**EVC Uganda 3 Year Business Plan 2020 to 2022**

**Version 1**

**Signed ………………… Ted Fawcett, Chairman**

**Dated: The date the Board approve the updated plan.**

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# Background to the Work of EVC Uganda

The Charity works in the Masaka district of southern Uganda.

The city of Masaka is relatively wealthy, having a Business School and University. There is a mixture of small businesses and branches of larger companies providing a range of goods and services. There is a large market in the centre of the town which is popular and provides comparatively inexpensive food to those fortunate to be able to afford it. Despite being a relatively wealthy area, Masaka has the highest proportion of households headed by women who are either

single, divorced or widowed. It has as a consequence, looking at the whole of Uganda, the largest number of people living in extremely poor circumstances.

The people of Masaka have struggled with the impact of HIV, Malaria, Cholera and Typhoid. They live in grinding poverty,

with no running water and limited access to electricity. Religious beliefs are diverse, and many are still suffering from the

debilitating impact of witchcraft on communities. The area also saw a major influx of refugees from the genocide in Rwanda some years ago.

Life expectancy is around 62 years. Three years ago, as the rains did not come until very late, this resulted in a major shortage of food and many people starving. The cost of basic foods is now rising as a result and is becoming a major issue for communities.

In the rural areas where we operate, the employment rate is as low as 20% and the average daily income around 20 pence (UK). Not enough to feed a child, let alone a family. The main source of income is subsistence farming where children may be seen as a source of free labour, preventing their families from prioritizing their health and education. Some children live at home with their parents but many live with typically an elderly female relative or a lady who has taken them in and cares for them, usually looking after around 8 orphaned children. Other children are abandoned and roam the countryside or make their way to Masaka where they live as street children and are often exploited.

While there are around 350 primary schools and 60 secondary schools, families have to pay for their children to attend, so

vast numbers of children simply receive no education. Health services as we know them in the UK do not exist here, there are health centres which provide very basic health care. Transport is a major concern too as the roads have no tarmac, but are dirt tracks with large holes and ruts which are very dangerous to drive on except for experienced local drivers; if it is raining, the roads turn to mud and are not usable. Also, the fine red dust can be very debilitating too as it gets into your eyes, nose, ears and mouth and can cause respiratory problems. Most people live in huts made from mud brick and straw which are very dangerous and can fall down at any moment. Darkness known locally as the “ great evil “, falls around 7pm and here there is total pitch blackness, there is no residual light from nearby towns.

The main influences in the area are Christianity and Islam and these form the basis of the communities where EVC operates.

Although the communities are terribly poor, certainly the Christian ones where EVC operates, are very supportive and helpful within the limited resources at their disposal. There are other charities around the Masaka area meeting a variety of local needs; one of these is the Uganda Marathon which undertakes much good work in the area.

EVC is not aware of any plans for improving the general conditions in the area for the indigenous people, so it is the

responsibility of charities like EVC, operating locally, to step in to meet the many needs of the people and, in EVC`s case,

the educational needs of poor children. The main organisations offering funding for private primary and secondary education in this area are EVC ( Christian ) and those supporting the Islamic faith.

EVC provides sponsorships for children in two private schools in the Masaka area taking children out of desperate poverty and into education, thereby providing them with real hope for the future. Education is quite literally a life saver. Without this opportunity childrens` life chances are very slim. During the last few years EVC has funded projects to improve the infrastructure of one of the schools the Charity supports and this work continues. This is outlined in detail in the Projects section of this Business Plan.

We currently have over 270 children sponsored in education with some 350 plus urgently needing child sponsorship; these are just the children EVC know of; undoubtedly the actual number is very much higher. The decision as to which children have priority for sponsorship is the joint responsibility of the EVC Project Director in the area and the UK based Trustee responsible for Child Sponsorship. In summary, EVC seeks to offer hope and a real future to desperately poor children through education and other supportive projects

# Who Makes Decisions and Plans EVC’s Future Work

EVC is managed by a Board of Trustees who decide upon the long term policy, planning, direction and management of the work; this process is supported by three sub committees of the Board: The Marketing and Fundraising Committee, The Finance and Management Committee and the Donor Care Development Committee. There is also an EVC Ugandan based committee that oversees the work on the ground.

# Why People Support EVC

Donors and sponsors like to know that the resources they provide go directly to those in need. EVC in the UK is run and managed entirely by volunteers; there are no paid staff or office costs. All money donated for child sponsorship, bursaries or specific projects goes directly to Uganda, no money is taken out for administration, this is funded from elsewhere. Two staff are employed by the Ugandan organization we support. They manage the disbursement of sponsorship and project funds and ensure the efficient management of our projects. Their salaries are paid for by a donation from EVC in the UK.

Our child sponsors provide £240 annually, or £20 monthly by standing order. This amounts to 67p a day. This provides a child with accommodation, food, clothing, school materials and an education. Annually child sponsors receive three letters from their sponsored child, a school report on their child`s progress, and two Newsletters outlining the activities and projects that we are currently undertaking.

Our Trustees aim to visit the schools each year, at their own expense, to monitor the governance and financial management of the schools, the effectiveness of the work undertaken and the well being of the children. The outcomes of such visits are reported to our donors. EVC is managed entirely by volunteers in the UK.

# Sponsorship

The number of poor children sponsored in education has increased significantly over the last few years culminating in

over 270 by November 2020. However, the impact of corona virus, has significantly curtailed EVC`s fundraising in 2020

resulting in far less new child sponsorship than in previous years. This reduction in the number of new children sponsored

in education will probably continue into 2021 until our fundraising returns to it usual level. Having said that every effort

will continue to be made to secure more child sponsorship opportunities.

There is a very low attrition rate on child sponsorship ( less than 1% ) probably reflecting the high level of donor care we provide.

# Activities to meet our targets

To achieve our aims we will carry out work and measure performance in 7 key areas:

* Fundraising and Marketing
* Donor Care and Development
* Sponsorship Development
* Governance
* Finance
* Projects
* Policies & Procedures, Risk Register, Regulatory Compliance

# Methods of raising funds

Due to the uncertainty concerning the ongoing impact of corona virus we aim to be very conservative in regard to how much funding we project we can raise. The main area for income will continue to be church appeals and gift aid which are budgeted for in our projected income under our Finance Overview. We are also looking at developing future funding programmes through donor development, applications to trusts and foundations, partnerships with business, wills and legacies and social media. Income from these areas will be welcome extras during the period of this Business Plan but not specifically budgeted for. We aim to be realistic.

## 

# Fundraising and marketing

The EVC Uganda Marketing and Fundraising Sub-committee meets every 2 months. The sub-committee is chaired by Gordon Lland and members are, Ramon Monserrate, Rebecca Lland, Ted Fawcett and Maeve Mcgill. The aim of the sub-committee is to increase the number of sponsored children and raise donations for our projects.

To achieve our goals and targets, the sub-committee discusses and organises marketing (how to publicise the charity) and

fundraising ( how to bring in funds ).Our marketing and fundraising activities and literature must be of high quality and effective. Our main targeted group are the over 50`s as they have the greatest disposable income.

Marketing activities include:

* The development of a website and social media platform. The production of blogs and materials for the website, Instagram,
* Twitter and Google Ads.
* Targeting specific platforms such as Pinterest and Mumsnet and church facebook and other social media groups.
* Networking through Linkedin .
* Promotional articles in church newsletters and school magazines.
* Production of posters and banners for talks and events.
* Articles in the general and local press, radio and television.
* The EVC Newsletter.
* Good news stories and mailshots
* CD and U Tube videos
* Educational webinars
* Talks to churches, schools and other organisations.
* Church appeals live or recorded.
* Partnership working with other like minded organisations.
* Development of a range of appropriate literature and marketing resources ie A5 leaflets EVC Newsletters and Information Packs.
* Recruiting new volunteers including Trustees

Fundraising activities include:

* National programme of church appeals
* Undertaking virtual online appeals where appropriate
* Online giving
* Partnerships and contacts with Schools and Universities
* Appeals to the general public both local and further afield via the internet and social media including Google Ads
* Applications to charitable benevolent trusts
* Identification of major donors in the UK and Uganda and ongoing programme of donor care. See Section on Donor Care and Development.
* Donations from legacies and wills
* Joint fundraising initiatives with appropriate charities and organisations in the UK and Uganda.
* Donations from local and international businesses, especially those with links to Uganda.
* Promotions in local and national media
* Events fundraising including concerts, carol singing and sponsored sporting events
* Promotion of Amazon Smile
* Supermarket fundraising

Again, our core income continues to come from church appeals and gift aid which is the area for which we have

budgeted income for the period of this Business Plan. We will need to make a judgement regarding which other areas

of fundraising listed above are viable and successful.

# Responsibilities on fundraising and marketing committee

**Post Person**

Articles and reports Judi Fawcett, Ted Fawcett and Gordon Lland

Church Appeals Judi / Ted Fawcett & Maeve Mcgill

( During 2021 others will be trained to give talks and assist )

Website development Ramon Monserrate

Social media development Ramon Monserrate and Reborn Media

Online giving Ramon Monserrate

Fundraising events The Marketing and Fundraising Sub Committee

Attendance at events All

Charitable Trusts Andy Hunt and Gordon Lland

Business and Networking Ted Fawcett and Gordon Lland

Donor Development Andy Hunt, Neil Yeomans, Judi and Ted Fawcett

Liaison with other charities Ted Fawcett and Gordon Lland

Production of EVC Newsletter Judi Fawcett

# Personnel requirements on fundraising and marketing committee

We have a requirement for at least 2 volunteers to assist Ramon with digital media.

We also require volunteers from within EVC to assist Judi and Ted with church appeals in 2021 and in future years. There is

now a “ bank of volunteers “ for these appeals.

We are currently advertising for roles of digital media volunteers in church newsletters, on the website and social media, from personnel in Uganda, and through personal contacts. We also need a Volunteer Fundraising Mgr

# Marketing Materials

We will need to fund the following materials:

* 2 new inside freestanding banners
* A new EVC Information Pack ( hard copy and downloadable from the EVC website )
* Newsletters
* Permanent posters
* A5 information flyers ie solar lamps, water and handwashing, good news stories……

# Donor Care and Development

Without the care and generosity of our sponsors and donors, EVC Uganda would fail in its mission for the children of Uganda.

The Trustees recognize this and take very seriously our responsibility to ensure that they in turn are treated with care and thoughtfulness. We will seek to act always in the best interests of our child sponsors and donors and will seek training for our Trustees and volunteers in the best practices of Donor Care. We need to recognize here, that the topics of interest in Donor Care training fall across a wide range of subjects such as ethical treatment of donors, fundraising best practices, marketing and communications messaging and may not be straightforward to source.

In 2020 we have begun a process of obtaining feedback from our child sponsors and have taken the first steps in acting upon that feedback to improve our communication processes with them. In 2021, we expect to build upon this by placing service quality objectives around these processes so that they can be further improved. We will also begin to establish performance measures around Donor Care ie Donor Retention Rate, Donor Satisfaction etc.

EVC is an ethical organization that will always respect the wishes of our child sponsors and donors and will never seek to exploit their generosity by making unwarranted demands upon them. We will also take great care in protecting those child sponsors and donors who may through age or incapacity be deemed vulnerable to the influence of fundraisers.

We will ensure, however, that where there is a desire from them to deepen their engagement with the work of the Charity, we will provide the means for them to do so. To this end, we will conduct bi annual targeted surveys of their opinions of the Charity to seek their guidance on ways in which we can improve our performance and effectiveness both in our work in Uganda and in the service we provide them, the child sponsors and donors who make our work possible.

We will provide further opportunities for our child sponsors and donors to participate in our work by carrying out a programme of face to face meetings with them to further explain our work and seek their help and guidance in all aspects of our activities. In 2021, corona virus permitting, we anticipate holding up to 10 such meetings, wherever in the country there is a group of child sponsors who would welcome the opportunity to meet the Trustees and each other. The costs of these meetings are estimated at £1500 and are included within the annual budget and Finance Plan.

# 

# Sponsorship development

Our Marketing and Fundraising aims to bring in sufficient funds for Projects and meet our projected child sponsorship numbers each year. Once we have sponsors on board it is vitally important to manage the child sponsorship programme and communicate with sponsors so they feel involved, committed and remain with us. We will do this as outlined in the table below. In previous years we have exceeded our new child sponsorship targets. However, with the severe impact of the corona virus on the economy

we have decided to be conservative concerning the number of new children we expect to have sponsored within the next few years.

The following table sets out Actions on Sponsor Development and Responsibilities for taking them forward within this plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Action | Who Responsible | 2020 Child Sponsorship Target | 2021 Child Sponsorship Target | 2022 Child Sponsorship Target |
| Set strategy for gaining child sponsors | Marketing and Fundraising committee | 20 new sponsors | 30 new sponsors | 40 new sponsors |
| Produce accurate database of sponsors and sponsored children | Secretary | Review of number  achieved & effectiveness of methods used  to obtain them | Review of number  achieved & effectiveness of methods used to obtain them. | Review of number  achieved & effectiveness of methods used to  obtain them. |
| Keep database of  children on waiting list | Secretary | Manage database  effectively. | Manage database  effectively. | Manage database  effectively. |
| Newsletters to sponsors and donors | Secretary | 2 per annum | 2 per annum | 2 per annum |
| Letters from children to sponsors | Secretary & Ugandan based Administration and Finance Manager | Not delivered due to  corona virus restrictions | 3 deliveries per annum | 3 deliveries per annum |
| Individual childrens’ school reports to sponsors | Secretary & Ugandan based Administration and Finance Manager | Not delivered due to  corona virus restrictions | 1 per annum | 1 per annum |
| Report on school performance to sponsors | Secretary & Ugandan based Administration and Finance Manager | Not delivered due to  corona virus restrictions | 1 per annum | 1 per annum |
| Event to say thanks and outline achievements | The Marketing &  Fundraising Committee | Event not held due to  corona virus restrictions | 1 per annum | 1 per annum |
| Review Child Sponsorship Programme,  processes and  performance | Secretary | Annually | Annually | Annually |
| Sort out queries from sponsors | Secretary and Ugandan  Based Finance &  Administration Mgr | Yearly review | Yearly review | Yearly review |
| Rectify any problems arising with sponsored children. | Secretary and Ugandan  based Finance & Administration Manager | Formal yearly review | Formal yearly review | Formal yearly review |

# Governance

The Charity is managed entirely by volunteers in the UK but makes an annual donation to the Ugandan based project in order to employ appropriate staff. The project functions under a “ Certificate of Operation “ provided

by the local borough council within the area where it works.

The following table sets out Governance Actions and the responsibility for taking them forward within the period of this plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Action | Who Responsible | 2020 | 2021 | 2022 |
| Manage human resources within the UK & Uganda. Oversee projects, child sponsorship, fundraising, marketing, finance,  donor care, regulatory compliance, legal  matters, policies and  risk register, training. | Chairman & Vice Chairman | Effective governance | Effective governance | Effective governance |
| Management review  including annual  Business Plan Review | Chair/Vice Chair and  Treasurer / Business  Plan Review Committee | Annual Review | Annual Review | Annual Review |
| Staff and Trustee  Appraisals | Chairman or other  Designated Trustee. | Annually | Annually | Annually |
| EVC Administration in  the UK & Uganda | Secretary ( UK ),  Admin & Finance Mgr  ( Uganda ) | Annual Review | Annual Review | Annual Review |
| Recommendations  actioned | EVC Board of Trustees | Annually | Annually | Annually |
| Update policies, key documents & Risk Register | Chair/Vice Chair plus  Trustees responsible for specific areas. | Updates to be  completed | Updates to be  completed | Updates to be  completed |
| Return to Charities Commission and  audited accounts completed for UK and  Uganda. | Chair/Treasurer | Annually | Annually | Annually |
| Trustees annual Governance visit to Uganda and report to Board and sponsors / donors | Trustees designated by the Board to visit the  work | Not possible due to the  corona virus. | Governance visit  completed / with  reports to donors. | Governance visits  completed with reports  to donors. |

# Finance

The Finance and Management Sub Committee of EVC Uganda is comprised of Neil Yeomans, Judi Fawcett and

Ted Fawcett

***Finance Overview***

Sound financial management is fundamental to the operation of EVC Uganda. Monies are received from child sponsors and donors. Child sponsorship money is transferred to Uganda, as received with no deductions, once every 2 months. Other donations are retained in the bank account in the UK until projects to be funded are identified and approved by the Board of Trustees.

Historically these other donations have come mainly from plate donations at church appeals though there have been a small number of substantial donations and a number of smaller ad hoc donations. Gift aid can be reclaimed on substantially all the monies received though there is an annual limit of £8,000 on plate collections ( worth £2,000 in Gift aid ).

In large part the charity is operated by volunteers and Trustees and so operating costs are minimal.

Donations are made to Uganda to fund local administration and management of EVC work. This involves the administering of child sponsorship money ( paying school fees and providing children with everyday items) and overall control of projects.

In total operating costs are substantially less than 10% of income.

The accounts of EVC Uganda are subject to annual independent review ( in accordance with Charity Commission requirements ) and those of our Ugandan based organization are subject to annual audit.

Subject to the pandemic and flight availability, the Treasurer will visit the project during the course of 2021 to perform a comprehensive review of the financial processes, procedures and controls in place.

**Income**

***Child sponsorship***

Any increase in the number of children sponsored is likely to be driven largely by church appeals. The pandemic, therefore, impacts the Charity in 2 ways:

* The absence of church appeals means that it is unlikely that the number of children sponsored will grow significantly in the short term.
* The general level of economic uncertainty and job insecurity means that we will be at risk of losing some child sponsors who may not be able to afford to continue with their regular donation.

For these reasons, based on the current information available, it makes most sense to assume no growth in child sponsorship for 2021. Targets for 2022 and 2023 should then be reviewed in June 2021.

***Church appeals***

There is a great deal of uncertainty as to when church appeals will recommence. For the purpose of this Plan it will be assumed that the re start date will be 1 January 2021. As a result of the cancellation of a large number of appeals this year, a reasonably substantial “ backlog” has built up and so it is possible that the Charity will be able to conduct 15 – 20 appeals during 2021.

In 2019 we attended 18 appeals and collected £17,700 at an average of £980 per appeal but with a large range going from £446 ( Harefield ) to £2,769 ( Gerrards Cross ).

Given the economic environment it would be prudent to assume a reduction in this average for 2021 so church appeal income will be forecast to be £750 for 15 appeals - £11, 250.

***Other Donations***

Given the level of uncertainty referred to elsewhere, no assumption will be made regarding Other

Donations.

***Child Sponsorship***

Other than the claim for Gift Aid, child sponsorship monies have no direct impact on the surplus/deficit of the charity as they are forwarded in full to Uganda.

We currently sponsor 275 plus children and our “ net “ increases have been as follows:

2018 39

2019 53

2020 19 ( to date )

Note that the number from 2020 has been adversely impacted by the fact that, due to the pandemic, church appeals have been cancelled ( including church closures during lockdown ) and this was the main source of new sponsors. Whilst the situation concerning the pandemic and its impact on the economy remains uncertain, we are setting the following relatively conservative targets for net increases in the number of children sponsored over the next 3 years:

2021 20

2022 30

2023 40

***Gift Aid***

In 2019 we received £11, 926 in Gift Aid though this has been distorted by a one off major donation of £20,000 (Gift aid of £5,000 ). It will be assumed that Gift Aid for 2021 will be £7,000 which is broadly equivalent to the underlying level in 2019.

**Expenses UK based**

UK based expenses (with a programme of church appeals) have historically run at approximately

£4,500. The following amounts will be budgeted for 2021.

|  |  |  |
| --- | --- | --- |
|  | **Actual 2019** | **Budget 2021** |
|  | £ | £ |
| Bank charges | 150 | 150 |
| Concert expenses and other events | 207 | 500 |
| Independent examination (audit) | 613 | 650 |
| Insurance | 376 | 400 |
| Printing & stationery | 1,618 | 1,500 |
| Telephone | 203 | 250 |
| Trustee expenses (appeals) | 1,187 | 1,500 |
| Website and communications | 95 | 500 |
| Donor care |  | 1,400 |
| Training |  | 1,000 |
| Other | 100 | 100 |
|  | **4,549** | **7,950** |

Note that Printing and Stationery costs have been reduced as we move to an electronic version of the Newsletter.

**Expenses Uganda based**

Donations are made to Uganda to fund the following costs:



To allow for unexpected costs it would be prudent to allow for this to increase up to £4,500. This would mean that the total operating costs of the Charity are approximately £12,450

***Income and Expenditure Account for 2021***

|  |  |
| --- | --- |
|  | £ |
| Income |  |
| Church appeals | 11,250 |
| Gift Aid | 7,000 |
| Child Sponsorship | 69,400 |
|  |  |
| Expenses |  |
| UK based | 7,950 |
| Ugandan based | 4,500 |
|  |  |

|  |  |
| --- | --- |
| Surplus | 5,800 |

In the absence of information to the contrary, we should assume a similar level of surplus in 2022 and 2023.

***Other items***

One of the most significant challenges we face is the quality of the communication links with the team in Uganda and this is starting to impact on operational efficiencies, speed of response to raised queries and other items. Given the geographical location of the schools which we support and our project team, the only currently available practical solution would be to acquire some form of satellite – based internet. The costs of this are currently being investigated – both the acquisition and installation of equipment as well as the ongoing usage fees.

***Unrestricted reserves***

With the exception of the amounts received for child sponsorship, the monies which we receive are “ unrestricted “ and so in reviewing what we have available for projects it is necessary to consider the unrestricted reserves which we will be carrying forward in 2021.

The position can be summarized as follows:

|  |  |
| --- | --- |
|  | £ |
| **At 1 January 2020** | 76,283 |
| Less designated funds |  |
| St MM vocational classroom block | (33,000) |
| St MM boys’ dormitory | (36,000) |
|  |  |
|  | 7,283 |
|  |  |
| Add |  |
| Received from A & N Ferguson \* | 7,000 |
| Amounts received 1 January – 30 June 2020 | 11,000 |
| Less |  |
| UK costs 1 January – 30 June 2020 | (1,779) |
| Ugandan costs 1 January – 30 June 2020 | (2,946) |
| Future estimates |  |
| Gift Aid | 3,500 |
| UK costs 1 July – 31 December 2020 | (2,000) |
| Ugandan costs 1 July – 31 December 2020 | (2,500) |
|  |  |
| **Forecast at 31st December 2020** | 19,558 |

‘\* Will be used to replace unrestricted funds previously allocated to the vocational classroom block.

As set out above, annual operating costs are £12,450 so the minimum reserves level will be set at

£15,000 for the time being. With the uncertainty surrounding church appeals income in 2021 in particular, it has been agreed that no further major projects should be funded before Q2 2021 when a more accurate estimate ( post pandemic ) of income should be available. Furthermore, in the absence of large one off donations or church appeals which generate significantly more income than planned it seems unlikely that we should be contemplating projects with total costs in excess of £35,000 – and this would assume that we would be able to secure external funding to supplement our own resources.

***Sponsorship money***

All EVC sponsored children are boarders – the termly fees at St Kizito are UGX 350,000 and at St

Matia Mulumba they are UGX 300,000. These equate to annual costs of £220 and £190 respectively.

This provides us with relatively little opportunity to provide any other needs though some additional work will be undertaken to understand this in more detail.

We have obtained the 2019 accounts from both schools which show the expenditure was broadly in line with income and that teachers` salaries and food for the children are the largest items of expenditure in percentage terms. It would , therefore, seem that school fees are not unreasonable.

|  |  |  |
| --- | --- | --- |
|  | St Kizito | St Matia Mulumba |
| Income | UGX 607m | UGX 184m |
| Expenditure | UGX 557m | UGX 179m |
| Surplus | UGX 50m | UGX 5m |
|  |  |  |
| Salaries | 53% | 45% |
| Food | 24% | 24% |

Research of other child sponsorship charities has shown that £240 per year is broadly comparable

with the rates they advertise.

On this basis no increase is planned in our annual sponsorship rate.

There is strong financial management and accountability within EVC Uganda and annual audited accounts are placed on the website.

The following table sets out the actions to be taken to ensure good financial management and the responsibilities for taking them forward within this plan.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Action | Who Responsible | 2020 | 2021 | 2022 |
| Prepare yearly budgets and targets. | Chair/Vice Chair/  Treasurer | Annually | Annually | Annually |
| Report to Board on  progress against  budgets and spend. | Treasurer | 4 per annum | 4 per annum | 4 per annum |
| Produce general  financial management  reports to the Board. | Treasurer | 4 per annum | 4 per annum | 4 per annum |
| Communicate financial summary information to sponsors and general public | Treasurer: via website,  the EVC Newsletter and  at donor events. | At least annually &  usually more often. | At least annually &  usually more often. | At least annually &  usually more often. |
| Organise audited UK and Ugandan based accounts. | Treasurer and Ugandan based Project Director /  Finance & Administration Manager. | Annually | Annually | Annually |
| Review cash flow and expenditure in detail and implement any necessary action. Also make recommendations to the EVC Board. | Treasurer / Finance & Management  Committee. | 4 per annum | 4 per annum | 4 per annum |
| Chair finance and management  sub-committee | Treasurer | 4 per annum | 4 per annum | 4 per annum |

# Projects

***Description of projects currently underway***

We are currently managing two capital Projects in Uganda:

Project 1, A boys dormitory for St Matia Mulumba Primary School in a village in the Masaka area.

Work started on 27 April 2020 and rapid progress has been made from levelling the site, setting out, foundations, walls and

roof. With the building weatherproof, we are engaged on the finishing touches including doors, windows, plastering, electrical installation and painting. The dormitory will have a surrounding privacy wall, toilets and shower cubicles. A 10,000 litre tank will be installed to collect rainwater. EVC Uganda has provided additional funds for 60 bunk beds.

An organization called Wilmslow Wells has recently agreed to fund the toilets / latrines and has asked us to put in a bid for funding the water harvesting also at the school. The Project is due for completion in November 2020 and should be ready for the boys returning when the schools re open after lock down early next year. The Project has been inspected throughout for quality by the Masaka RC Diocese building inspector and is currently within budget.

Project 2, A set of 5 classrooms for St Matia Mulumba Primary School.

Work has begun on levelling the site for the classroom block. This is a 6 months project due for completion in early 2021.

It will provide 5 classrooms for this school for subjects such as general education, a library, IT suite and 2 classrooms

for training in vocational skills such as tailoring and woodwork.

***Future projects and priorities***

Over the coming years we will need to implement a number of projects to facilitate the efficient running of the 2 schools EVC supports and the promotion of learning and achievement. Due to the COVID pandemic our fundraising has been greatly affected and our ability to undertake projects greatly restricted.

Projects that we can reasonably forecast to undertake in the next 3 years are as follows:

1. The promotion of teaching and learning especially for St Matia Mulumba Primary School. For example providing teaching materials, books, teacher training and CPD ( continuous professional development ).
2. The identification of sponsored children with special educational needs or disabilities and the development of additional educational programmes to help them improve learning and achievement.
3. Small scale projects such as:

* Improved all round water supplies
* Additional toilet facilities
* Health education and especially hand washing
* Enhanced security facilities and perimeter fences
* Satellite internet for UK/Uganda efficient communications ( This could also be shared with St Matia Mulumba School IT lab and network )

***Business case for each new project***

When funds permit, each new project will be assessed against an estimate of what improvements will be made in educational outcomes and what improvements will be made to childrens` lives in the short and long term.

We will also take into account the demand for school places, capacity of the schools and what projects can do to reduce

class sizes.

Additional new projects may be put forward by the EVC UK Board and the EVC Ugandan based Committee. Analysis and

approval will be carried out by the EVC UK Projects Committee and the UK Board of Trustees.

***Project management***

The following will be implemented throughout projects:

* Pre plans including description, aims and objectives, projected outcomes, estimated costs and timescales
* Invitations to tender to achieve best prices
* Financial control and tracking throughout the projects.
* Reports on progress
* Quality inspections and reports by the Masaka Diocese building inspectors.
* Information and records for general advertising, communications to donors and applications for future projects.

# Policies and procedures, risk register and regulatory compliance

EVC policies and procedures cover Equality and Diversity, Safeguarding/Child Protection, Health and Safety,

Privacy, Code of Ethics, Fundraising and Trustee Code of conduct. In addition we have a Risk Register and

ensure full regulatory compliance of the Charity`s work.

# Analysis of EVC skills, knowledge and people

Our current post holders are:

* Chairman Ted Fawcett, Trustee, *Governance and Management*
* Project Director Fr Boniface Kaayabula, Trustee, Ugandan based. *Education*
* Vice Chairman Gordon Lland, Trustee, *Project Management.*
* Chairman of EVC Ugandan Based Committee New Chairman sought due to the passing of the previous one.
* Secretary and Sponsorships Judi Fawcett, Trustee, Responsible for Child Sponsorship. *Education*
* Treasurer Neil Yeomans, Trustee, *Finance / education / Safeguarding*
* Marketing and Fundraising Gordon Lland ( Trustee )
* Child Protection Neil Yeoman’s,Trustee ,; Gonzaga Naluyange, Uganda based. *Admin*
* Equality and Diversity Ted Fawcett, Trustee,
* Media Gordon Lland, Trustee,
* Donor Care & Development Andy Hunt, Trustee
* Business Development Maeve Mcgill, Trustee
* Website team Ramon Monserrate,Trustee, also expertise in website development.
* Social media Ramon Monserrate, Trustee,
* Gift Aid Mia Fox
* Finance & Admin Manager Gonzaga Naluyange , Ugandan based
* Assistant Finance & Admin Manager Margaret Nakidde, Ugandan based. *Also counselling skills.*
* Head Teacher, St Matia Mulumba School Judith Nakalema, Ugandan based / *Education.*
* Head Teacher, St Kizito School Josephine Naggavi, Ugandan based / *Education*
* Website maintenance and development Reborn Media
* Professional design & production Maria Madlova
* General volunteering tasks Rebecca Lland

We are currently seeking expertise within the following areas:

* Marketing and media expertise including social media.
* Volunteer Fundraising Manager
* Volunteers for a variety of admin and routine of tasks.
* At Trustee level: skills in law, fundraising, overseas development, health care and long term project sustainability.

# Visiting the project

UK Trustees aim to visit the Project annually to *monitor* the work including *financial oversight*.

Their remit has included:

* looking at school fees, administration, expenses, project management, finances, health and safety and

child protection (safeguarding), educational needs,

* Audit of who is currently in school and out of school
* Details of sponsored children, liaison regarding these, communication to UK sponsors such as letters and school reports.
* Assessing overall needs of the schools.
* Overview and reports on projects, design, quotations for work, awarding contracts, staged release of money, progress reports and sign off, snagging and completion of works.
* Meetings with those who carry responsibility for the works, ie. school staff, headteachers, Ugandan based EVC committee, Ugandan based Administration and Finance Manager and Assistant and Ugandan based Project Director to address outcomes

# Equality and Diversity

EVC positively encourages people from all ethnic backgrounds and with disabilities to actively contribute as Trustees and

volunteers. We also see trying to provide education for children with special needs as very important for EVC.

# Training

All EVC Trustees / volunteers are positively encouraged to seek appropriate cost effective training where needed. All training provided is reviewed for its operational effectiveness. EVC gives high priority to, and values, appropriate training in order to maximise the effectiveness of all volunteers and Trustees.

It should be noted that, during 2019, the EVC Ugandan based committee working under a Certificate of Operation employed Gonzaga as the Finance and Administration Manager and Margaret as her Assistant. (They are not employed by EVC in the UK, but they are paid for by a donation from EVC UK. Training is also being provided for these new Ugandan appointees.

# Achievements

Since the Charity was formed in August 2014 the following has been successfully achieved:

* Over 270 poor children placed into education.
* Over 220 sponsors recruited supporting these children in education.
* Girls` dormitory and boys dormitory completed and a water bore hole for clean water in one of EVC`s schools.
* Latrines have been placed within the girls` dormitory and the boys dormitory within this school for the first time.
* Completed an extra classroom at one of EVC`s schools.
* Well over £100K raised in child sponsored education and to fund related Projects.
* EVC has a very sound financial base with admin costs constantly around 10% to date.
* Over 100 individual solar lights provided so children can do their homework at night and to provide families with light at night.
* A Finance & Administration Manager and Assistant recruited and based in Uganda organising EVC work there.
* Trustees aim to visit the Project annually for governance purposes & report back to donors on these visits.
* Annually two letters from sponsored children have been sent to their donors with their school report with an up to date picture.
* Annually two Newsletters have gone to child sponsors and donors providing up to date information on the progress of the Project.
* EVC Board has provided the EVC school teachers with a special reporting template to provide key educational data to donors.
* Fire prevention equipment has been installed in the two EVC schools and regular fire drills undertaken
* A highly professional EVC website has been produced and managed by skilled website volunteers.
* Wide range of high quality literature has been produced and used successfully for marketing and promotional work.
* A highly successful church appeals programme has raised the majority of the funds and produced the majority of child sponsors.
* Produced three very successful and professional EVC concerts raising awareness, funds and gaining new child sponsors.
* EVC has succeeded in maximising the sums available through Gift Aid.
* Produced a wide range of key EVC Policies and Procedures including Safeguarding / Child Protection & Risk Register.
* EVC operates a strong equal opportunities policy.
* The Board of Trustees has a wide range of relevant skills and experience, although more expertise is required.
* We are currently working in partnership with a number of organisations in order to further our aims.
* New Child Profile Form produced.

# Key opportunities for the future

* Further development of the highly successful Church Appeals Programme.
* Development of our Donor Care Programme including Major Gifts aquisition
* Targeting charitable trusts, business partnerships , wills / legacies and social media as new areas for income generation.
* Seeking funding to take on further capital projects during 2021 and beyond.
* Recruiting new Trustees and volunteers with the diverse range of skills we require.
* Continue to develop partnerships with relevant and appropriate organisations.

# Key challenges for the future

* Ensuring the finances continue to be managed on a very sound basis both within the UK and Uganda.
* Gaining the additional resources we need to continue to take the charity forward successfully.
* Succeeding in diversification of our income base.
* Overcoming challenges resulting from the corona virus pandemic.
* Continue to provide a high quality of personal service to our donors.
* Ensuring our admin costs are kept to 10% or lower of our expenditure.

This is an annual rolling business plan which means that every 12 months the Plan is comprehensively reviewed and updated.