



Kanaama Interactive Community Support

Chair Role Description 2022

KICS seeks to recruit a Chair to start in early 2023 to provide leadership and strategic direction

About KICS

Kanaama Interactive Community Support (KICS) is a small UK registered charity (no. 1132288) working to improve lives in Kashare sub-county (population 23,000) in SW Uganda. KICS was registered in 2009 as an unincorporated association but in 2022 it registered a Charitable Incorporated Organisation with the same name and objects (no.1200172). The two organisations will merge in the next months and the old charity will close. New trustees will join as trustees of the CIO.

KICS VISION

Kashare sub-county, SW Uganda without poverty, its people in good health and there is education for all.

KICS MISSION

An integrated multi-sectoral development programme focusing on the needs of the poorest and most vulnerable through capacity building, education, agriculture, health and welfare.

KICS projects

KICS UK currently supports the following projects in Kashare sub-country:

1. A **women's microcredit scheme** that provides loans for small businesses and farming. The project has registered a total of 1,283 clients since 2010. A total of £108,000 has been loaned out in 2,140 loans since the start of the project. Training in financial management and business planning are offered as part of the programme.
2. **Learning and literacy programme for women** using the REFLECT¹ teaching methods focussing on basic literacy and numeracy skills and everyday topics and concerns. To-date 600 women have taken part in the programme.
3. **Welfare and education support for orphans and vulnerable children.** Support for 60 children to attend primary school including breakfast, lunch, school fees, uniforms and school supplies. A Saturday centre provides children with counselling, help with studies, skill training and a nutritious meal. A small number of children proceed to vocational and secondary school.
4. **English language scheme:** This project trains teachers in interactive teaching methods to improve primary school children's skills in English, which is vital for children to complete primary school. Secondary school is taught in English.
5. **Water and Health projects:** In the past, KICS has funded the building of fuel-efficient stoves. KICS has now built twenty-three 7,000 litre domestic rain-fed water tanks for the poorest households and a programme of domestic toilet building has started. A menstrual hygiene education is being rolled out in all primary schools in the sub-county and girls' school latrines upgraded.
6. **Livelihoods and Entrepreneurship:** KICS provides agricultural training and in 2023 we will support the development of Farmer-led Agri-business Platforms.

Please see our website www.kanaama.org for information and download our latest annual report. More

¹ Reflect is an approach that aims to involve everyone, including the least literate, in discussion, analysis and decision-making regarding important issues in their lives. It was born from a fusion between Paulo Freire's theory and techniques from PAR, which stands for Participatory Action Research.

information is uploaded annually to the Charity Commission website.

We work in partnership with a local community-based organisation, KICS Uganda, which receives all our project funds. They employ seven staff in Uganda. KICS Uganda is a limited company with charitable objectives.

About our trustees

KICS is governed by a committee of up to 10 trustees. In 2021 our income was £49,360. 98% of expenditure is on projects in Uganda meaning our focus is on beneficiaries and partners.

Our UK operations depend entirely on voluntary efforts, with the trustees involved in the day-to-day work of the charity, including project work, communications with supporters and fundraising. There is no office in the UK. There are six committee meetings a year in addition to the AGM. These take place on Saturdays in trustees' homes around London and take three hours or are held online. The AGM is usually held in May.

KICS has an unpaid director (also a trustee) who focuses on supporting projects, financial management, and raising funds from trusts.

KICS and the role of the Chair

KICS is at an exciting point in its development. After operating for 12 years, its partner, KICS Uganda, is a well-established local organisation serving the population of Kashare (see project list). Testimonies from our beneficiaries and clients show satisfaction with our work.

In recent years, KICS has developed policies such as safeguarding, reserves and diversity, and has efficient administrative processes. A trustee also fulfils the role of Director (unpaid, 0.75 FT) who, with the part-time unpaid secretary to the board, does much of the administration and fundraising from trusts and foundations.

We are constantly looking at ways to improve the impact of our projects. We have developed a monitoring and evaluation data base which is enabling us to better understand how beneficiaries access our projects and how this improves their livelihoods and wellbeing. In turn this will help us to design more effective projects. We have started working on the cross-cutting issues of gender, disability and climate change, to better address these in our projects.

In the current funding environment, we must make our funding applications and appeals stand out. We must communicate and market ourselves in a competitive charity environment.

Difficult decisions have to be made on the size and shape of our future programme and how it will be funded. There are new activities which complement our existing projects which we are seeking funding for.

Meanwhile the Chair should enable the trustees to fulfil their responsibilities for governance and the strategic direction of the charity, and for pursuing the objects as defined in its constitution.

Main Responsibilities of the Chair *(based on a model by Reach)*

In relation to the Committee

- Lead strategic planning processes and regularly review of long-term strategic aims of the charity.
- Develop organisational policies, define goals, targets and evaluate performance against agreed targets.
- Approve the annual cycle of the committee meetings, meeting agendas, chair and facilitate meetings, monitor decisions taken at meetings and ensure they are implemented.
- Liaise regularly with the Treasurer to maintain a clear grasp of the charity's financial position and to ensure full and timely financial transparency and information disclosure to the committee.
- Lead and mentor other Board members to fulfil their responsibilities and enable access to training/coaching/information to enhance the overall contribution of the board.
- Annually review the Board structure, role, staff relationships and ensure implementation of agreed changes/developments are carried out.
- Encourage team working among Board members and encourage them to identify and recruit new trustees as required.

- Create a strong, profitable and fulfilling working relationship with trustees and volunteers through review and self-reflective evaluation of contributions and effectiveness of the board.
- Be the key liaison person with the KICS Uganda Chair.

In relation to staff and volunteers (at present KICS does not have paid staff)

- In participation with the board, appoint the staff and lead the process of appraising and constructively guiding the performance of the staff.
- Assume guardianship of the legal and financial integrity of the charity.
- Consult with staff on matters of strategy, governance, finance and HR.
- Oversee staff activities in the context of the implementation of the charity's strategy and policies.
- Maintain careful oversight of any risk to reputation and/or financial standing of the charity.
- Receive regular informal progress reports of the charity's work and financial performance.

In relation to the community and code of conduct

- Represent the charity as a spokesperson at appropriate events, meetings or functions.
- Lead the Committee in fostering relations with potential funders and other organisations with mutual interests.
- Act as final stage adjudicator for disciplinary and grievance procedures if required.
- Facilitate change and address conflict within the Trustees, within the charity and liaise with staff to achieve this.
- Undertake review of external complaints as defined by the charity's complaints procedure.
- Ensuring adherence and compliance around key policies eg, Equality of Opportunity, Health & Safety, HR and in all decisions and discussions of the committee and working groups.
- Attend and be a member of other committees or working groups when appropriate in role as Chair.
- In order to perform the above role, the Chair should have reasonable access to all staff and information, in line with the board's fiduciary duties.

Qualities

Essential

- Understanding and acceptance of the legal duties, responsibilities and liabilities of Trusteeship
- Commitment to the charity's objects, aims and values and willingness to devote time to carry out responsibilities
- Strategic and forward-looking vision in relation to the charity's objects and aims
- Good, independent judgement, political impartiality and the ability to think creatively in the context of the organisation and external environment
- Good communication and interpersonal skills
- Balancing tact and diplomacy with willingness to challenge and constructively criticise
- Proven resource mobilisation (networking and fundraising)

Desirable

- Prior experience of committee/trustee work
- Knowledge of development and Africa/Uganda
- A wider involvement with the voluntary sector
- Experience of chairing meetings, committee work, some experience of charity finance and charity fundraising.
- Leadership skills exercised through a period change.

Expected time commitments

- KICS board of trustees meets at least six times a year and the Chair will be involved in some preparatory and follow up work. In addition to committee meetings, other contact will also be necessary with UK and KICS Uganda board members and staff.
- Ad hoc task and working groups have their own additional time commitments (eg monthly meetings).
- It is expected that the Chair can commit to at least 5 hours per week.

Application

Please send a letter of application, stating why you wish to join KICS and what contribution you think you will be able to make to strengthen and develop KICS, together with your CV to the Director, Fiona Bristow by email: fiona@kanaama.org. One of the trustees would be happy to discuss the position with you before you apply.