

# BUSINESS PLAN



## TALENTED ANGELS' OPPORTUNITIES

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# Executive SUMMARY

## Mission Statement

Our mission is to care for the orphan's needs, just like their parents, and allow their God-given talents to shine so the world can see and benefit from them.

## TAASA Theory & Overview

Taasa Orphan Program is a non-profit organization whose main purpose and goal is to reach the down-to-earth orphans, the needy and abandoned children. After being exposed to extreme poverty and a devastating wars in Uganda, we, the directors of the Taasa Orphan Program, decided to found an orphan and children home, with the intention of taking those innocent children and give those trapped in the crossfire and plagued by war and illness a chance for a meaningful life.

**Taasa Talented Angels Opportunities** is a new way of thinking around making the choice to live a happy lifestyle with an emphasis on talent alternatives. These games events and opportunities create a safe environment which helps young people develop a sense of purpose, boost self-esteem, build skills for success, and be empowered to make the choice to live a talented lifestyle.

TOP strives to empower talented youth to find their strength; giving them the ability to say no to drug and alcohol use, versus just telling them that the right thing to do is to say no. As, the Taasa Orphan Program believes there is an extreme and powerful difference between the two. Nearly everyone understands that drugs have negative consequences, but one thing not all youth recognize is that they have a choice.

Giving a young person choice means giving them power, which is why Taasa orphan Program chooses to go beyond just acquiring knowledge and instead focuses on how to use your knowledge through the power of choice and influence so that young people are able to withstand traditional peer pressure to make their own talent choices.

# HISTORY of Taasa orphan program

After being exposed to extreme poverty and a devastating wars in Uganda, we, the directors of the Taasa Orphan Program, decided to found an orphan and children home, with the intention of taking those innocent children and give those trapped in the crossfire and plagued by war and illness a chance for a meaningful life.

We are convinced that misfortune and poverty leading to lack of education leads to the loss of opportunities where individuals would have used their naturally-given skills for personal improvement and for the well-being of society in general.

There is a lot of wasted talent in Africa, because the talented people are often denied the opportunity to fully utilize their capacities. An example is a skilled football player who is hungry, sick or not sleeping anywhere. He will put football aside and look for medicines, food or shelter. But if there is someone to take care of food, medication, and shelter, football skill comes fully to the benefit of the entire universe.

## Moving forward: the Future of TOP

Since its start, TOP has hosted an average of 20 events per year in approximately 5 different locations, drawing thousands of youth to participate in different sports activities.

TOP has learned that young people appreciate these, and thrive with opportunities to feel safe and accepted. It's time to build on our success and find a permanent home with sports centers, so that instead of supporting young people just one day a week, we can be working with them every day. We are working towards opening a Youth & Community Center for indoor and outdoor games so that we can be helping to build self-esteem and empower youth to fully utilize their capacities.

In our 2018 survey hosted, there is a lot of wasted talent in Africa, because the talented people are often denied the opportunity to fully utilize their capacities. An example is a skilled football player who is hungry, sick or not sleeping anywhere. He will put football aside and look for medicines, food or shelter. But if there is someone to take care of food, medication, and shelter, football skill comes fully to the benefit of the entire universe.

# Strategic Theory

## GOALS:

1. To create new events and opportunities in a safe environment that helps young people develop a sense of purpose.
2. To use our positive influence to help youth build self-esteem and skills for success.
3. To empower youth to make the choice to live a healthy lifestyle.
4. To reduce youth substance abuse.

## Philosophy:

TOP provides opportunities for young people to reach their full potential and the skills and confidence to make healthy choices, successfully navigating adolescents. While the focus of TOP is to keep young people drug and alcohol free, we believe that the most effective way to do this is by addressing root causes which contribute to drug and alcohol use and abuse. Because of this we address many issues such as suicide, depression, body image, education, healthy alternatives and community responsibility.

Together, these efforts combine to provide a comprehensive, multifaceted approach aimed at building assets and resiliency ultimately reducing overall drug and alcohol use.

## Key Strategies

- **Sport and Healthy Alternatives** – One of the biggest complaints that we hear from young people about why youth use drugs is that there is nothing else to do. TOP strives to provide alternatives such as talent search, dances and movie nights. All while encouraging young people to follow their passions.
- **Empowerment and Personal Growth** – TOP is run for and by youth. Young people involved with our organization are empowered to take on leadership roles and give input on all facets of the organization.

We strive to inspire all young people to find their passions and achieve their goals. We believe that there is a monumental difference between

telling young people that the right thing to do is to say no to drug and alcohol use and empowering them, so that when faced with the choice they actually have the ability to speak out and say no. We emphasize positive body image, mental and emotional wellbeing and peer support as key aspects to youth empowerment.

- **Environmental Change** – TOP strives to change local climate to one that embraces all young people. We believe that all youth should have access to voice their opinions. Building positive youth and adult relationships and opening lines of communication is key to this. We also strive to change negative climates of bullying and intolerance to become positive and celebratory.

## Research & Development

Research in the field of talent development and teen health is constantly evolving. What were once highly practiced forms of prevention have proven to be ineffective. What we know now is that one-shot programs and education alone doesn't work. Researchers have changed their focus from the examination of risks associated with the negative health choices to one of protective factors. These researchers have found that asset development and resiliency building are effective ways of reducing youth substance abuse.

**Asset Development and play grounds building** – are building blocks or factors that young people need to grow up healthy, caring and responsible and realize their talents. Studies have shown that the more assets a young person has the less likely they are to abuse drugs and engage in illegal activities and the more likely they are to do well in school.

**Resiliency** – this model assumes that stress is inevitable, but even the worst experiences don't have to lead to disastrous outcomes. Resilient individuals are able to bounce back from or adapt to stressful events. Positive self-esteem, problem solving, strong sense of identity and positive role model presence are all contributing factors to a young person's resiliency.





TOP also follows the Youth Development Model's building blocks for youth success. These building blocks are based on research showing that in order for young people to grow and thrive their basic needs must first be met. The model is based on safety, relationship building, youth participation, community involvement, and skill building. Youth cannot start building skills without first having the foundation of safety and strong relationships.

## Positioning

There have been numerous attempts at starting teen centers for indoor games in Mpererwe over the last few decades with little success. So, what makes us believe that we can successfully start and run a Youth & Community Center now? To put it simply, TOP is different.

### What makes us unique?

- We have a two year track record of hosting successful events - approximately 20 per year with over 1000 visits.
- We have a strong reputation – the large majority of young people in our area already know who we are and what we do.

- We are for youth by youth – every teen center group we have seen in the past came from adults trying to do something for young people, while their efforts are noble and sincere, there is a certain connection missing when adults develop programming for youth. Not only do youth develop a strong bond to an organization when their input is used, but we are also able to ensure that the programming is exactly what they want.
- We don't believe in "bad" kids – we have heard from multiple sources that past teen centers attracted too many "bad kids," making it a hub for negative activities, but TOP believes that all kids are good kids and our staff is trained on how to deal with negative behaviors positively. We believe that by building positive relationships with youth we will be able to handle negative behaviors well and effectively. Our staff are not babysitters, but mentors, here to guide young people on their personal journeys as they develop into productive healthy young adults.
- We won't rely on volunteers – many past teen centers relied heavily on volunteers who quickly burnt out. TOP plans on having a strong staff along with several interns and coordinators. Volunteer help is key and will be beneficial to the center, but we will always have at numerous staff on site.
- We won't just be a hang out spot – we strive to actively engage young people in meaningful activities, so that they are doing more than hanging out, but also gaining important skills and building self-esteem along the way.

## WHY NOW AND WHY TOP?

With the current state of the economy, youth are in more need of a safe space such as a youth center and spacious sport grounds than ever before. Many parents are working longer hours to make ends meet, leaving youth unsupervised for longer amounts of time. Many families can no longer afford to provide their children with money for entertainment and other activities.

Thanks to the support of local organizations, TOP has been able to reach out to



hundreds of youth by offering many low cost and quality events, however, the number and consistency of events is limited. With a permanent location, the scope of youth able to attend would increase dramatically. TOP has built a positive reputation with local youth and have proven that they are capable of planning and hosting events that youth relate to and want to be a part of.

TOP's unique approach of being youth run and adult guided allows them to connect with youth on their level.

The youth leaders of TOP have strong training, commitment and expertise. In a recent survey conducted by TOP, one hundred percent of the 100 youth surveyed felt that TOP leaders are supportive and value youth and ninety-seven percent believe that TOP is making a positive difference in our community.

Since our start, TOP has made great strides in improving youth and adult relationships and interactions. Interviews conducted in 2016 with various city leaders including police officers, city council members and business owners found that TOP has made a large impact on the way that youth and adults interact in our community. One interviewee stated, "TOP is huge. I've seen a lot of support for it. There's been a lot of effort put into making youth feel valued and I see the results of that."

## WHY WE need A Sports, YOUTH & COMMUNITY center

- **Unsupervised and unengaged teens** – Many teens are on their own afterschool with no parent or responsible adult around and with nothing to do and/or nothing expected of them.
- **Teens engaging in at-risk and destructive behaviors** – Research demonstrates that between the hours of 3pm and 6pm youth are more likely to be unsupervised and participate in or is exposed to at-risk behaviors, substance abuse and crime.
- **Teens do not have an appropriate place to socialize** – "Hanging out" is a normal and healthy part of adolescence. It's a time when teens have a developmental need to identify with peers and with adults. They are also seeking knowledge and skills. If a community doesn't provide a healthy option for teens they will find their own on the streets.
- **Lack of activities specifically for teens** – Reaching and engaging teens is challenging. It is much easier to serve younger youth. Activities and

programs just for teens are rare. While teens may present challenges, they desperately want to be included as a part of our community.

- **Teens want their voices to be heard** – Teens need to explore their individuality and having a say or finding your voice is critical in youth engaging with adults and the community at large. Youth often feel “why should we care, we don’t count, no one listens to us, they just tell us what to do, it’s pointless, why bother.” By engaging youth, youth show them that they are a valued part of the community and their opinion matters.
- **Teens want responsibility and leadership roles** – Teens want to learn, connect and experience. They have a biological drive to identify with others and the gain experience and mastery. If a community doesn’t provide healthy opportunities, youth will find them among peer groups, healthy or not.
- **Community voices concern about teen behaviors and safety** – Community members have expressed frustration, anger, hopelessness and many other things when teens engage in unhealthy a destructive behaviors.
- **To be proactive** – We need to take a proactive approach to keeping kids safe. We can’t just sit around waiting for something bad to happen before we take action. Numerous communities have seen decreases in youth loitering and violence with the opening of teen centers.
- **To build relationships** – The Sports and youth center will create an all ages gathering place, helping to build strong multi-generational relationships and a greater understanding of diversity

## How LOCAL YOUTH & THE COMMUNITY WILL BENEFIT FROM THE sports Center

- It will give the community a safe and inclusive space to socialize.
- Youth will receive positive guidance and development in talents search.
- Provide a supervised, substance-free place to socialize with peers.

- Provide healthy activities and prevention programming for youth.
- Promote ownership and a sense of belonging that would show youth that they are a valued part of our community.
- Create community service opportunities for youth to give back to the community and create lasting connections.
- Provide youth with leadership roles and job skills training.
- Give youth a forum to be heard by giving them a chance to voice their opinions, ideas and concerns.
- Youth loitering & negative activities will be reduced.
- Improve youth and adult relationships.

## Marketing Plan

### Youth Target Market

The TOP Sports, Youth & Community Center's primary target market is 12-19 year olds because it's a difficult transition time in their lives and they need support and positive engagement.

As middle school students transition from elementary school to high school, they face many challenges. Some will desire structure while others are ready for independence. No matter where the student is developmentally though, it's important to keep them on the right path with caring adults and opportunities for engagement outside of school.

There are many risk factors that build on each other over time through the individual, family, school and community environments. As students gain more personal freedom and course work becomes more intellectually demanding, teachers also seem less supportive, peer groups become larger and relationships become more complicated.

Youth are also faced with early adult responsibilities, new relationships and physical changes. Some youth aren't ready for these changes and feel helpless and those who are ready want to handle greater responsibilities but society won't let them. While experiencing these changes youth may feel a wide range of emotions and not know how to deal with them.

Changes such as family problems including divorce and marital instability, a significant loss of a loved one or friend, pressure to succeed, poor self-esteem, social isolation due to appearance or sexual orientation and new responsibilities may lead to suicide among youth. This critical time period in

which youth need caring adults who can offer guidance and help young people thrive is not only limited to age but also the time of day.

Research shows that the hours after school between 3-6pm are the most dangerous hours for youth. Although this is the case, in a 2009 survey done by Afterschool Alliance on the hours after school in Kampala, 24% of Lower secondary children were responsible for taking care of themselves after school, spending on average eight hours per week after school unsupervised.

TOP wants to provide a safe environment for youth that's structured but also helps youth explore their autonomy and exercise choices.

In order to provide youth with this kind of support, TOP will engage students through programming after school as well as community weekend sports events. We know that success for the program is dependent on specific outcomes and we've organized our principles and processes into a coherent structure. Individuals develop bonds to a group when there are opportunities for involvement; they possess the skills needed for involvement, and receive positive feedback.

Through this bond, youth will adopt the program's norms which will result in positive behavior. Although college students are more independent and are usually busy working and attending school, they too, have few options for healthy, fun events and skills development. The sports and youth Center will have a "Sports Night" once a week to provide an open gym and place to hang out for people ages 18 to 28.

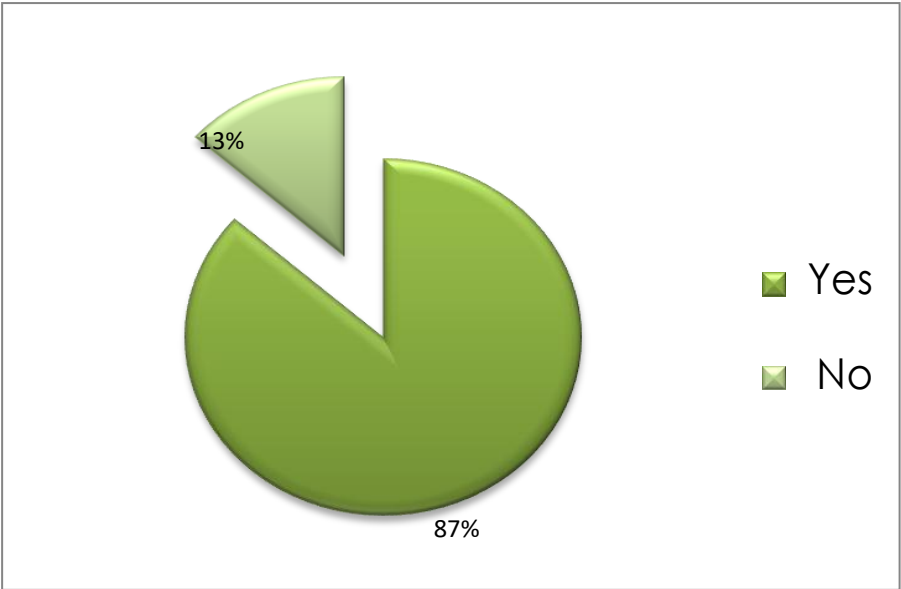
They will also be offered opportunities to perform and attend weekend events, apply for internships in the youth center and attend trainings to help further their careers. Through the safe environment that we create, youth will gain valuable skills, friendships, caring adult relationships and develop a sense of purpose during this difficult transition in their lives

## Target population

There are approximately 4000 youth between the ages of 12-18 living in our society and an additional 3500 between the ages of 19-25. In the TOP Summer 2016 Survey eighty-seven percent of youth surveyed believe that we need a place, like a sports Center, for young people to go after school or on weekends. Of the youth surveyed, forty-five percent said that they would attend the sports at least a few times per week. We will strive to see

approximately 150 youth per day visiting the after school program component 5 days per week and 300 youth per night for weekend events.

**Do you think we need a place, like a teen sports center, for young people to go after school or on weekends?**



## ADVERTISING & PROMOTIONS

When TOP launched in 2013 we took a unique approach by focusing on positive branding before actually launching the concept of sports lifestyle choices. This branding strategy proved to be effective by building up trust and respect from local youth, so that when it became time to sell the idea of TOP they were much more receptive because they already had the positive relationship with leaders and the brand in place.

TOP started by providing free concerts and entertainment at a popular street fair throughout the summer. At these events free t-shirts, rub-on tattoos and stickers with the logos and colors were handed out by the hundreds. TOP also hosted meetings to gain youth input on what they wanted to see in the community. By the following academic year thousands of local youth had begun to identify the TOP logo and concept, showing great respect for the efforts.

TOP promotes and reaches out to the community in a variety different ways through advertisement and promotional methods both on and offline.

TOP has built a broad Facebook presence since Feb 20 (1000 people became friends with Taasa Orphan Program since then). Having a presence on Facebook is crucial since data shows that over 80 percent of youth between the ages of 13-24 have a Facebook account. Facebook has been a great way to communicate with the community to keep them updated on latest news and activities regarding Taasa Orphan Program.

While newspaper, radio and TV are mainly geared towards the adults, they are still great ways to provide important facts and statistics about TOP's mission. These methods reach people who aren't online and cater more towards the parents of local youth. TOP is frequently interviewed for local radio and television shows including NBS. TOP also works closely with The BUKEDDE newspaper with over a dozen articles about TOP in the last year alone.



# SPORTS Center Activities

## Outdoor & Recreation space



Being active is an important part of a healthy lifestyle, which is why outdoor and recreation space at the youth center is so important. Planned activities, outdoor games, such as football with a large field, volleyball and badminton, field for sports and both indoor and outdoor games courts.

# Creative & Expressive Art



Artistic expression for KIDS is a vital part of development. At the center there will be arts and crafts corner, regular art workshops, opportunities for youth children to showcase their art, a recording studio and practice space for musicians.



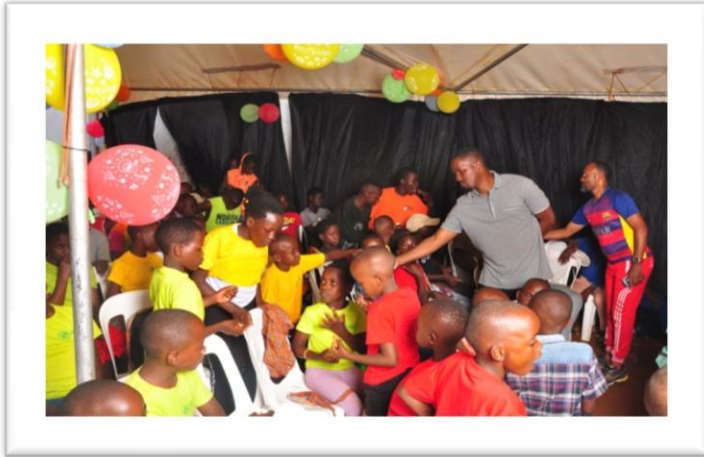


## Experiential Learning Opportunities



Youth job development and skill building will play an important role at the center. Providing youth with the skills needed to not only find employment, but to also be employable is something that will make a lifetime impact on youth children and our entire community. Plans for the center include outdoor games such as tennis, ping-pong, baseball, cricket, football, etc. These games would help children find where their talents can shine best. We will have **a community library** that would be of great benefit to these children. Not only will these activities provide a valuable opportunity for youth, but they will also contribute to the sustainability of the youth center.

## A Hub for Services



The Center will also bring in numerous community partners to create a hub for local services. One of the greatest barriers to services in our community, especially for youth, is transportation. By having services on site such as counseling, job training, and a recourse center more people will be able to access the services that they need.

## Talented ANGEL'S Center RULES & AGREEMENTS

All youth attending the center must agree to:

- Be respectful towards oneself, peers, volunteers, and staff
- Not bring any weapons, drugs, alcohol, or tobacco to the center
- Remain sober and drug free
- Be appropriate with language and gestures
- Respect the property of others including the furniture and games in the center
- Obey all signs and regulations posted

- Speak with a staff if a problem occurs
- Try new activities at least once

## Safety

TOP is committed to providing all youth with a safe and welcoming space. Based on the Youth Development Institute model, building safety among the group is a top priority. If the youth don't feel safe then they won't be able to build relationships and participate to the full extent. A safe environment is one that's physically, emotionally and culturally safe.

**Physical:** The surrounding environment is comfortable, and has necessary resources to protect youth from harm.

**Emotional/Cultural:** A young person feels emotionally safe when he or she is fully accepted and valued as an individual by adults and peers.

The Youth Center is open to all youth of Kampala City and Uganda at large. This means that we work with teens from all different backgrounds. Instead of assuming who the teens are we come to know them through dialog.

Some of the teens may be homeless, home schooled, private schooled, living in single parent households, come from abusive situations, have drug addicted and alcoholic parents, have wealthy parents, come from religious households, are adopted, have a family member incarcerated, have experienced domestic violence and rape, are suicidal, have eating disorders, have large families, are physically disabled, physically harm themselves, have learning disabilities, and may have dropped out of school.

A great deal can be learned about these issues directly from the youth. Some are eager to share their experiences while others will never let anyone know. This is a drop-in center but the friendships and conversations that staff has with the teens may change their lives. Though the Youth Center doesn't have the means to help all the teens that come through the door, we are able to make resources available to them. Through our procedures, agreements with the youth, positive activities, and supportive staff, we take safety seriously so that the

youth are able to comfortably express themselves.

TOP has built a positive reputation among the youth already and they know that we don't judge or discriminate and we won't tolerate it in the program either. We love bringing people together to share similar experiences but we also celebrate their differences. We encourage everyone to be themselves and for everyone to be accepting.

## Social & Environmental Responsibility

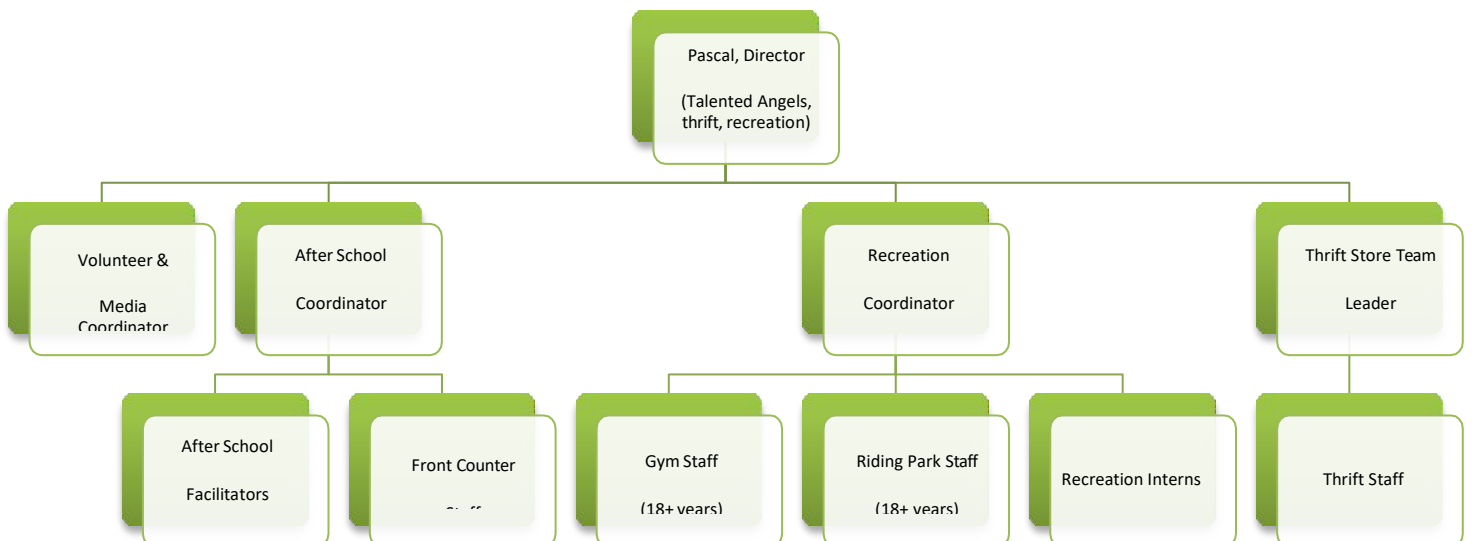
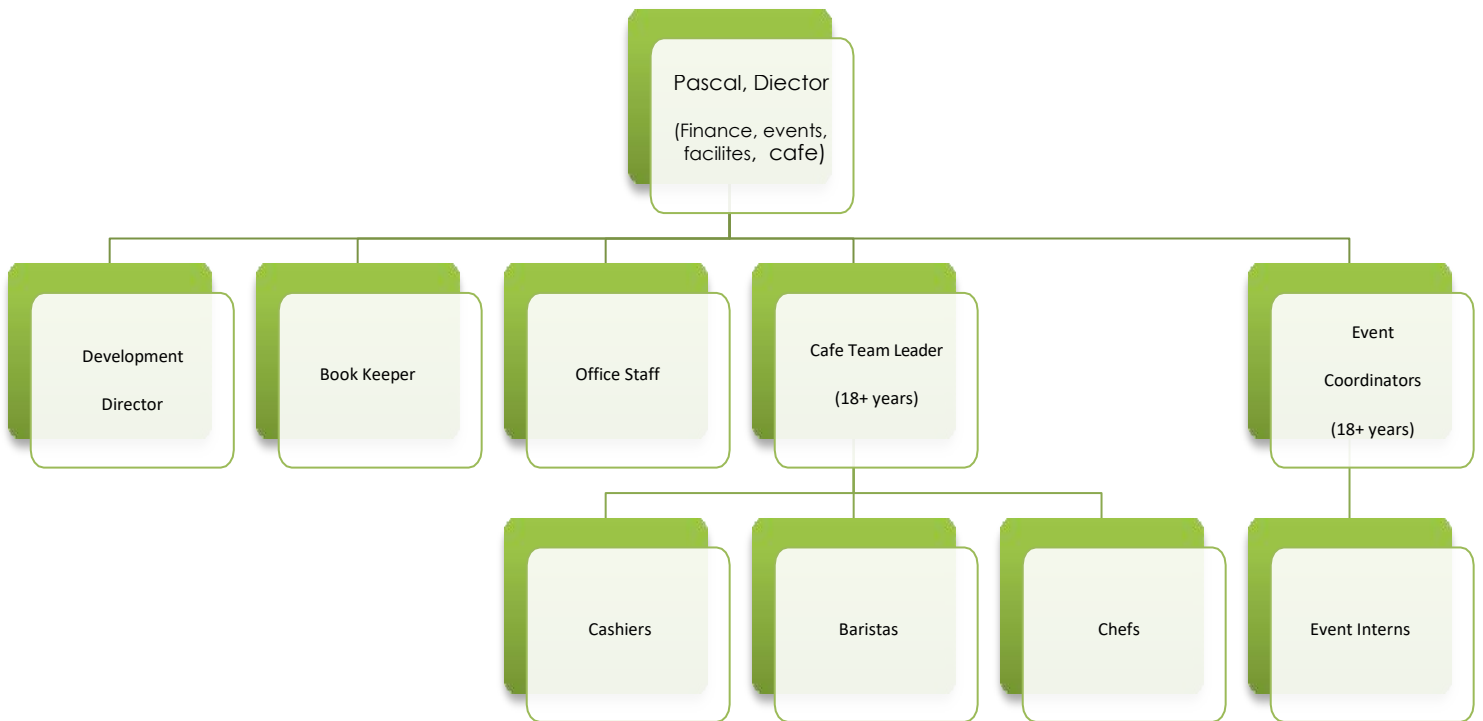
TOP believes that social and environmental responsibility should be an integral part of not only running an organization, but also in what we teach the young people we work with. We are completely committed to running our organization with a strong commitment to reducing waste and energy to minimize our carbon foot print as well as using recycled and re-purposed materials.

It is our goal to make the Center as environmentally friendly as possible. This includes powering the facility with solar power, using rain water collection to power toilets, low flow water fixtures, recycling, and composting for our organic garden. The center will also include bottle refilling stations for youth to fill up their reusable bottles. The building will be renovated with eco-friendly materials.

Helping the community through service projects is an important part of our efforts, not only because we feel dedicated to bettering the community in which we serve, but also because it has been proven that young people who participate in community service projects are less likely to use drugs.



# Staffing Matrix



# Financial Summary

## ASSUMPTIONS & PROJECTIONS

- Purchasing the property and renovating the center will cost approximately \$15000 dollars.
- A capital campaign, fundraisers and grants will be used to raise funds for start up costs. With the capital campaign funding 75 percent of the total costs, fundraisers 10 percent and grants 15 percent.
- Our community will always have a need for a space for people both young and old to socialize and recreate.
- Community organizations will continue to have a need for office and recreation spaces.
- Low cost entertainment and recreation opportunities will continue to be considered as affordable.
- Quality coffee drinks and a café environment will continue to be considered as an "affordable luxury" for people of all ages.
- The need for quality and inexpensive second hand items for youth and young adults will continue to rise.

## Sustainability

TOP is committed to creating a financially sustainable sports and youth center that will serve as an integral piece of our community for years to come. Through our research of other youth centers we have found that it is vital to create a financially sustainable plan in order to have long term viability.

Therefore, we have implemented a thorough plan for financial success. While the after school program will be free, other components of the center will have a small fee such as, weekend events and evening gym use.

We will also generate revenue by renting space including nonprofit offices, event space and recreation areas.

In addition, the onsite café and thrift store will bring in revenue as well. Solar power

will be utilized to reduce energy costs. We will use grants to supplement programs, but our organization will not be reliant upon grants due to their long-term instability.

## Implementation Phases

Opening a facility of this size will be a cumbersome project. To ensure sustainability the project will be implemented over 5 phases. Phasing will allow for the youth center staff to grow slowly over time, allowing for ample leadership oversight. The implementation phases will also allow the center to get up and going sooner. Additionally, TOP staff will be able to “test the water” and work out any kinks before opening the full scale operation.

Phase 1 – Purchase of property

Phase 2 – Renovation of main sports and youth Center Building

Phase 3 – Building of on-site Coffee House & Thrift Store

Phase 4 – Building of sports field, organic garden and gym

Phase 5 – Completion of Universal Riding Park and Pump Track

## Break Even Analysis

Annually, the expenses to run the facility will cost approximately \$20,000. The vast majority of the expenses are directly attributed to staffing. Through facility rentals, weekend events, sponsorship and fundraisers.

TOP expects to break even and become sustainable within 3 years time.