



# 2026 – 2031 Strategic Plan

©VIPAWA CHILDREN'S ART MUSEUM

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VIPAWA CHILDREN'S ART MUSEUM

PLOT 7, WILSON AVENUE, JINJA

P. O. BOX 902974 JINJA – UGANDA

+256 757 204 552

[vcam@vipawakids.org](mailto:vcam@vipawakids.org)

[www.vipawakids.org](http://www.vipawakids.org)

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## List of Acronyms

|           |                                                                     |
|-----------|---------------------------------------------------------------------|
| CAN       | Community Art Network                                               |
| CBO       | Community Based Organization                                        |
| COVID -19 | Corona Virus Disease – 2019                                         |
| HRM       | Human Resource Management                                           |
| ICOM      | International Council of Museums                                    |
| ICTs      | Information Communication Technologies                              |
| KACP      | Kids Art Creations Program                                          |
| NDPs      | National Development Plans                                          |
| NGO       | Non-Governmental Organization                                       |
| PESTEL    | Political, Economic, Social, Technological, Environmental and Legal |
| SA        | Strategic Action                                                    |
| SDG       | Sustainable Development Goals                                       |
| SO        | Strategic Objectives                                                |
| SOPs      | Standard Operating Procedures                                       |
| SWOT      | Strengths, Weaknesses, Opportunities and Threats.                   |
| UNCRC     | United Nations Convention on the Rights of the Child                |
| UNESCO    | United Nations Educational Scientific and Cultural Organization     |
| VCAM      | Vipawa Children’s Art Museum                                        |
| YLEP      | Youth Livelihood Empowerment Program                                |

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## ACKNOWLEDGEMENT

The development of this five-year Strategic Plan has been a long process involving a lot of analysis, consultations and immense efforts and commitment from Board of Directors, Management team, staff, and various stake holders.

Accordingly, in line with International commitments in relation to the United Nations Convention on the Rights of a Child 13 and 31 give provision for children to share thoughts freely with others what they learn, think, feel by talking, drawing, writing, right to play and take part in cultural creative activities. It is on this basis that we draw our art education in supporting the Child Growth and Development of young lives alongside prompting their creative thinking. The provision of quality education remains a firm basis for achieving the Sustainable Development Goals (SDGs 16,7,11,12,13,14 &15) and attaining the Middle – Income Status as endorsed in the country’s National Development Plans (NDPs) and Vision 2040. For the last five years VCAM has been working at creating an art environment for children to express themselves with support and guidance from art professionals in shaping children’s abilities through creative expressions of art. This Strategic Plan will therefore go a long way in strengthening the efforts of the organization to advance its role in transforming the lives of the children through the experience of the emerging children’s art museum; making them relevant and productive in their communities. Our museum theme **2026 – 2031 as A Children’s Art Museum Inspiring creative expressions, play and family bonding.**

On behalf of the management team of Vipawa Children’s Art Museum and on my own behalf, I am honored to extend my sincere appreciation to all collaborators for participating in the development of this Strategic Plan.

I also wish to express my gratitude to volunteers who remain pivotal in the support of the running of the organization. My appreciation goes to the persons that shared their expertise and efforts in the development of this Strategic Plan.

Finally, I call upon all the stakeholders to support the implementation of this Strategic Plan to enable the achievement of the overall VCAM objectives.

## EXECUTIVE SUMMARY

The strategic plan 2026 – 2031 provides development paths and strategies to operationalize our strategic direction overall goal which is **“Bridging the gap on untapped talents in children’s art through cultural creativity and diversity, connecting families and communities we serve.”** It will work in the direction of pursuing the six goals laid out on Training, Exhibition, Land Acquisition, Museum Experience, Human Resource Management (HRM) and Outreaches.

It aims at transforming children’s lives; inspiring them into discovering their abilities through arts; and in the long run able to earn a livelihood from the different abilities. Through continued practice; exhibition of their works and performances, at VCAM with a well supportive staff and followed up outreach programs to the communities.

It builds on the progress that has been made in addressing the strategic bottle-necks that have constrained VCAM’s socio-economic development since 2017, including; marketing and funding strategies, land for development, sustainability strategy and inadequate reliable human resources, inadequate infrastructure, among others.

Vipawa Children’s Art Museum’s strategic plan 2026 - 2031 is conceived around strengthening the six goals of the organization to exploit the power of the abundant opportunities they carry along for the children around the country. The six goals as Training, Exhibition, Land Acquisition, Museum Experience, HRM and Outreaches that drive the organization to the following opportunities in sphere of tourism, abundant labour force, environmental location and effect of ICTs on the arts development among others that are to date considerably underexploited.

Achieving the six goals will thus depend on the organization’s capacity to strengthen them and identifying the core areas that need to be addressed as follows. • Equipped training facilities with equipments and technologies for arts programs during training sessions. • Increased visibility of children’s creativity through exhibitions, press talk presentations and collaborations with children’s museums. • Securing land for the museum; its permanent home construction and sustainability ventures in the future. • Providing a well-balanced and spaced secure museum experience for children, families and visitors. • Investing and ensuring there are well trained and skilled staffs to drive the organization. • Providing a continuity of the outreach programs with communities and its presence through the exhibitions for children’s creativity.

The financing of this strategic plan will be mainly by grants, donations, development partners and the private sector. There will be regular review, monitoring and evaluation of strategic plan.

Finally, the plan details the mind of VCAM in steering its success to enrich lives of children through its programs and services that the organization will deliver, and will describe financial and management systems to support implementation of the plan.

## SECTION ONE: INTRODUCTION

### 1.1 Organization History

Vipawa Children's Art Museum (VCAM) is a registered Non-Governmental Organization (NGO) currently, founded September 2017 by Daniel Atwenda; a Librarian/ Self-taught artist and Sharon Namulindwa an artist. Their desire from inception was to honor and gift children through their creative path and model a journey and collection of mentored creative's. The Museum having its background with Nissi Rephidim Care that birthed the Kids Art Creations program (KACP) in 2014, later saw the Museum coming to life through the outreach program. The program was intended to share inspiration with children through the arts. It is from then that arts became a focus for the organization but as well to nurture abilities from the early years of child growth and mental development. The program mainly has outreaches to communities, **giving children a new hope and confidence to learn to express themselves through visual drawings, paints, music and movement.** Later in addition to the KACP in 2022 at the temporary museum, five programs were added the **Kids Art Classes (KAP) and Museum – Schools Collaborations (MSC), Museum – Organizations Collaborations (MOC), Kids Art Weekend, Kids Art Holiday** and **2026 Art for healing** programs.

In due course the need to have a space for children's arts exhibitions and interactive learning was needed. Having attended various exhibitions and there were no organizations and groups thinking of bringing children's artistic -expressions and discoveries to public spaces. The Vipawa Children's Art Museum (VCAM) idea was birthed in 2016. This basically through a research that was geared to help communities and families come to appreciate the abilities children have and encourage them do better. **It also gives families opportunity to create together and bond.** Through consultations and correspondences with various museums inclusive of children. **In 2017, our first temporary space was identified and later renovated in 2020 and today 2026 working on a land capital fundraising campaign in Jinja.**

The passion for children's arts and an inspiration place for their creations to the outside world with storylines of art is what makes VCAM unique. Our existence today is dependent on enabling children's abilities through arts and helping communities appreciate the small beginnings through the children's expression.

#### Vision

Bringing Children's Art to Life, Securing a rich heritage for African cultures.

#### Mission

To offer interactive learning experiences through arts that ignite curiosity, exploration and play.

#### Goal

To bridge the gap on untapped talents in children's art through cultural creativity and diversity, connecting families and communities we serve.

## Values

These are the backbone of our organizational principals in seeing the mission thrive.

**EXCELLENCE** Be recognized for excellence in our collection, research, exhibitions, educational programs and other activities.

**ACCESSIBILITY** Ensure art and culture are physically and intellectually accessible to the communities through our exhibitions, programs and other mission-driven activities.

**RELEVANCE** Communicate the relevance of art and Culture to the communities and recognized as an irreplaceable part of cultural life of Uganda and Africa.

**COLLABORATION** Build an organizational culture that embraces collaboration based on the belief that together we can become stronger.

**ACCOUNTABILITY** Be conscientious and responsible in our use of resources, demonstrate credibility by upholding the highest ethical standards through embracing transparency and accountability.

**RESPONSIVENESS** Be responsive to the needs of the communities and recognize our role as a cultural resource to Uganda and Africa.

**GROWTH** Be proactive in developing our collections, staff, programs, facilities, and the continual expansion of our presence in the communities.

## 1.2 Objectives of the strategic planning process

The objectives of the strategic planning process are to:

- Promoting talents, ingenuity and social life, art and handcrafts through offering training, staging exhibitions to promote social harmony through visual and performing arts at the museum through our programs.
- Enabling and supporting all children have access to arts/ Museum education that transforms lives.
- To enter any type of contract for and on behalf of the organization; undertake any venture which in the opinion of the members is beneficial to the organization development.

- Increasing our presence and visibility in enabling children's abilities through experiencing the Museum services and reaching more people through networking.
- Supporting and equipping the human resource through valuing and investing in their unique skills and experience.
- Working towards independence with our land and later the new permanent museum home and projects supporting museum work/ services.
- Building our brand and media visibility online and offline.

### 1.3 Mandate

VCAM's mandate is to serve the needs and interests of children through exhibits and programs that stimulate curiosity and motivate learning. Supported with a motivated human resource to enable learning and service delivery. The museum will as well put emphasis on maintaining and acquiring property and equipment to enhance efficient and affective service delivery. VCAM through its exhibition program is committed to see collaborations of art works being shared with other children's art museums for increasing visibility and in the future exchange programs for beneficiaries and staff.

### 1.4 Taking Stock

#### **Key accomplishments 2020 – 2026**

On the journey to make a difference to our young generation. The United Nations Convention on the Rights of the Child (UNCRC) – children's version provides in Child right 13 that a child can share thoughts freely with others what they learn, think and feel by talking, drawing, writing, or in any other way and Child right 31, right to rest, play and take part in cultural creative activities. Also reaffirmed our input towards the SDGs 16, appreciating how global issues and themes linked to the SDG such as peace, conflict and justice are represented in art. It is on these grounds we affirm our accomplishments.

- Began the Art for Healing Program at Jinja Regional Referral Hospital Pediatrics 2026 with Art therapy.
- Awarded by Cross Cultural Foundation The 2026 National Heritage Award
- Museum appeared in the December 2025 Edition Diplomatic Notes with Ministry of Foreign Affairs newsletter [https://mofadiplomaticnotes.com/#flipbook-df\\_2995/68/](https://mofadiplomaticnotes.com/#flipbook-df_2995/68/)
- Had first Full Board of Directors in Place June 2025
- Had Four successful exhibitions of children's work and crafts. 2020,2023, 2024, 2025
- Partnered with Museum professionals advising on the museum development from museums and other fields. 2020 - 2024
- Sustained the programs at the museum and the community. 2020-2024
- Made finding for a property in mind for the museum home. 2023
- Drafted the Museum concept note for need for a property. 2023

- Museum appeared on the ugpost <https://theugpost.com/vipawa-ugandas-pioneer-childrens-art-museum/> 2023
- Redesign of the website. 2023.
- Constructed a temporary Museum space at the current museum location in Jinja. 2020

## 1.5 Current challenges faced by the organization

- Inadequate Financial pool to support our services, and secure a sustainability plan/project.
- Insufficient funding for the children's exhibitions, Collection, Programs and Research.
- Inadequate staff and furniture.
- Inadequate space at the temporary VCAM hence need for a permanent land for Museum.
- Need for a means of transport for outreach activities in communities.

## SECTION TWO: STRATEGIC ANALYSIS

### 2.1 Environment

This section looks at the SWOT analysis which comprises of the internal and external environmental scans.

### 2.2 Internal Environmental Scan (SWOT)

The section presents an analysis of the environment where VCAM operates from. It presents an internal and external environment scan, using SWOT and PESTEL environment screening techniques respectively.

| Internal Environment                 |                                                                                                                                                                                                                 |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strength                             | Strategies                                                                                                                                                                                                      |
| Existing Exhibitions.                | <p>Increase publicity and procure more equipment's.</p> <p>Plan on preserving previous exhibitions online.</p>                                                                                                  |
| Temporary museum space for training. | <p>Continue availing programs at museum to keep the training sessions available and accessible to families, schools and other groups interested in knowing more about the children's art museum collection.</p> |

|                                                                                                                                                   |                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strong Child Protection and welfare Policy (CPWP)                                                                                                 | Keeping the visitors at VCAM aware of the CPWP and its value in protecting children.                                                                                                                                                     |
| Existence of organization website                                                                                                                 | Up-date website regularly.                                                                                                                                                                                                               |
| Integrating within our communities enduring collaborations developed over the years with numerous parties for organization programs and projects. | Connecting and integrating with communities, building collaborations that will be strengthened and developed over the years; for advice, guidance and recommendations for the organization programs and projects.                        |
| Pioneers of children's art museum in Uganda and Africa.                                                                                           | Working to collaborate with various museum professionals for advice, guidance and recommendations to be able have to standards of children's art museum.<br><br>Having Exhibitions in place to exhibit children's work and performances. |
| Programs reach to their beneficiaries and audiences of children .                                                                                 | Increasing programs reach and strengthening causing awareness of the museum programs.                                                                                                                                                    |
| Availability of Internet                                                                                                                          | Sourcing a fund towards internet services and research                                                                                                                                                                                   |
| Collaborated with Hands On International, Kids In Museums, Community Arts Network, Children's Museum of Sonoma County                             | Sourcing meaningful relationships to continue support the work of Vipawakids                                                                                                                                                             |
| <b>Weaknesses</b>                                                                                                                                 | <b>Strategies</b>                                                                                                                                                                                                                        |
| Inadequate funding for children's exhibitions and museum print materials                                                                          | Sourcing funding strategies for the children's exhibitions and print materials through writing to companies and organization to support inclusive of art institutions.                                                                   |
| Inadequate facilities i.e. tools & equipment.                                                                                                     | Periodically equip the museum.                                                                                                                                                                                                           |
| Inadequate space for training at Museum and funding to the education program.                                                                     | Realizing funds & donors to the construction of Museum and securing of the property on which it will stand.                                                                                                                              |

|                                                                                              |                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Inadequate workshop furniture                                                                | Annually increasing on furniture                                                                                                                                                                             |
| Weak alternative sources of income because organization relies on donations, and membership. | Realize a donation and invest in sustainability projects that will generate income for the organization.                                                                                                     |
| Lack of enough art materials for practicing and absence of art equipment for training        | Engaging means of securing art materials for practicing and play equipments; writing proposals/ fundraising for the art equipments and materials.                                                            |
| Lack of donors and benefactors to support funding of the programs and museum project         | Securing a financial donation to support the programs and museum project.                                                                                                                                    |
| Inadequate staff to support the art programs and administrative duties.                      | Increase staff to support the art program and administration.                                                                                                                                                |
| Lack of land for the permanent children's art museum                                         | Getting fundraisers running (share fundraising strategies) to raise funds for the land and permanent art museum for children.                                                                                |
| Lack of sustainability project to support the finances of the organization                   | Engage project grant proposals to secure funding for starting projects that generate income for organization.                                                                                                |
| <b>External Environment</b>                                                                  |                                                                                                                                                                                                              |
| <b>Opportunities</b>                                                                         | <b>Strategies</b>                                                                                                                                                                                            |
| Government support on talents building/ skilling and Museum development.                     | Aggressively tap into government opportunities.<br><br>Apply for support e.g. infrastructural development, Resource mobilization.                                                                            |
| Collaborations with Museum Professional from numerous museums                                | Increase contacts with persons on awareness of the progress of museum; encourage recommendations for grants giving organizations to young museums and shared input to grow the museum knowledge and support. |
| Collaborations with local organizations                                                      | Engage collaborations for shared learning exposure and support of the work of the museum as a pioneer children's art museum                                                                                  |

|                                                                    |                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                    | in Uganda and Africa like Tribe 56, Fashion Houses,                                                                                                                                                                                                                           |
| Acquire International Collaborations                               | Engage organization like Association of Children's Museums. Boston Children's Museum, UNESCO, International Council of Museums (ICOM), Save the Children                                                                                                                      |
| NGO support                                                        | <p>Annually bring new development partners on board.</p> <p>Timely addressing concerns of the partners.</p> <p>Write proposals, lobbying and causing partnerships.</p>                                                                                                        |
| <b>Threats</b>                                                     | <b>Strategies</b>                                                                                                                                                                                                                                                             |
| Lack of land for our Museum and construction                       | Fundraise to raise funds for museum land and construction. Engage dialogues into doing an auction for the founders artworks to raise the monies for property and interested parties; alongside media sharing on the need for the facility for children.                       |
| Unforeseen calamities and pandemics e.g. Corona Virus Disease 2019 | <p>Insurance of organization property, staff &amp; children.</p> <p>Develop monthly/ annual saving culture to take care of the calamities.</p> <p>Introduce income generating projects for sustainability.</p> <p>Encourage staff to save with savings regulatory bodies.</p> |
| High cost of equipment.                                            | <p>Purchasing in bulk to utilize economies of scale.</p> <p>Lobby for sponsorship &amp; grants.</p>                                                                                                                                                                           |
| The costs of advertising                                           | Secure and reserve a fund for advertising; partner with advertising agencies to get subsidized costs for advertising.                                                                                                                                                         |

|                   |                                                       |
|-------------------|-------------------------------------------------------|
| Unappreciated art | Increase awareness of the role of art in communities. |
|-------------------|-------------------------------------------------------|

## 2.3 Internal Organization Analysis

### Training

Vipawa Children's Art Museum is the training ground for the children alongside the community outreach training spaces. Children in the arts training programs get access to painting, drawing, weaving, tie and dye, Music and Movement, crafts, molding, storytelling, textile and design, games and play on average. This gives them the opportunity to express themselves through discovery, curiosity, play and exploring the arts.

We are having volunteers who support the training, mentoring of children and their care takers into the power of being creative. Our Kids Art Creation Program reaches the communities, Museum Schools Collaborations Program in Schools, Museum Organizations Collaborations Program with organizations serving children while at the museum we run Kids Art classes, holiday program and Weekend art program were began. Our training is guided with exposure of museum professions whom we are mentored alongside other professionals.

We started the art program with 6 children, today we enable over 100 children in the spaces we have served. The 6 programs at the Museum began after the lockdown was eased for children unlike Kids Art Creations Program. Our target in the next 5 years is to have 1000+ children with our programs at an improved museum space.

### Exhibitions

Vipawa Children's Art Museum began exhibitions at the Museum in Jinja that kicked off after renovation in 2020. The presence of the museum in the community strongly shares of the creative's and crafts of children through exhibitions that also act as assessment grounds for children. Through this we hope to increase its visibility and exposure through expressions that will be exhibited through media avenues. We have spoiled exhibitions like my Dream, Silence, Gifted Differently and currently running is our Freedom of Expression Exhibition.

In the next five year we strongly hope that children's exhibitions at the museum will increase visitor's access to the facility.

### Finance

Currently the organization heavily relies on donation and there is need to grow its membership and other pulls. The organization is working at ways to improve and better its financials through grants and writing more fundable proposals to diversify on its organizations revenues. This will enable us be in position to cater for more children. In addition consider running sustainability projects that will generate the organization an income to support its already existing avenues of raising finances.

The participative budgetary preparation process engages the persons concerned at departments in making their own budget estimates which are discussed at management level and amalgamated into master budget which are then approved by the Board of Directors.

The organization is working at mandatory annual auditing process that will inform the financial performance.

### **Human Resource**

The organization culture binds people together through shared values, beliefs and norms. The museum serves with volunteers who render their services part time; this is due to inability of enough resources to cater for paid staff. We always get volunteers serve part time services hence need for full time staff.

Our desire is to have full time staff to engage with the activities but currently our financial pulls cannot enable us. It is still humbling that the volunteers who come by always serve diligently. In this strategic plan we seek to address this shortage of staff to be able extend our reach.

### **Infrastructure**

Vipawa Children's Art Museum is strategically located in Jinja City; for offices and current temporary Museum. In 2020 we rebuilt the pervious poultry shed where we consider to transition to the permanent home. The Museum interior does accommodate 12 children and to this we placed a shed at the exterior to increase the number to 17 children. In 2026 we are working at the **Build their Tomorrow Campaign** to extend Uganda's pioneer Children's Exploratorium investing in Uganda's next generation of creativity, healing and Innovation on 3 acres of land (12140.6 Sq.m) on which the permanent 5 floor VCAM structure of 2024 square meters will be constructed. This will cater for over 2,500 visitors with gardens and an extension for sustainable project. The property was sighted where we considering the home of the museum.

## **2.4 External Environmental Scan PESTEL**

The external environment was screened using the PESTEL environment scan tool for Political, Economic, Social, Technological, Ecological and Legal environment. Strategies are also laid towards taking advantage of the prevailing circumstances, but also to guard against the unfavorable environment in the circumstances.

### **Political**

On the political scene, it was observed that there is good will on the part of the government, which encourages life skills and skilling for children and youth.

We are creating more awareness for having a children's art museum in a number of our media talks to enable parents, families and care takers of children appreciate the abilities of their children alongside support their growth. We believe that given the right atmosphere we can groom children to believe and appreciate who they are through exploring, discovery, curiosity and play.

Despite the high cost of art materials and equipment which negatively affects some of our learners and practice. This may constitute a threat to the organization and the process of learning.

On the other hand the increasing awareness of role of museums to children's growth and development through awareness alongside the collaborations we engaging, will enable us acquire the learning art materials and equipments to mentor and inspire lots of children in our communities, country and Continent. Consequently the organization being dominant in pioneering the children's art museum places it at a higher advantage of opportunities in the country, region and globally.

### **Economic**

The economic stand is fair. The appreciation of the arts in our country can only be addressed through talks addressing the potential it brings to many lives that explore discover and remain curious to learning and play especially for the children. The role of art in society is crucial because it encourages children to think for themselves and to gain self-confidence.

Through this children learn to create visually through imagination, and perform through creativity which is a drive of self-expression. These avenues increase awareness of the role of art and children's museum to children and families.

Through continued practice children improve on their expressions which later become their lifelong source of income, hence VCAM is to help children be visible to the communities, countries they come from through their collections exhibited for sale; alongside the permanent collections for the heritage. This in its sense raises income to the efforts of the artist and the museum growth and visibility.

The revenue collected supports the beneficiary and the organization in improving the welfare of the beneficiary and advancing the work of art through the Museum visits by visitors, inclusive of schools, families, tourists.

Our role is to speak for children's creativity and how it helps in shaping children's lives through the programs that stimulate learning. It is also a duty we partake to strengthen the works and performances of children's expressions through the Museum work.

### **Social**

There is a high level of unawareness of the role of children's arts in the mental development and growth of children. The absence of Children's Museums in the country justifies the above statement. The ignorance of the impact art can have on society growth creates the gap which Vipawa Children's Art Museum seeks to bridge. The efforts of the Kids Art Programs (KAPs) that reaches communities can't go unmentioned.

The organization is bridging the gap by tapping into the gifts of the children's crafts through cultural creativity and diversity.

This in the end will enable children after 18 years be positioned for opportunities that amplify their creativity/ performances and welfare.

## **Technological**

The rapidly changing technology that quickly renders the existing obsolete means that VCAM must constantly update and upgrade its technologies to sustain services. Technological opportunities to pursue include Kids Animations, having a dynamic updated website for information like virtual tour to the children's museum, use of the online tools for exhibitions, video discussions and Museum at Home program.

The organization is prioritizing on the construction of the permanent museum to increase space, for children access to the services and having reliable internet. The museum and its programs will take the shape of distant service like online museums, museums at home access portals.

## **Environmental**

The environment is very favorable for the training of arts and the museum existence. The work of artistic expressions is dependent on nature as reflected in article 13 of the UN Convention on the rights of the Child.

The inspirations of children work flexibly with the nature and this is central in our making of both the visual and performing arts. It is from the environment that we evolve.

Art making strongly is dependent on the environment as we compose and create. Hence the exhibitions likely to be shared will depict art forms from the places the children live. We also shared our artist experience in the building of the temporary museum by recycling plastics to protect the environment but also to express creativity (2020).

## **Legal**

The legal framework is friendly in that it gives us the ground to serve. The presence of the Non-Governmental Organization (NGO) board where Vipawa Children's Art Museum (VCAM) belongs gives us full authority to deliver under the NGO act of Uganda.

We are a registered NGO. The legal framework protects the interests of the organization and its beneficiaries from being abused; hence services are done in a legally conducive environment.

## **2.5 Stakeholder's Analysis**

The key stake holders are the children who are the direct beneficiaries, communities we serve as indirect beneficiaries, collaborators who partner with us, give advice and guidance, donors, volunteers, staff. VCAM is engaging key stakeholders in order to successfully achieve its objectives.

Table 1 below represents the stakeholder's analysis, where key stakeholders are listed, their levels of importance to VCAM and their mandate and level of influence in the community. This gives basis for the laid strategies towards their engagement during Strategic Plan importance.

**Table 1: Stakeholders Analysis**

| Stakeholders                                                                                                                                                   | Level of importance (L/M/H) | Level of Influence/ Power (L/M/H) | Strategies of engagement                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------|----------------------------------------------------------------------------------------------|
| Direct beneficiaries (Children)                                                                                                                                | High                        | High                              | Imparting Quality skills to children.                                                        |
| Board of Directors                                                                                                                                             | High                        | High                              | Policy Formulation and Operationalization                                                    |
| Donors and Development Partners                                                                                                                                | High                        | Medium                            | Proposal Writing and proper Accountability for Donor Funds                                   |
| Communities                                                                                                                                                    | Medium                      | High                              | Engage In Corporate Social Responsibility.                                                   |
| Staff and Volunteers                                                                                                                                           | High                        | High                              | Develop, Train, Remunerate and Motivate staff to offer Quality Training Services to children |
| Bankers (KCB)                                                                                                                                                  | High                        | High                              | Enhance good relationship with our bankers.                                                  |
| Children's Museum of Sonoma County, Home of 21 <sup>st</sup> Century Education, Children in Museums, Association of Children's Museums, Community Arts Network | High                        | High                              | Advisory support to the organization                                                         |

\*L-Low, M-Medium, H-High

## SECTION THREE: STRATEGIC DIRECTION

### 3.1 Goal (s)

Our overall strategic goal is geared at bridging the gap on untapped talents in children's art through cultural creativity and diversity, connecting families and communities we serve. Specifically, VCAM will pursue six goals as follows

- I. **Training:** To produce practically creative children aware of their abilities; able to use them better themselves and the communities through our programs that stimulate curiosity and motivate learning.
- II. **Exhibitions:** To pursue exhibitions that share children's creative thinking through arts to increase awareness on children's gifting differently.

- III. **Land Acquisition and Museum Designs:** To secure land for the permanent home of Vipawa Children’s Art Museum and beginning fundraising and art auction for permanent museum construction and designs.
- IV. **Museum Experience:** Creating an exciting museum experience for children, families and visitors appreciating the museum as a place of curiosity, exploration and play.
- V. **Human Resource Management:** Valuing and investing in the unique skills and experience of our human resource rendered to the museum and the beneficiaries.
- VI. **Outreaches:** To increase outreach opportunities through our programs in the communities.

### 3.2 Strategic Objectives (SO)

In pursuant of the VCAM strategic direction, the 2026 – 2031 strategic plan have the following strategic objectives.

- SO1: Offer creative based training through children’s arts programs that stimulate curiosity and motivate learning to increase their opportunities in life and self-confidence through continued practice.
- SO2: Increase awareness of children’s arts through exhibitions and performances at the Museum and in the communities.
- SO3: Mobilize resources through fundraising and auctions to acquire land for Vipawa Children’s Art Museum, its construction and designs.
- SO4: Provide an exceptional visitors experience at the Museum through engaging programs and platforms of sharing about the role of children’s museums as places of curiosity, exploration and play.  
Listen and respond to our visitors and community stakeholder’s needs and feedback to inform our decisions.
- SO5: Develop a passionate motivated skilled and experienced human resource team through valuing and investing in their uniqueness with conducive service environment.
- SO6: Mobilize resources for increased outreach opportunities with our programs follow ups in the communities.

### 3.3 Strategic Action (SA)

Under each strategic objective, the 2026 – 2031 strategic plan has several strategic actions. Below captured are the different strategic actions under each strategic objective.

- SA1: Offering creative based training through children’s arts programs that stimulate curiosity

and motivate learning to increase their opportunities in life and self-confidence through continued practice.

SA2: Increasing awareness of children's arts through exhibitions and performances at the Museum and in the communities.

SA3: Mobilizing resources through fundraising and auctions to acquire land for Vipawa Children's Art Museum, its construction and designs.

SA4: Providing an exceptional visitors experience at the Museum through engaging programs and platforms of sharing about the role of children's museums as places of curiosity, exploration and play.

Listen and respond to our visitors and community stakeholder's needs and feedback to inform our decisions.

SA5: Developing a passionate motivated skilled and experienced human resource team through valuing and investing in their uniqueness with conducive service environment.

SA6: Mobilizing resources for increased outreach opportunities with our programs follow ups in the communities.

### 3.4 Target areas

The organization serves Countrywide in Uganda

## SECTION FOUR: FUNDING STRATEGY

### 4.1 Introduction

We are to engage in securing grants, donations, monies from fundraisings, sale of art works and auctions. These will determine our expenditure pattern and also have in plan a sustainability strategy laid for the organization in due process.

### 4.2 Expenditure Projections

Table 2: Expenditure Projections by strategic Objectives for 2026 – 2031

| Expenditure by<br>Strategic Objectives | Budget (UGX)         |                    |                    |                    |                    |
|----------------------------------------|----------------------|--------------------|--------------------|--------------------|--------------------|
|                                        | 2026-2027            | 2027-2028          | 2028-2029          | 2029-2030          | 2030-2031          |
| SO1                                    | 56,838,400           | 46,286,000         | 40,135,000         | 41,930,000         | 33,660,000         |
| SO2                                    | 15,700,000           | 13,000,000         | 12,550,000         | 12,200,000         | 12,200,000         |
| SO3                                    | 550,000,000          | 450,000,000        | 34,000,000         | 29,000,000         |                    |
| SO4                                    | 12,500,000           | 12,300,000         | 12,400,000         | 12,400,000         | 12,400,000         |
| SO5                                    | 99,118,000           | 105,318,000        | 94,118,000         | 95,118,000         | 95,438,000         |
| SO6                                    | 326,400,000          | 19,800,000         | 14,100,000         | 12,000,000         | 13,500,000         |
| <b>TOTAL</b>                           | <b>1,060,556,400</b> | <b>646,704,000</b> | <b>207,303,000</b> | <b>202,648,000</b> | <b>167,198,000</b> |
| <b>Grand Total</b>                     | <b>2,284,409,400</b> |                    |                    |                    |                    |

### 4.3 Expenditure Breakdown

Table 3: Expenditure Breakdown as Budget for 2026 – 2031

| <b>VIPAWA CHILDREN'S ART MUSEUM - STRATEGIC PLAN DETAILED BUDGET</b> |                               |            |             |               |
|----------------------------------------------------------------------|-------------------------------|------------|-------------|---------------|
| <b>No.</b>                                                           | <b>Activities/ item</b>       | <b>Qty</b> | <b>Rate</b> | <b>Amount</b> |
| <b>SO1</b>                                                           | <b>TRAINING</b>               |            |             |               |
| <b>1</b>                                                             | Pelikan Art Pencils           | 25         | 20,000      | 500,000       |
| <b>2</b>                                                             | Oil Pastels (Pentel)          | 38         | 30,000      | 1,140,000     |
| <b>3</b>                                                             | Pelikan Color Pencils         | 95         | 10,000      | 950,000       |
| <b>4</b>                                                             | Marie's Water Colors Set      | 60         | 25,000      | 1,500,000     |
| <b>5</b>                                                             | Water Color Books             | 50         | 27,000      | 1,350,000     |
| <b>6</b>                                                             | Drawing books                 | 80         | 12,500      | 1,000,000     |
| <b>7</b>                                                             | Drawing cardboards            | 25         | 40,000      | 1,000,000     |
| <b>8</b>                                                             | Bond paper A3                 | 30         | 50,000      | 1,500,000     |
| <b>9</b>                                                             | Rotatrim                      | 62         | 20,000      | 1,240,000     |
| <b>10</b>                                                            | Literature & Stories for Kids | 325        | 40,000      | 13,000,000    |
| <b>11</b>                                                            | Tye and Dye                   | 80         | 21,625      | 1,730,000     |
| <b>12</b>                                                            | Acrylics Paints 4 ltr Tins    | 180        | 75,000      | 13,500,000    |
| <b>13</b>                                                            | Painting Brushes              | 65         | 20,000      | 1,300,000     |
| <b>14</b>                                                            | Painting Pallets              | 50         | 16,000      | 800,000       |
| <b>16</b>                                                            | Canvas                        | 230        | 20,000      | 4,600,000     |
| <b>17</b>                                                            | Canvas Frames                 | 100        | 33,500      | 3,350,000     |
| <b>18</b>                                                            | Backcloth                     | 40         | 30,000      | 1,200,000     |
| <b>19</b>                                                            | Wood Curving Timber           |            | 1,700,000   | 1,700,000     |

|    |                                     |    |           |           |
|----|-------------------------------------|----|-----------|-----------|
| 20 | Working Tables                      | 10 | 350,000   | 3,500,000 |
| 21 | Stools                              | 45 | 30,000    | 1,350,000 |
| 22 | Chairs                              | 25 | 30,000    | 750,000   |
| 23 | Easels                              | 32 | 46,875    | 1,500,000 |
| 24 | Shelves                             | 4  | 400,000   | 1,600,000 |
| 25 | Wood Curving tools                  | 2  | 1,400,000 | 2,800,000 |
| 26 | Travel metalic case                 | 2  | 250,000   | 500,000   |
| 27 | Traditional Music Instruments       | 1  | 2,100,000 | 2,100,000 |
| 28 | Costumes MD                         | 2  | 1,100,000 | 2,200,000 |
| 29 | Laptop Dell                         | 1  | 2,000,000 | 2,000,000 |
| 30 | Desktop Computers                   | 3  | 1,750,000 | 5,250,000 |
| 31 | Canon Digital Camera Model ECS 600D | 1  | 2,500,000 | 2,500,000 |
| 32 | Yamaha Drum Set Rydeen              | 1  | 5,000,000 | 5,000,000 |
| 33 | Yamaha Keyboard PSRS 670            | 1  | 3,600,000 | 3,600,000 |
| 34 | Yamaha Stand                        | 2  | 160,000   | 320,000   |
| 35 | Yamaha Base Guitar 4 string         | 2  | 1,200,000 | 2,400,000 |
| 36 | Yamaha Amplifier Px 10              | 1  | 4,000,000 | 4,000,000 |
| 37 | Yamaha Single bass R-118            | 2  | 3,000,000 | 6,000,000 |
| 38 | Yamaha Speakers Tops R-112          | 2  | 1,600,000 | 3,200,000 |
| 39 | Yamaha Mixer MG012                  | 1  | 2,400,000 | 2,400,000 |
| 40 | Rack/case small size                | 1  | 1,300,000 | 1,300,000 |
| 41 | Wireless microphone shure           | 1  | 800,000   | 800,000   |
| 42 | Stabilizer                          | 1  | 800,000   | 800,000   |

|            |                                                |    |            |                    |
|------------|------------------------------------------------|----|------------|--------------------|
| 43         | Speaker Cables                                 | 1  | 460,000    | 460,000            |
| 44         | Speaker stand                                  | 2  | 300,000    | 600,000            |
| 45         | Connectors and Pins                            |    | 300,000    | 300,000            |
| 46         | Extension Cable                                | 1  | 380,000    | 380,000            |
| 47         | Wood glue                                      | 82 | 10,000     | 820,000            |
| 48         | Jewelries & Craft Materials                    |    | 6,934,400  | 6,934,400          |
| 49         | Play-doh (molding) Hasbro/ Crayola and roseArt | 50 | 25,000     | 1,250,000          |
| 50         | Sewing Machines                                | 8  | 400,000    | 3,200,000          |
| 51         | Embroidery Machine                             | 2  | 4,500,000  | 9,000,000          |
| 52         | Fabric Pair of Scissors                        | 28 | 25,000     | 700,000            |
| 53         | Fabrics                                        |    | 4,000,000  | 4,000,000          |
| 54         | Knitting threads                               |    | 700,000    | 700,000            |
| 55         | Embroidery Threads Cartons                     | 5  | 172,000    | 860,000            |
| 56         | Hangers                                        |    | 580,000    | 580,000            |
| 57         | Print Boards+ Scoopers                         |    | 3,500,000  | 3,500,000          |
| 58         | Rent                                           | 5  | 12,000,000 | 60,000,000         |
| 59         | play toys and items                            |    | 18,335,000 | 18,335,000         |
|            | <b>Sub- total</b>                              |    |            | <b>218,849,400</b> |
|            |                                                |    |            |                    |
| <b>SO2</b> | <b>EXHIBITIONS</b>                             |    |            |                    |
| 60         | Exhibition space Painting                      | 5  | 840,000    | 4,200,000          |
| 61         | Advertising Media                              | 5  | 8,240,000  | 41,200,000         |
| 62         | Water                                          | 5  | 200,000    | 1,000,000          |
| 63         | Security                                       | 5  | 1,500,000  | 7,500,000          |
| 64         | Exhibition opening Snacks/drinks               | 5  | 640,000    | 3,200,000          |
| 65         | Museum Maintenance                             | 5  | 350,000    | 1,750,000          |
| 66         | Dell Projector                                 | 1  | 2,500,000  | 2,500,000          |
| 67         | Placing work materials and Frames              | 5  | 580,000    | 2,900,000          |
| 68         | Exchange Programme Kids Works                  | 5  | 1,380,000  | 6,900,000          |

|            |                                                                    |     |               |                      |
|------------|--------------------------------------------------------------------|-----|---------------|----------------------|
| 69         | Exhibition Lighting                                                | 5   | 600,000       | 3,000,000            |
|            | <b>Sub- total</b>                                                  |     |               | <b>65,650,000</b>    |
|            |                                                                    |     |               |                      |
| <b>SO3</b> | <b>LAND ACQUISITION</b>                                            |     |               |                      |
| 70         | Land purchase 3 Acres                                              |     | 1,000,000,000 | 1,000,000,000        |
| 71         | Land Surveying                                                     |     | 4,000,000     | 4,000,000            |
| 72         | Land Title                                                         |     | 4,000,000     | 4,000,000            |
| 73         | Architectural Designs                                              |     | 55,000,000    | 55,000,000           |
|            | <b>Sub- total</b>                                                  |     |               | <b>1,063,000,000</b> |
|            |                                                                    |     |               |                      |
| <b>SO4</b> | <b>MUSEUM EXPERIENCE</b>                                           |     |               |                      |
| 74         | Internet Connectivity. Media Website maintenance and social medias | 5   | 3,000,000     | 15,000,000           |
| 75         | Collaborations (Visits and connections                             | 5   | 5,000,000     | 25,000,000           |
| 76         | Family Engagements and Shows workshops                             | 5   | 900,000       | 4,500,000            |
| 77         | Museum Magazine, Guide                                             | 5   | 3,500,000     | 17,500,000           |
|            | <b>Sub- total</b>                                                  |     |               | <b>62,000,000</b>    |
|            |                                                                    |     |               |                      |
|            | <b>HUMAN RESOURCE MANAGEMENT</b>                                   |     |               |                      |
| 78         | Human Resource Staff                                               | 5   | 55,000,000    | 275,000,000          |
| 79         | Tables                                                             | 10  | 400,000       | 4,000,000            |
| 80         | Chairs                                                             | 100 | 37,000        | 3,700,000            |
| 81         | Shelves                                                            | 4   | 400,000       | 1,600,000            |
| 82         | Konica Minolta Bizhub C654e Printer and Photocopier                |     | 4,450,000     | 4,450,000            |
| 83         | Staff prints. (Guides, manuals, CPP, HRM                           | 5   | 1,420,000     | 7,100,000            |
| 84         | Dell Desktops                                                      | 4   | 1,750,000     | 7,000,000            |
| 85         | Communications                                                     | 5   | 3,640,000     | 18,200,000           |
| 86         | Office Stationaries                                                | 5   | 3,560,000     | 17,800,000           |
| 87         | Auditing                                                           | 5   | 3,000,000     | 15,000,000           |
| 88         | Staff Welfare                                                      | 5   | 6,200,000     | 31,000,000           |
| 89         | NGO Renewals                                                       | 5   | 4,700,000     | 23,500,000           |
| 90         | Branding                                                           | 5   | 3,944,000     | 19,720,000           |
| 91         | Internet Services and Hosting                                      | 5   | 1,368,000     | 6,840,000            |
| 92         | Thanksgiving                                                       | 5   | 5,000,000     | 25,000,000           |
| 93         | Tent                                                               | 1   | 3,700,000     | 3,700,000            |
| 94         | Sustainability/ Development Fund                                   | 5   | 3,100,000     | 15,500,000           |

|            |                                    |   |             |                      |
|------------|------------------------------------|---|-------------|----------------------|
| 95         | Research                           | 5 | 2,000,000   | 10,000,000           |
|            | <b>Total</b>                       |   |             | <b>489,110,000</b>   |
|            |                                    |   |             |                      |
| <b>SO6</b> | <b>OUTREACHES</b>                  |   |             |                      |
| 96         | Outreach Van 4WD                   |   | 317,000,000 | 317,000,000          |
| 97         | Fuelling                           | 5 | 6,000,000   | 30,000,000           |
| 98         | Sound System                       | 1 | 3,800,000   | 3,800,000            |
| 99         | Van Maintenance                    | 5 | 3,000,000   | 15,000,000           |
| 100        | T. Shrits, Prints and Publications | 5 | 4,000,000   | 20,000,000           |
|            | <b>Total</b>                       |   |             | <b>385,800,000</b>   |
|            | <b>GRAND TOTAL</b>                 |   |             | <b>2,284,409,400</b> |

## SECTION FIVE: MANAGEMENT SYSTEMS AND STRUCTURE TO SUPPORT IMPLEMENTATION

### 5.1 Introduction

This section lays down the management systems and structures and will climax with the organogram in the appendix giving a breakdown of management structure.

### 5.2 Governance

The Board of Directors is the supreme body which is responsible for instituting policy matters and ensuring the financial health of the organization and advising VCAM.

The Board of Advisors is a body that renders advisory and guidance to the Museum in foundational programs, Museum management, Fundraising and Philanthropy and Museum visionary work.

The decisions of the BODs are implemented by the Chief Executive Officer through the leadership team.

### 5.3 Roles and Responsibilities of the Board of Directors

#### 1. Chairperson/ President

- Provide leadership and ensure the Board operates effectively, overseeing board and Executive Committee meetings.
- Work in partnership with the Executive Director to make sure board resolutions are carried out.
- Call special meetings if necessary.
- Appoint all committee chairs, and with the Executive Director, recommend who will serve on committees.

- Assist Executive Director in preparing the agenda for the board meetings and conducting new Board Member orientation.
- Coordinate the Executive Director's annual performance evaluation.
- Work alongside other board members to recruit new board members.
- Act as an alternate spokesperson for the Museum.
- Periodically consult with Board Members on their roles and help them assess their performance.

### **3. Treasurer**

- Attend board meetings and serve on the Executive Committee.
- Understand financial accounting for non-profit organizations.
- Serve as the Chair of the Finance Committee.
- Along with the Finance Committee, manage the Board's review and any actions related to the Board's financial responsibilities.
- Work with the Executive Director to ensure the appropriate financial reports are timely and available to the Board.
- Present monthly financial reports and financial standing to the board at board meetings.
- Present the annual budget to the Board for approval ensuring financial transparency and sustainability.
- Review and present the annual audit to the Board for approval.

### **4. Secretary**

- Attend board meetings and serve on the Executive Committee.
- Ensure the safety and accuracy of all Board records.
- Review Board minutes, records and compliance with government regulations.
- Provide notice of meetings of the board and for committees when such notice is required and proper communication.

### **6. Fundraising/Development Expert**

Leads and host donor related and fundraising events and cultivates donor relationships with regular and timely reports on donor funding

Brings expertise in philanthropy and sponsorships.

**Expectations**

- Attend Board meetings and actively contribute to discussions on fundraising / development of the museum.
- Commit time to fundraisings events and their documentations and reporting of donor funding.
- Represent the museum as an ambassador to the community and potential partners.
- Support and lead fundraising efforts, including making a personal financial gift that is meaningful to you.

**7. Curatorial Representative**

Provides insight into the museum's collections, exhibitions, and programs.

Ensures alignment with the museum's cultural and educational goals.

**Expectations**

- Attend Board meetings and actively contribute to discussions on museum collection, growth and exhibition strategies.
- Commit time to museum collection and exhibitions planning through programs activities done.
- Represent the museum as an ambassador to the community and potential partners.
- Support and lead exhibitions preparations and collections preservations including making a personal financial gift that is meaningful to you.

**8. Legal Counsel**

Offers guidance on legal matters, risk management and regulatory matters.

Ensures compliance with local laws and governance best practices.

**Expectations**

- Attend Board meetings and actively contribute to discussions on legal and regulatory matters with local laws and government practices.
- Commit time to guiding and offering legal support and compliance.
- Represent the museum as an ambassador to the community and potential partners.
- Support and lead legal matters of the museum, including making a personal financial gift that is meaningful to you.

**9. Marketing and Communications Expert**

Advising the museum board on strategic marketing and communication plans to effectively promote the museum's exhibitions, programs, and overall brand, aiming to increase visitor engagement, membership, and community outreach, while aligning with the museum's mission and values.

Develops strategies to increase the museum's visibility and attendance.

### **Expectations**

- Attend Board meetings and actively contribute to discussions on strategic marketing and communication plans.
- Commit time to promote the museum's exhibitions, programs, and overall brand.
- Represent the museum as an ambassador to the community and potential partners.
- Support and lead strategic marketing and communications plans, including making a personal financial gift that is meaningful to you.

## **9. Education and Community Outreach Specialist**

Focuses on educational programming and partnerships with schools or communities.

Supports tailor the museum's offerings/ Aids/ Gifts to diverse audiences.

### **Expectations**

- Attend Board meetings and actively contribute to discussions on educational programming and partnerships.
- Commit time to ensuring the educational programming and partnerships are embraced and rolled on in schools and communities.
- Represent the museum as an ambassador to the community and potential partners.
- Support and lead the outreaches engagement and partnerships with schools and communities, including making a personal financial gift that is meaningful to you.

## **11. Technology and Digital Innovations Expert**

Advises on integrating technology into museum operations and visitor experiences.

Supports digital marketing, virtual tours, or online archives.

### **Expectations**

- Attend Board meetings and actively contribute to discussions on integrating technology in museum operations and visitors experiences
- Commit time to support digital marketing, virtual tours or online achieves
- Represent the museum as an ambassador to the community and potential partners.
- Support and lead technology and digital Innovations, including making a personal financial gift that is meaningful to you.

## **12. Diversity, Equity, and Inclusion (DEI) Advocate**

Ensures the museum's policies and practices are inclusive and representative.

Brings expertise in fostering equitable access to museum resources.

### **Expectations**

- Attend Board meetings and actively contribute to discussions on special needs persons exploring their creative opportunities.
- Commit time to extend their expertise in fostering equitable access to museum resources for children with disabilities.
- Represent the museum as an ambassador to the community and potential partners.
- Support and ensure museum policies and practices are committed to Equality and Inclusion, including making a personal financial gift that is meaningful to you.

## **13. Local Government/Policy Liaison**

Strengthens relationships with local government and policymakers.

Advocates for funding or legislative support.

### **Expectations**

- Attend Board meetings and actively contribute to discussions on strengthening relationships with local government and policy makers.
- Commit time to advocating for funding or legislative support.
- Represent the museum as an ambassador to the community and potential partners.
- Support and lead engagements with local government and policy makers, including making a personal financial gift that is meaningful to you.

## **14. Volunteer/Docent Representative**

Represents the interests and insights of volunteers who contribute to daily operations.

Acts as a bridge between volunteers and the board.

### **Expectations**

- Attend Board meetings and actively contribute to discussions on strategic marketing and communication plans.
- Commit time to promote the museum's exhibitions, programs, and overall brand.
- Represent the museum as an ambassador to the community and potential partners.
- Support and lead strategic marketing and communications plans, including making a personal financial gift that is meaningful to you.

## **15. Cultural or Artistic Community Leader**

Providing insights and guidance regarding the needs and interests of the local artistic community, advocating for diverse cultural perspectives, and ensuring the museum connects with and engages artists and cultural groups within the community to enhance its impact and relevance.

Offers connections to local artists, historians, or cultural institutions.

### **Expectations**

- Attend Board meetings and actively contribute to discussions on need and interest of local artistic community.
- Commit time to ensure museum connects with and engages the cultural groups within the community and enhance impact and relevance.
- Represent the museum as an ambassador to the community and potential partners.
- Support and lead the strengthening of the cultural or artistic local community, including making a personal financial gift that is meaningful to you.

## **16. Business/Corporate Representative**

Brings expertise in organizational strategy and corporate partnerships.

Provides access to networks for sponsorship and support for museum work and services.

Maintaining and strengthening relationships with existing clients, identifying and developing new business opportunities.

### **Expectations**

- Attend Board meetings and actively contribute to discussions on organization strategy and corporate partnerships.
- Commit time to growing a network of sponsorships and support.
- Represent the museum as an ambassador to the community and potential partners.
- Maintain and strengthen relationships with museum clientele, and new business engagements, including making a personal financial gift that is meaningful to you.

## **5.5 Duties and Responsibilities of the CEO**

(a) Under the direction of the Board and the Executive Committee, the CEO will be responsible for managing and executing the purposes of the Museum and fulfilling the directives of the Executive Committee and Board in accordance with Board policies and applicable law.

(b) The CEO shall be a non-voting Director of the Board of Directors. The CEO shall report at such meetings concerning the condition and work of the Museum and shall make recommendations for their improvement and progress.

(c) The CEO shall help formulate and carry out policies approved by the Board, and subject to the Board's approval, enter into all contracts required for the conduct of the business of the Museum, as referred to in Article 10.

(d) The CEO shall have the authority to hire staff as may be needed, within the limit of the Budget.

(e) The CEO shall have responsibility for the general supervision of Museum staff and the care and maintenance of the Museum's buildings and property.

(f) The CEO will assist the Board officers in carrying out their duties and fulfilling responsibilities outlined in Section 5.6 of Article 5.

(g) The CEO will submit a proposed annual plan and budget on or before the start of each fiscal year, submit informal progress reports to the Executive Committee and call to their attention any matters requiring Board action or notice. The CEO may be removed, with or without cause, by a majority of the Board at any regular or special meetings of the Board.

## SECTION SIX: APPENDICES

### 5.6 Vipawa Children's Art Museum Organogram

