roles on deliverables (not time basis) –as approved by the Board, respective Committees and funders (approved funding).
- d) Discounts at events held and hosted by UCAS
- e) Member only social event once a year (proposed by 2016 Board).

3 Good Governance and UCAS (2017) Organization Chart

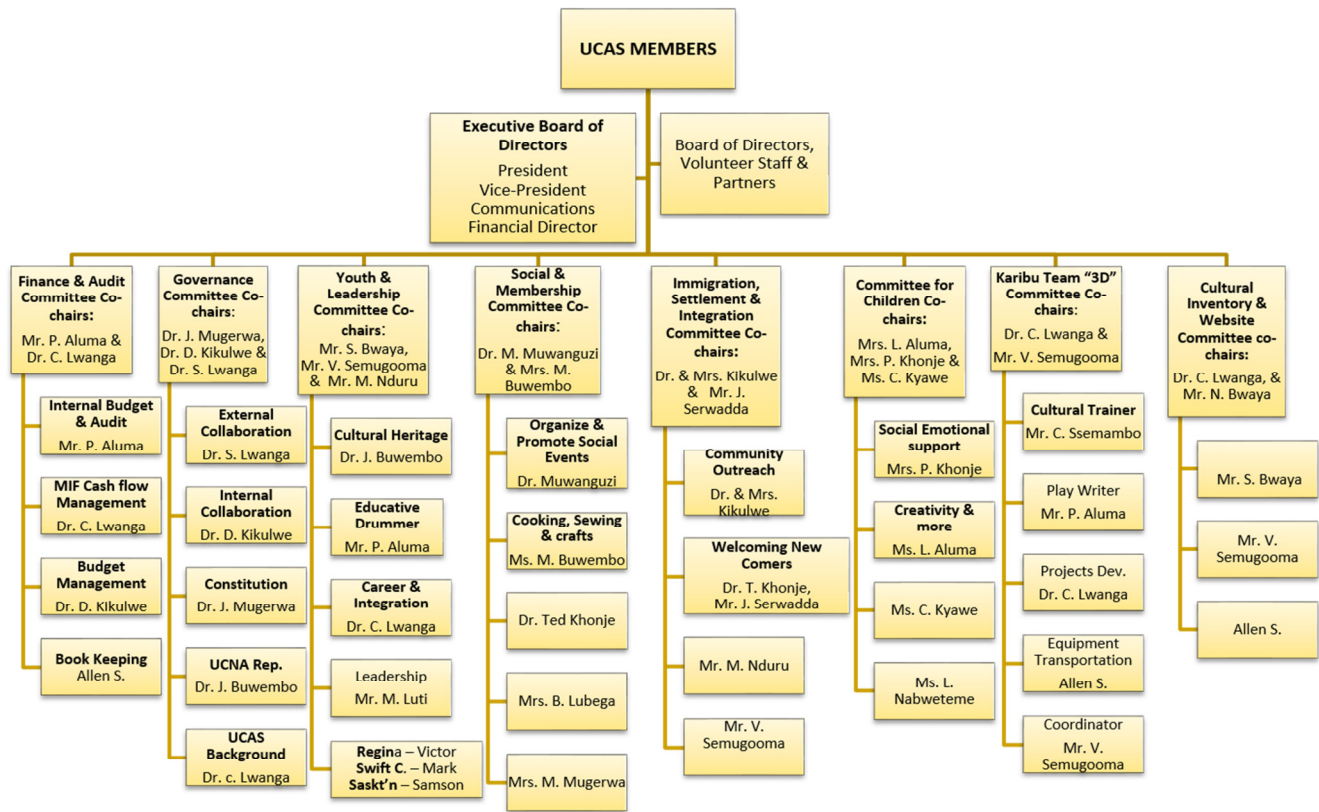
Over the years UCAS Board has worked with consultants and engaged in strategic planning sessions to support short and long-term planning and the development of the organization and the community. Specifically, the 2000 strategic planning session with the Ukrainian Canadian Congress in preparation for the national conference that year; 2005-2007 UCNA national project ; 2010 strategic planning as part of 20th year celebration of UCAS; and 2016 strategic planning as part of the 25th year anniversary celebration have supported UCAS Boards and members to re-affirm and clarify UCAS's vision, values and mission, operations structure plus successfully implement national, provincial and local projects.

The most recent of these - the 2017-2021 UCAS Strategic plan will inform the future directions and activities of this organization. It was informed by the UNESCO principles of good governance.

3.1 During 2013 Pan-African project UCAS adopted UNESCO's six Good Governance principles recognized as supporting individual, community/social, political and economic development. These principles supported the successful implementation of a project that involved collaboration and partnerships with the larger African communities in Regina. They continue to guide UCAS's operations; they are as follows.

1. **Participation** – through representative democracy that respects freedom of association and involves some structure and organized process.
2. **Rule of law** – good governance requires some legal framework.
3. **Transparency** – meaning decisions are implemented through means that are accessible and information is available to all.
4. **Responsiveness** – requires having process that support problems in a timely manner.
5. **Consensus approach** – involves understanding historical and cultural context and mediation of different interests in the organization with the short and long-term view to attain sustained development.
6. **Equity and Inclusiveness** – ensuring that all members feel that their interests are taken care of, especially the most vulnerable.
7. **Accountability** – the board and all service providers have to be accountable to all the stakeholders and the public.

3.2 UCAS’s Organization (Board, Committees & Projects) Structure



To add May Buwembo to the Children’s Committee -Jan 2018.

Organization: The Board & Committees- Mandates, Members and Action Plans

4.1 The Board

During 2010 through 2012 as part of the preparation of UCAS’s 20th year celebrations the operations the Board transitioned into a policy and governance body, working in close collaboration with Board Committees (as listed below), Board partners (i.e. past presidents/ leaders) and a volunteer staff team. The original duties and roles of a working Board were outlined in the **Constitution (updated in 2010)- the Governance Committee is in the process of updating the Constitution - 2017-2018.**

2017/ 2018 UCAS Board of Directors

Status	Name	E-Mail	Telephone #	Term of office
President	Dr. Dan Kikulwe	dkikulwe@hotmail.com	306-501-0336	1st Term - 1 st Year
Vice-President	Dr. Michael Muwanguzi	mm.muwanguzi@gmail.com	306-750-8161	1st Term - 1 st Year
Past President	Mrs. May Buwembo	mj.buwembo@gmail.com	306-596-1546	1st Term - 1 st Year
Finance / Fundraising	Mr. Ponziano Aluma	palumaa@sasktel.net	306-533-8535	2 nd Term - 1 st Year
Communications Officer	Mr. Samson Bwaya	neziselement@gmail.com	306-371-2793	1st Term - 1 st Year
Youth	Mr. Mark Nduru	marknduru@gmail.com	306-	1st Term - 1 st Year
Swift Current representative	Mrs. Percis Khonje	tpkhonje@shaw.ca	306-	1st Term - 1 st Year
Saskatoon	Vacant			
Provincial Member Dev.	Mr. James Serwadda	serwaddajl@gmail.com	306-774-9292	2 nd Term - 1 st Year

4.2 Governance & Policy Committee

Mandate:

- Updates the Constitution and organization's policy documents as approved by the Board and General Members Meetings.
- Overseeing the internal and external collaborations of the organization
- Overseeing and managing organization's succession plan.

Committee members – Joshua A. Mugerwa, Steven Lwanga, Joseph Buwembo, Michael Muwanguzi & Samson Bwaya (past presidents, Vice-President and current Communications / (Secretary) Director –current Board members)

Note: the President (Dan Kikulwe) is a member of all Committee, and the Executive Director (Christine Lwanga and past president) is ex-officio staff support member.

Committee's Action Plan (and 2017-2021 related Goals):-

1. Up-date the Constitution and policy documents of the organization
2. Encourage a strong, internally-connected, vibrant and growing community
3. Support Strong, collaborative community presence for mutual growth
4. Ensure UCAS organization is a team working well and learning together
5. To revise UCAS Bylaws/ constitution to align it with the proposed organizational and membership changes (this will be an on-going process, however, the first constitution changes will be presented at 2018 AGM).
6. To establish personnel / human resource (staff person) that will support the Board, Committee projects and overall operations.
7. To establish a strong policy and governance board – through clear values and make them well known and respected by all members (see UCAS values: integrity, unity, family, hard-work and inclusion), supported by the following guiding principles:
 - a. Everyone is valuable and contributes
 - b. Operate from the principle of love – vs being right
 - c. Have mutual respect and listen to understand
8. Explore ways to engage the membership (old and new) by encouraging diversity of interests, creativity and interaction both within and outside establishing a community that breathes in and out (as opposed to an interest group).
9. Continuously explore how to engage more people in the association and its vision
10. Options to reward commitment/ membership
11. Offer Organizational support to other UCAS committees to set up and effectively execute various projects and events.

4.1.2 Finance & Audit Committee

Mandate:

- Work in collaboration with the Board Committees to raise operations funds ensuring its financial sustainability both in the short and the long-term.
- Prepares – in consultation with the Board and AED the organization's budgets (both annual and long-term).

- Manage the organization's funds – including receiving all funds payable to ACRN, ensuring that the organization operates within funders criteria and guidelines and reports back to funders in a timely manner.
- Manage the organization's cash flow to ensure smooth operations of the organization.
- Prepare organization's invoices (money owed to ACRN) and payments on a monthly basis (semi-monthly during busy seasons) and quarterly financial reports for the Board.
- Arrange annual audit or reviews to ensure continued members and public accountability –within 90 days of the fiscal year end.
- Maintain financial records of the organization including assets and liabilities.
- Prepare financial and other reports are required by Revenue Canada and other government agencies.
- Liaises with the organizations' auditor/ financial reviewer and the book-keeper staff volunteer

Committee members: – Mr. Ponziano Aluma, Allen Ssemmanda and Victor Semugooma.

Action Plan:-

1. In consistency to the Committee's mandate the committee will carry out its standing responsibilities in collaboration with the AED- as outlined above.
2. To work in collaboration with respective ACRN Committees to raise operations and projects/ and program funds in consistency to the five year (2017-2021) strategic plan they include:
 - a. 2017 – Committee will prioritize following up with submitted federal funding application submitted in March 2016.
 - b. Committee will submit two to three funding applications- both short and long term- including attaining funding for AED training and salary payment to ensure development and continuity of this position.
 - c. The Committee will develop a fundraising plan in consistency with the 5 year strategic plan
 - d. The Committee will plan and host bi-annual funding raising events – to establish internal self-generated funding.

4.1.3 Leadership & Youth Committee

Mandate: -To provide opportunities to support development (train and sharpen) leadership skills among members.

Committee Members: - Ponziano Aluma, Victor Semugooma, Dr. Joseph Buwembo, Dr. Christine Lwanga, Mike Luti

Action Plan:-

1. Engaged youth ready for leadership and continuing the legacy
2. Identify future community leaders, and provide training and mentoring to support their development
3. Support and celebrate educational advancement for the youth.
4. Provide ways to give a voice to the youth in the community and raise awareness amongst the youth and members about good leadership in relation to good governance and about opportunities within and outside UCAS.
5. Initiating and organizing volunteer projects for the entire UCAS community as a means of giving back and fostering good relations with the wider community in which they live.
6. Organization of exchange trips and programs amongst the various youth chapters in Saskatoon, Swift Current and Regina.
7. Plan and execute fundraising drives that will raise funds to facilitate the various youth activities as well as strengthen its ties with the wider Saskatchewan community.
8. Encourage the inclusion of all willing youth into the UCAS community regardless of race, ethnicity or creed.
9. Begin a biannual newsletter to share information and celebrate successes. May utilize website as vehicle to improve communication within UCAS and with the public.

PS. Mentorship is part of the human and indeed African culture although it is generally done in an informal and sometimes unsystematic way. UCAS mentorship program will attempt to take on a more formal structure to ensure growth and development on a personal, social, career/professional and community level wherever there are people interested.

4.1.4 Social & Membership Committee**Mandate:**

- Preserve, develop and enhance culture while promoting UCAS"values by creatively engaging members socially to express their potential and foster partnerships by exploring inter cross-culturalism.

Committee members: - Dr. Michael Muwanguzi, May Buwembo, Dr. Ted Khonje, Samson Bwaya

Action Plan:-

1. Organize quarterly community events (birthdays, potlucks & special events provincially).
2. Encourage community members to pay UCAS memberships when attending events.
3. Form a welcoming group (which may also serve as a continuous contact group)

4.1.5 Immigration and Settlement Committee

Mandate: -

- To strengthen our community through the promotion of immigration, employment and education opportunities

Committee members: - Dr. Dan Kikulwe, Sandra Kikulwe, Dr. Ted Khonje, Mark Nduru, Samson Bwaya, James Serwadda, Victor Semugooma, Betty Lubega, Christine Lwanga

Action Plan:-

1. To support development in Saskatchewan, specifically strengthen UCAS community through supporting new immigration pointing them to available opportunities allowing a smoother settlement.
2. Develop an effective system of communication that will support to functional relationships and resource networks – social/ cultural and economic- while prioritizing urgent needs and assessing abilities to ensure not to spread the organization too thin.

4.1.6 Committee for Children

Committee members: Percis Khonje, Lydia Aluma, Viola Nasuuna, Connie Kyawe & Allen Ssemmanda, May Buwembo

Mandate: - strengthen / support internal relationships and court future generations during early years/ improved self-esteem

1. Support family & friends as we work with the parents
2. Do art and crafts for creativity purposes
3. Encourage excellence through singing, drummer & dialogue

4. Combine faith & fun

Committee Action Plan (Relate to the UCAS Vision and Strategic Plan)

4.1.7 Karibu Drum, Dance & Dialogue Committee

Mandate:

- a) Build a Stronger, Vibrant and Connected Communities within the Uganda Canadian community and in Saskatchewan.
- b) Serve as the public arm of UCAS promoting intercultural and inter-generation collaboration / multiculturalism.
- c) Generate income for UCAS in addition to the RDF towards the goal of a Cultural/ Resource Centre

Committee members: Victor Semugooma, Christopher Ssemmambo, Christine Lwanga, Sandra Kikulwe, Lydia Nabweeteme, Allen Ssemmanda, Ponziano Aluma (to write a play script)

Action Plan:-

- Promote inclusive, deep collaboration and shared understanding between immigrants and non-immigrants, young and older people, main stream and marginalized members of the community.
- To reduce isolation and promote collaboration in our new home and an increasingly diverse Saskatchewan.
- To promote between inter-cultural and inter-generation communication; and communication between immigrants and non-immigrants.
- To create space and opportunity to talk and reflect about difficulty issues such as racism, religious intolerance, inter-cultural conflict etc. breaking down barriers through popular theatre.

- To serve as a forum for those without a voice to share their ideas and develop them in ways that can support personal development, influence policy and successful integration into Canadian Society
- To promote diversity and positive self-esteem.
- Promote and continue Karibu activities. - At least 2 events per year outside Regina

5. Volunteer Team, Key roles & Payment of Honorarium

Volunteering provides opportunity for participation within the organization and the community; making friends; supports improving skills and learning new ones, letters of reference and can also serve as a good entry to the labor market.

In addition, UCAS volunteers are encourage (required) to be fully paid members and to support UCAS's Vision, values and policies, and undertake specific roles approved in advance to receive an honorarium. They they are also required to submit monthly time-sheets within the respective month or within the respective quarter to trigger payment of honorarium.

The expanded UCAS core team will work closely with the Board and consultants. UCAS employs a mentorship approach in all roles as part of building capacity and the organization's succession plan (*see table*).

Proposed UCAS Expanded Volunteer/ Staff Team (and 2017 Team)

Position	Roles & Responsibilities	Person(s)	Honorarium	Budget related exp.
Elected officials	Policy direction / projects	Board members Dr. D. Kikulwe Dr. M. Muwangu Mrs. M. Buwembo Mr. P. Aluma Mr. S. Bwaya Mrs. P. Khonje Mr. M. Nduru Mr. J. Serwadda	No honorarium Refunded direct expenses	Travel SaskCulture
Committee	Proposed & project implementation work	Committee chair & co-chair		
Governance & Policy	Proposed & project implementation	C. Lwanga S. Bwaya		
Finance/Fundraising	Proposed & project implementation	P. Aluma D. Kikulwe	Cmt. Chair \$100 for coordinating. 50% commencement & 50% project deliverables	Each committee receives \$500, except the finance & Karibu
Youth & Leadership	Proposed & project	P. Aluma	Raised funds by the	

	implementation	V. Semugooma	cmt 50% goes to RDF & 50% seed grant for cmt future use	committee
Social & Membership	Proposed & project implementation	Dr. Muwanguzi M. Buwembo		
Immigration & Settlement	Proposed & project implementation	D. Kikulwe S. Kikulwe		
Committee for Children under 12	Proposed & project implementation	L. Aluma P. Khonje		
Karibu Committee	Proposed & project implementation	V. Semugooma P. Aluma		Sub-Total \$2,500
Position	Roles & Responsibilities	Person(s)	Honorarium	Budget related exp.
Office & General volunteer team i.e. overall organization management & administration operations.	-Liaise with Board & follow up on Board Decisions -Support Board Committees -Apply for funding -Liaise with Sponsors / Public Agencies -Write and submit project reports in a timely manner -Responsible for the development of Karibu project and overall org. dev.	C. Lwanga Ex. Director / Mentor (PhD. SW., RSW)	\$250 p/m	\$3,000
	-Supports writing of project proposals and reports -Coordinates UCAS projects -Coordinates Karibu activities — Oversees —UCAS Cultural inventory / website and facebook	V. Semugooma – mentee (looking for a volunteer mentee) Social Work student	\$200p/m	\$2400
	Office operations Book-keeping Annual return	Allen (looking for a volunteer mentee)	\$200 p/m	\$2400

	Other organization membership Cultural inventory supervision	Experience in Book-keeping		
	Cultural Karibu trainer Website management Cultural heritage inventory updates Approved @200 Oct-Dec./ however, not enough work for now	Christopher Ssemmambo Norsam Bwaya / Benjamin Serwadda	\$100 p/m \$100 p/m	\$1200 \$1200
Total				\$10,200

Clarification –Karibu Performance Fees & Honorarium Rates for Karibu training and practice activities.

- All Karibu public activities will be documented** to provide the aggregated inter-cultural activities undertaken in the year – i.e. public performance events and related performance fees are as follows: \$250 a single performer; \$500 group performance involving one group; \$1000 two groups; \$1,200 three groups.
- Performers' honorarium of \$100** - relates to training and a minimum of 3 practices (another level of inter-cultural activity) prior to a public show (to ensure professional presentations) and have to performance at the respective public event to receive honorarium. Performers who train and practice twice & also perform at a public event may receive an honorarium of \$75 (but this is not encouraged)
Volunteers who fail to attend training and practice but would like to join at public performance events – can only do so as part of the audience and do not receive honorarium.
- Children under 18 who attend required practices – receive honorarium equivalent to \$25 per or \$15 (reduced as per item 2) per respective performance.
- UCAS associate members performers who meet all performances requirements receive equivalent honorarium (e.g. in situations where we do not have a group contract –e.g. with Boom Town).
- Karibu Honorarium is based on SaskCulture Karibu budget and 50% of income raised through Karibu performance charges.
The Coordinators are responsible for coordinating the events and for taking photos. Coordinators can receive both the coordination honorarium and performance fee if they participate in both capacities.

6. A minimum of 50% of income generated through Karibu is allocated to UCAS RDF. towards the goal of acquiring the proposed UCAS Cultural Centre as proposed at UCAS 2014 AGM as part of the organizations vision to establish a legacy in Saskatchewan
7. In consistency with the policy above, other UCAS committees will operate under this guideline.

Consultancy fee is paid strictly on work set out and approved by the funders as part of the proposed project deliverables.