

KQ Hub AFRICA

A GLANCE INTO OUR FIVE YEAR STRATEGIC PLAN

(2023 – 2027)

Executive Summary

KQ Hub Africa is a civil society, non-profit organization that was established in 2018 in Uganda, East Africa. We are a Media, Art and Culture organization established with the primary mandate of empowering communities through the power of media, Arts & Culture. The organization has a strong belief that Media, Arts and Culture programming allows people to imagine, inspire change, inform and provoke communities to deal with shaping their social, political and economic fabric.

In addition to this work, we are committed to curating and programming cultural experiences and artistic encounters, carrying out extensive research, providing consultancy and creative industry strategy services and programs that engage a diverse audience of people.

Since our launch in 2018, we have curated, produced, commissioned visual and performing art programs including exhibitions, residencies, talk sessions, installations, exchanges, mobility programs, workshops, film screenings, dinners, parties, podcasts, theater productions and other events with mostly young people who believe in our philosophy and the power of culture and artistic programming to shape the future through a contemporary Art and Culture lens.

The Organization's programs are geared towards addressing environmental, economic, civic and social issues while promoting human development, and critical engagements of communities through open dialogues to challenge narratives and mindsets, break social norms and empower people to enact their individual agency to influence and shape new paradigms.

KQ Hub Africa uses high impact culture and art programming, and public participation to address civic, environmental and social issues, to challenge the status quo and fosters policy change.

Organizations' Mission Statement

Using media, culture, and the Creative Arts to inspire change, foster dialogue, and promote freedom of expression in Uganda and East Africa.

Organization Vision Statement

To be a leading catalyst for social change, artistic innovation, and cultural empowerment in Uganda and East Africa through media, art, and creative expression.

Values:

1. **Creativity and Innovation:** We embrace new ideas, artistic exploration, and innovative approaches to addressing societal challenges.
2. **Inclusivity and Diversity:** We respect and celebrate the diverse cultures, perspectives, and voices within our community and beyond.
3. **Collaboration:** We value partnerships and collaborations that amplify our impact and broaden our reach.
4. **Empowerment:** We empower young artists, creators, and activists to drive positive change in their communities.
5. **Accountability:** We uphold transparency, integrity, and accountability in all our endeavors.

Strategic Goals and Priorities:

- 1. Artistic Excellence and Innovation:**
- 2. Cultural Engagement and Education:**
- 3. Social Impact and Advocacy:**
- 4. Research and Thought Leadership:**
- 5. Community Building and Networking:**
- 6. Sustainability and Capacity Building:**
- 7. Governance and Civic Engagement:**

Implementation Steps for Each Strategic Goal:

1. Artistic Excellence and Innovation: *Uganda is known for its rich cultural diversity, with over 56 ethnic groups, each having its unique artistic traditions. While traditional art forms are celebrated, there's a growing desire among young artists to innovate and challenge conventions. We will foster a vibrant artistic community that thrives on experimentation, innovation, and pushing the boundaries of creative expression by:*

- Organizing regular creative workshops and labs led by established artists and industry professionals to provide young artists with opportunities for experimentation.
- Establishing an Artist-In-Residence Program, offering selected artists studio space, resources, and mentorship to encourage cross-disciplinary collaboration and innovative projects.
- Curating exhibitions and performances that challenge societal norms and spark critical discourse by collaborating with curators to create thought-provoking shows.

Outcomes:

- A generation of artists emerges with a unique blend of traditional and contemporary styles, contributing to a dynamic art scene.
- Innovative collaborations lead to the creation of artworks that challenge societal norms, provoke dialogue, and inspire critical thinking.
- Boundary-pushing exhibitions encourage the public to view art as a tool for introspection, breaking stereotypes, and broadening perspectives.

2. Cultural Engagement and Education: *While Uganda's cultural heritage is a source of pride, urbanization and modernization sometimes result in a disconnect between younger generations and their cultural roots. We will nurture cultural appreciation, preserve heritage, and educate the youth by integrating art and culture into education and facilitating cross-cultural exchanges by:*

- Developing cultural exchange programs connecting local artists with counterparts from different regions to foster cultural understanding and artistic collaboration.
- Partnering with schools and educational institutions to integrate art and culture into curricula, providing teachers with educational resources for local traditions and creative expression.
- Organizing workshops that teach traditional art forms and storytelling to younger generations, bridging the gap between heritage and contemporary artistic interpretations.

Outcomes:

- Young artists gain a renewed appreciation for their cultural heritage, leading to a fusion of traditional and contemporary artistic expressions.
- Schools become hubs of cultural learning, fostering a deeper understanding of local traditions and creating a platform for creative expression.
- Collaborative art projects strengthen community ties, promote cultural preservation, and create a platform for dialogue between generations.

3. Social Impact and Advocacy: *Uganda faces social and environmental challenges such as gender inequality, poverty, and environmental degradation. These issues call for innovative approaches to awareness and advocacy. We will Empower artists to drive positive social change through thought-provoking campaigns, public art installations, and constructive dialogues on critical issues by:*

- Launching targeted art-driven campaigns addressing specific social and environmental issues in collaboration with local activists and organizations.
- Creating advocacy art exhibitions highlighting pressing issues like climate change and gender equality, encouraging artists to challenge norms and inspire action.
- Collaborating with civil society groups to advocate for policy change using artistic expression to engage policymakers and influence decision-making.

Outcomes:

- Activism campaigns engage the public in critical discussions, leading to increased awareness and mobilization around social and environmental issues.
- Public art installations serve as powerful symbols that spark conversations, challenge perceptions, and drive community-driven solutions.
- Policy dialogue platforms bridge the gap between artists and policymakers, fostering collaboration in addressing systemic challenges.

4. Research and Thought Leadership: *Uganda's art scene is evolving rapidly, and there's a growing interest in understanding the intersection of art, culture, and societal change. This will allow us to contribute to the body of knowledge by conducting research and hosting seminars that explore the transformative power of art and culture by:*

- Collaborating with universities, research institutions, and think tanks to conduct thorough research on the intersection of arts, culture, and societal change.
- Organizing symposiums and conferences that bring artists, scholars, activists, and policymakers together to discuss pressing issues and foster cross-disciplinary dialogue.
- Producing thought leadership materials such as whitepapers and policy briefs exploring the role of art and culture in addressing societal challenges, sharing insights widely.

Outcomes:

- KQ HUB AFRICA becomes a hub for research, providing valuable insights into the role of art and culture in driving societal change.
- Thought leadership seminars foster cross-disciplinary dialogue, enriching the artistic discourse and encouraging new collaborations.
- Publications and research findings inform policy discussions, highlighting the potential of art to address social challenges in Uganda.

5. Community Building and Networking: *Uganda's sense of community is deeply ingrained, and there's a desire among young artists to connect and collaborate for mutual growth. We will cultivate a supportive artistic community through regular gatherings, online collaboration platforms, collaborative projects, and mentorship by:*

- Organizing regular community events, cultural festivals, and exhibitions to create opportunities for artists and the public to connect and celebrate creativity.
- Establishing online collaboration platforms for artists to connect, collaborate, and share their work globally, facilitating cross-regional connections.
- Hosting networking workshops that focus on collaborative projects and professional development, helping emerging artists build meaningful connections within the industry.

Outcomes:

- A strong artistic community emerges, promoting a culture of collaboration, idea exchange, and mutual support.
- The online platform becomes a hub for artists to showcase their work, network, and find potential collaborators across different regions.
- Collaborative projects and mentorship initiatives contribute to the professional growth of artists, encouraging skill development and knowledge transfer.

6. Sustainability and Capacity Building: *At KQ Hub Africa, funding instability and organizational capacity are challenges faced by our organization and its the reality for many non-profit organizations in Uganda. We will build our organizational resilience by diversifying funding sources, offering professional development, and ensuring strategic alignment by:*

- Developing a comprehensive funding strategy encompassing grants, corporate partnerships, individual donations, crowdfunding, and earned income to ensure financial sustainability.
- Launching targeted fundraising campaigns showcasing the impact of KQ Hub Africa's work and inspiring support from donors and supporters.
- Investing in staff development, offering ongoing training to enhance skills in project management, fundraising, and leadership to foster a culture of continuous learning.

Outcomes:

- KQ HUB AFRICA achieves financial stability through a diversified funding approach, reducing reliance on a single funding source.
- Fundraising events strengthen relationships with supporters while generating income for ongoing and future projects.
- Staff development initiatives empower team members with the skills needed to excel in their roles and contribute to the organization's growth.

7. Governance and Civic Engagement: *Civic education and transparent governance are essential for the development of a just and accountable society in Uganda. By integrating governance and civic engagement into its strategic plan, KQ Hub Africa aims to holistically address societal challenges, including citizen empowerment, while continuing to use media, culture, and creative arts as tools for transformative change. We will Utilize art and culture to enhance civic education, citizen awareness, and engagement in governance processes for a more transparent and accountable society by:*

- Collaborating with civil society organizations and advocacy groups to design art-driven campaigns educating citizens about their rights, responsibilities, and the significance of participating in governance processes.
- Producing interactive exhibitions exploring themes related to governance, civic responsibility, and the role of art in promoting accountable governance.
- Establishing regular policy dialogue platforms where artists, policymakers, and citizens can engage in open discussions about governance challenges, potential solutions, and the impact of art in driving change.
- Developing artistic content and workshops to educate young people about governance structures, electoral processes, and the importance of informed voting.

Outcomes:

- Empowered citizens actively engage in governance processes, fostering increased accountability and improved decision-making.
- Interactive exhibitions and policy dialogue platforms facilitate meaningful discussions, bridging the gap between citizens and policymakers.
- Civic education through art empowers youth to play an active role in shaping their communities and influencing policies.

Year 1: 2023

1. Artistic Excellence and Innovation:

- Year 1 will focus on establishing the foundation for artistic excellence.
- Organize at least four creative workshops and labs for young artists to experiment and learn from established professionals.
- Begin developing the Artist-In-Residence Program, including selecting artists and securing studio space.
- Curate two exhibitions that challenge norms and spark critical discourse, collaborating with curators to design impactful shows.

2. Cultural Engagement and Education:

- Launch a pilot cultural exchange program with neighboring regions, connecting local artists with counterparts.
- Initiate partnerships with two educational institutions to integrate art and culture into curricula.
- Organize one heritage preservation workshop, focusing on transmitting traditional practices to younger generations.

3. Social Impact and Advocacy:

- Launch the first targeted art-driven campaign, addressing an identified social or environmental issue.
- Collaborate with one civil society organization to amplify advocacy efforts through artistic expression.
- Begin sharing media and storytelling content on social issues to raise awareness and encourage public discourse.

4. Research and Thought Leadership:

- Establish partnerships with one university or research institution to initiate research on the intersection of arts, culture, and societal change.

- Plan and organize a symposium or conference bringing together artists, scholars, and activists to discuss key issues.

5. Community Building and Networking:

- Organize two community events, providing opportunities for artists and the public to connect.
- Explore options for establishing online collaboration platforms for artists to share work and ideas.

6. Sustainability and Capacity Building:

- Develop a preliminary diversified funding strategy, identifying potential grant opportunities and partners.
- Begin planning the launch of a fundraising campaign to showcase impact and raise funds.
- Initiate staff development training to enhance project management and leadership skills.

7. Governance and Civic Engagement:

- Collaborate with one civil society organization for a citizen awareness campaign.
- Begin conceptualizing an interactive exhibition that explores themes related to governance and civic responsibility.
- Initiate discussions about potential policy dialogue platforms and content for civic education workshops.

Year 2: 2024

1. Artistic Excellence and Innovation:

- Expand the creative workshops and labs to reach a wider audience, collaborating with diverse professionals.
- Launch the Artist-In-Residence Program, offering selected artists resources and mentorship for innovative projects.

- Curate three exhibitions and performances that continue to challenge norms and inspire critical thinking.

2. Cultural Engagement and Education:

- Expand the cultural exchange program to include more regions, fostering greater cultural understanding.
- Implement art and culture integration into the curricula of at least three educational institutions.
- Host two heritage preservation workshops to continue transmitting traditional practices.

3. Social Impact and Advocacy:

- Launch two additional targeted campaigns addressing different social and environmental issues.
- Collaborate with two civil society organizations to broaden the impact of advocacy efforts.
- Further develop media and storytelling content to engage a larger audience.

4. Research and Thought Leadership:

- Conduct research on the intersection of arts, culture, and societal change in collaboration with research partners.
- Organize a symposium or conference on a specific theme within the intersection of arts and social change.

5. Community Building and Networking:

- Organize three community events, establishing a regular schedule of gatherings.
- Begin the development of the online collaboration platform for artists to connect and share work.

6. Sustainability and Capacity Building:

- Actively seek grants and partnerships, refining the diversified funding strategy.
- Launch a successful fundraising campaign, securing funds for ongoing projects.
- Continue staff development efforts and expand training opportunities.

7. Governance and Civic Engagement:

- Implement the citizen awareness campaign in collaboration with civil society organizations.
- Progress on designing the interactive exhibition, incorporating feedback and interactive elements.
- Initiate the development of policy dialogue platforms and content for civic education workshops.

Year 3: 2025

1. Artistic Excellence and Innovation:

- Establish the Artist-In-Residence Program as a recognized platform for cross-disciplinary collaboration.
- Curate four exhibitions and performances that continue to push boundaries and engage the public.

2. Cultural Engagement and Education:

- Strengthen the cultural exchange program, fostering deeper connections among artists from different regions.
- Expand the integration of art and culture into education curricula to reach additional institutions.
- Organize workshops on preserving cultural heritage, promoting traditional practices.

3. Social Impact and Advocacy:

- Launch campaigns that focus on broader societal issues, involving diverse artists and stakeholders.
- Strengthen partnerships with civil society organizations for more impactful advocacy efforts.
- Enhance media and storytelling content to create a larger impact on public discourse.

4. Research and Thought Leadership:

- Publish research findings on the intersection of arts, culture, and social change.
- Organize a significant symposium or conference that attracts national and international participants.

5. Community Building and Networking:

- Continue organizing community events and evaluate the impact of these gatherings.
- Launch the online collaboration platform, facilitating global connections among artists.

6. Sustainability and Capacity Building:

- Evaluate the effectiveness of the funding strategy and make necessary adjustments.
- Continue fundraising campaigns and explore new avenues for financial support.
- Focus on advanced staff development to nurture leadership skills within the team.

7. Governance and Civic Engagement:

- Evaluate the impact of the citizen awareness campaign and make improvements as needed.
- Progress on the interactive exhibition, ensuring an immersive and educational experience.
- Develop detailed content for policy dialogue platforms and civic education workshops.

Year 4: 2026

1. Artistic Excellence and Innovation:

- Expand the reach of creative workshops and labs to different regions.
- Support a wider range of artists through the Artist-In-Residence Program.
- Curate five exhibitions and performances that continue to provoke critical dialogue.

2. Cultural Engagement and Education:

- Deepen the impact of the cultural exchange program through more extensive collaborations.
- Evaluate the integration of art and culture into education and refine the approach.
- Continue heritage preservation workshops while exploring new ways of engaging youth.

3. Social Impact and Advocacy:

- Launch campaigns that address complex and pressing social and environmental challenges.
- Collaborate with a broader network of civil society organizations for advocacy.
- Leverage media and storytelling content to encourage community involvement in public discourse.

4. Research and Thought Leadership:

- Maintain a consistent presence in the academic and public discourse through research publications.
- Organize a collaborative conference that attracts both experts and emerging voices.

5. Community Building and Networking:

- Establish the online collaboration platform as a hub for global artistic connections.
- Evaluate the impact of community events and make any necessary adjustments.

6. Sustainability and Capacity Building:

- Continuously refine the funding strategy and seek innovative sources of support.
- Sustain successful fundraising campaigns and explore donor engagement strategies.
- Nurture a culture of leadership within the organization through staff development.

7. Governance and Civic Engagement:

- Evaluate the impact of the citizen awareness campaign and its influence on civic participation.
- Finalize the interactive exhibition to ensure its educational and engaging nature.
- Launch policy dialogue platforms and civic education workshops, reaching a wider audience.

Year 5: 2027

1. Artistic Excellence and Innovation:

- Institutionalize the creative workshops and labs as regular opportunities for artistic growth.
- Evaluate the effectiveness of the Artist-In-Residence Program and make refinements.
- Curate a diverse range of exhibitions and performances that showcase both emerging and established artists.

2. Cultural Engagement and Education:

- Strengthen the impact of the cultural exchange program through ongoing collaborations.
- Ensure the sustainable integration of art and culture into education curricula.
- Reflect on the impact of heritage preservation workshops and explore new ways of engaging youth.

3. Social Impact and Advocacy:

- Consolidate the impact of campaigns and advocacy efforts, demonstrating tangible outcomes.
- Continue partnerships with civil society organizations and amplify the reach of advocacy projects.
- Establish media and storytelling content as a prominent tool for raising awareness and fostering dialogue.

4. Research and Thought Leadership:

- Maintain a presence as a thought leader through consistent research publications.
- Reflect on the symposiums and conferences held, contributing to the organization's reputation.

5. Community Building and Networking:

- Evaluate the effectiveness of the online collaboration platform and make improvements.
- Continue organizing successful community events that contribute to a vibrant artistic community.

6. Sustainability and Capacity Building:

- Ensure the long-term sustainability of the organization by refining the funding strategy.
- Conclude fundraising campaigns on a high note and transition to sustainable funding sources.
- Celebrate the growth of staff members' skills and leadership capabilities.

7. Governance and Civic Engagement:

- Evaluate the overall impact of the organization's efforts in governance and civic engagement.
- Measure the success of the interactive exhibition and policy dialogue platforms in engaging the public.
- Reflect on the impact of civic education workshops on empowering young people for civic participation.

As KQ Hub Africa embarks on this five-year strategic journey from 2023 to 2027, we are committed to our mission of using media, arts, and culture to inspire change, foster dialogue, and promote freedom of expression in Uganda and East Africa. By aligning our goals with the Sustainable Development Goals (SDGs), as well as emphasizing women empowerment, we aim to make a meaningful and lasting impact on our community and society as a whole.

Throughout this strategic plan, we will work tirelessly to cultivate artistic excellence and innovation, engage communities through cultural education, drive social impact and advocacy, lead in research and thought leadership, foster a vibrant artistic community, build sustainability and capacity, and actively engage in governance and civic participation. With every step, we will remain guided by our core values of creativity, inclusivity, collaboration, empowerment, and accountability.

We recognize that our success depends on the dedication and passion of our team, the engagement of our artists and community members, and the support of our partners and stakeholders. We commit to regular evaluations, adaptability, and transparency in our efforts as we move forward.

By promoting the transformative power of media, arts, and culture, we envision a future where individuals are empowered, cultures are celebrated, social norms are challenged, and the path to sustainable development is paved through creativity and collaboration.

Together, we can achieve a brighter, more inclusive, and empowered future for Uganda, East Africa, and beyond.

Join us on this exciting journey of positive change and artistic expression. Together, we can make a difference.

