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EVC Uganda 3 Year Business Plan 2019 to 2021

Version 1

Signed 
Ted Fawcett, Chairman

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1.0 Background to the Work of EVC Uganda

The Charity works in one of the poorest parts of the world in southern Uganda, in the area of Masaka. There is a great deal of suffering here where people struggle against HIV, malaria, cholera, typhoid, grinding poverty, no running water or electricity and the debilitating impact of witchcraft on communities. There has also been a major influx of refugees from the genocide in Rwanda some years ago. Life expectancy is around 40 years and most people try to seek out a living on the land where they live on around a dollar a week. Two 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.

There are government schools but you have to pay to send your children there and the families where we work struggle to find the money to send their children to school at all, so vast numbers of children simply receive no education. Health services as we know them in the UK do not exist here, rather health centres where health workers provide very basic health care, no more. 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. The fine red dust can be very debilitating too as it gets into your eyes, nose and ears and can cause respiratory problems. Most people live in huts made of mud brick and straw which are dangerous and can fall down at any moment. Darkness, known locally as the “great evil”, falls around 7pm and here is total pitch blackness, there is no residual light from nearby towns.

Some children live at home with their parents but many live with usually an elderly female relative or a lady who has taken them in and cares for them, typically looking after around 8 orphaned children. Other children are abandoned and roam the countryside or make their way to Masaka as street children, where they are exploited.

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.

There is a large market in the centre of Masaka town which is popular and provides comparatively inexpensive food to those fortunate to be able to afford it. There is also a mixture of small businesses and branches of larger companies, again providing a range of goods and services to those who can afford them. There is a business school and a university in Masaka.

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. The two main organisations offering funding for private primary and secondary education in this area are EVC and organisations 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 children's life chances are very slim. EVC runs a child sponsorship programme and has funded projects to provide a girls' dormitory and a water bore hole for clean water in one of the EVC schools. We also provide solar lighting so children can undertake home work in the evening. Other important projects are also being planned.

We currently have over 230 children sponsored in education with some 300 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 with 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.

1.1 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 two sub committees of the Board, The Marketing and Fundraising Committee and The Finance and Management Committee. There is also an EVC Ugandan based committee that oversees the work on the ground.

1.2 Why People Support EVC

Child sponsorship is £240 annually or £20 monthly by standing order. This amounts to 67p a day. This provides a sponsored child with food, clothing, school materials and an education.

All money donated for child sponsorship, bursaries or specific projects goes directly to there. No money is taken out for administration; this is found from elsewhere.

Annually child sponsors receive three letters from their sponsored child, a school report on their child`s progress, and two Newsletters outlining what the Charity is currently undertaking.

Trustees visit the project each year, at their own expense, to monitor the effectiveness of the work undertaken. This includes financial oversight. The outcomes of such visits are reported to donors.

EVC is run and managed entirely by volunteers; there are no paid staff or office costs.

2.0 Sponsorship and Project Costs

2.1 Sponsorships

Targets for the number of new child sponsors were exceeded in the previous two years

We aim to obtain 40 new child sponsorships for 2019, 44 in 2020 and 48 in 2021 (approx 9 % increase annually).

Built into the figures is an annual attrition rate of 2% based upon the last 4 years.

2.2 Projects

There is a great need for funding in many areas in the schools in Uganda.

As EVC funds are limited, a shortlist of priorities has been drawn up with the help of our Ugandan trustees.

Prioritised projects are listed and costed below.

It is noted that one project, the building of the classroom block at St Kizito school, has been costed at approximately £80,000. As EVC funds are limited we will plan for and make a donation of funds of £55,000 towards this particular project.

2.3 Table of Costs

To carry out our sponsorship and project work in Uganda we estimate our costs in £ sterling.

	2019 targets	2019 actual	2020 targets	2020 actual	2021 targets	2021 actual
Sponsorships	60240		70800		82,320	
2 sponsorships from unrestricted funds	480		480		480	
Project costs	2019 forecast	2019 actual	2020 forecast	2020 actual	2021 forecast	2021 actual
St Mattia Malumba						
Girls' dormitory finishing off	200					
Girls' dormitory latrines finishing off	500					
Security cameras			2000			
Boys' dormitory			15000		10000	
Classroom finishing off	200					
Workshop, IT lab, library & toilets	15000		10000			
Solar powered hydraulic pump finishing off	1000					
Pump maintenance	500		500		500	
Small solar lamps (50 off)						
Classroom solar panel (2 off)						
TV	300					
Library books	100		100		100	
Dining hall and kitchen					20000	

Total St Mattia Malumba projects	17800		27600		30600	
St Kizito						
Classroom block (1 block of 4 classrooms)	15000		20000		20000	
Projector	300					
Library books	100		100		100	
Total St Kizito projects	15200		20100		20100	
General support in Uganda						
Admin wages	3000		3500		4000	
Training	100		150		200	
Uganda admin and emergencies	600		800		1000	
Total for general support in Uganda	3700		4450		5200	
EVC UK running costs	7000		7000		7000	
Total money required	104620		130430		145700	

3.0 Methods of Raising Funds

To meet the costs of our proposed work in Uganda (sponsorships and projects) we plan to raise money in the following ways:

Target Group	Aim	Plan/activities	2019 funding targets	2019 achievements	2020 funding targets	2020 achievements	2021 funding achievements	2021 achievements
Existing child sponsors	Renew sponsorships	Sponsor care, newsletters, emails, etc.	£50,640 (211 children sponsored)		£60,240 (251 children sponsored)		£70,800 (295 children sponsored)	
Church communities	Gain new sponsors per year	Talks	£9,600 (40 new sponsors)		£10,560 (44 new sponsors)		£11,520 (48 new sponsors)	
Church communities	Donations	Collect money at church talks	£20,000		£22,000		£24,200	
General public	One off donations	Personal contacts. 10% increase annually	£500		£550		£605	
Gift Aid	Max Gov pot available	From church collections	£2,000		£2,000		£2,000	
Gift Aid	Max Gov pot available	From sponsors	£7,500 (125 gift aiding sponsors)		£8,500 (145 gift aiding sponsors)		£9,900 (165 gift aiding sponsors)	
General Fundraising	Donations	Website giving	£500		£550		£610	
General fundraising	Donations	Concert or 1 other major event per year	£2,000		£2,000		£2,000	

General fundraising	Donations	Carol singing	£300		£330		£363	
General fundraising	Donations	Supermarket packing	£300		£330		£363	
General fundraising	Donations	Media articles	£300		£330		£363	
General fundraising	Donations	Legacies	0		£200		£220	
General fundraising	Donations	Other events, fairs, runs, socials	£1,000		£1,000		£1,000	
Schools	Donations	Talks	£500 (1 school)		£1,000 (2 schools)		£1,500 (3 schools)	
Benevolent Trusts	Donations	Contact, phone, meeting, bid	£8,000		£17,000		£18,000	
Major donors	Donations	Meetings, letters	£1,000 (2 major donors)		£1,500 (3 major donors)		£2,000 (4 major donors)	
Newcastle University	Donations	Events	£100		£110		£110	
Businesses	Donations	Phone, meetings	£500 (1 business)		£1,000 (2 businesses)		£2,000 (4 businesses)	
Funds raised in Uganda	Donations	Donor days, parent contributions	£1,000		£2,000		£3,000	
Total EVC fundraising targets			£104,740		£131,200		£150,554	

4.0 Business Plan Financial Summary

This section compares money we require for our proposed work in Uganda (sponsorships and projects) against forecast of money we plan to collect.

	2019	2020	2021
Money we require	£104,620	£130,430	£145,700
Money we plan to collect	£104,740	£131,200	£150,554

An analysis of the tables show that to meet our fundraising targets we will need to increase our fundraising in 3 major areas:

- Applications to Charitable Trusts
- Major Donors
- Local businesses and companies with links to Uganda

To address this we have set up a Major Funding Team who will progress each of the 3 major areas and will meet and report progress on a 2 monthly basis.

Appendix C shows that we require approximately £7K each year for UK running costs. In practice we will set aside £10K to cover these activities.

We will review progress against this business plan on a 12 monthly basis and present the updated plan to the EVC Board.

Appendix A: Activities to Meet our Targets

To achieve our targets we will carry out work and measure performance in 6 key areas:

- Marketing and Fundraising
- The Major Fundraising Team
- Sponsorship Development
- Governance
- Finance
- Charity management, administration and training

A.1 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, Karen Moubarak, Nemia Corpuz, Jenny Hall and Ted Fawcett.

The centre of operation is Bedford, UK.

The aim of the sub-committee is to increase the number of sponsored children and raise donations for our projects.

To achieve the goals and targets listed, the sub-committee discusses and organises marketing (how to publicise the charity) and fundraising (methods shown below)

Marketing activities include:

- Development of a website and social media platform
- Posters and displays in churches
- Church appeals
- Articles in the general press, radio and television
- Newsletters
- Talks to churches, schools and other organisations
- Attendance at village fetes
- Attendance at charity exhibitions

- Partnership working with other like-minded organisations
- Developing a range of appropriate literature and marketing resources
- Recruiting new volunteers including Trustees
- Donor development

Fundraising activities include:

- National programme of church appeals
- Partnerships and contacts with Schools and Universities
- Appeals to the general public both local and further afield via the internet and social media
- Promotions in local and national media
- Sponsorship of runners in half and full marathons
- Organising social events
- Working with local businesses.
- Distribution of marketing materials
- Supermarket fundraising
- Website donations
- Carol singing

Current areas of responsibility within Marketing and Fundraising are:

Post	Person	Resources Shortfall
• Media and articles	Ted Fawcett / Gordon Lland (Trustees)	Volunteer with relevant skills.
• Talks	Ted Fawcett / Judi Fawcett (Trustees)	None
• Website development	Karen Moubarak / Nemia Corpuz (Website Team)	None
• Online giving	Ramon Monserrate (Trustee)	None
• Fundraising management	Vacant	Volunteer with relevant skills.

Marketing Materials

We have made significant progress to date in designing and producing marketing materials. On an ongoing basis we will need the following major items over the next 3 years:

- Website development and maintenance
- EVC folders with brochures and forms (hard copy and downloadable)
- Newsletters
- Permanent posters
- Trustee and volunteer EVC Business Cards

- A5 leaflets
- Information flyers, eg. solar lamps
- Within the next 3 years replacement EVC banners

Marketing and Fundraising achievements will be measured 6 monthly against financial targets.

A2 The Major Funding Team

We have identified 3 key areas to develop to significantly increase our fundraising revenues. To this end we set up a Major Fundraising Team that meets to report progress every 2 months.

Responsibilities are as follows:

- **Major Donors - Ted Fawcett (Trustee)**
- **Applications to Charitable Trusts - Gordon Lland and Andy Hunt (Trustees)**
- **Support from major UK and international companies including UK companies based in Uganda - Neil Yeomans (Treasurer)**

A.3 Sponsorship Development

Our target for Marketing and Fundraising is to bring in sufficient funds and to 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. We aim to increase these numbers annually by around 9% going forward.

Action	Who Responsible	2019 Child Sponsorship Target	2020 Child Sponsorship Target	2021 Child Sponsorship Target
Set strategy for gaining sponsors	Marketing and Fundraising committee	40 new sponsors	44new sponsors	48 new sponsors
Produce accurate database of sponsors and sponsored children	Secretary	Formal yearly review	Formal yearly review	Formal yearly review
Keep database of children on waiting list	Secretary	Formal yearly review	Formal yearly review	Formal yearly review
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	3 deliveries per annum	3 deliveries per annum	3 deliveries per annum

Individual children's school reports to sponsors	Secretary & Ugandan based Administration and Finance Manager	1 per annum	1 per annum	1 per annum
Report on school performance to sponsors	Secretary & Ugandan based Administration and Finance Manager	Commencing 2020	1 per annum	1 per annum
Event to say thanks and outline achievements	The EVC Board	1 per annum	1 per annum	1 per annum
Review Child Sponsorship Programme, processes and performance	Board nominee	1 per annum	1 per annum	1 per annum
Sort out queries from sponsors	Secretary	Yearly review	Yearly review	Yearly review
Sort out problems with children	Secretary and Ugandan based Finance & Administration Manager	Formal yearly review	Formal yearly review	Formal yearly review

A.4 Governance

It is vitally important that there is strict governance of all EVC Uganda activities and that this is communicated regularly to our sponsors, donors, Trustees and the Charity Commission. We will do this by:

Action	Who Responsible	2019	2020	2021
Management review	Chair/Vice Chair and Independent Consultant	1 review	1 review	1 review
Recommendations are actioned	EVC Board of Trustees	1 review	1 review	1 review
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	Chair/Treasurer	1 per annum	1 per annum	1 per annum
Trustees annual Governance visit to Uganda and report to Board and Sponsors	Trustees designated by the Board.	Confirm that Governance visit completed.	Confirm that Governance visit completed	Confirm that Governance visit completed.

A.5 Finance

It is vitally important that there is strict financial management within EVC Uganda and that reports are regularly submitted to our sponsors, donors, Trustees and the Charity Commission. We will do this by:

Action	Who Responsible	2019	2020	2021
Prepare yearly budgets and targets	Chair/Vice Chair/Treasurer	1 per annum	1 per annum	1 per annum
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 / website development team / through EVC Newsletter.	Annually	Annually	Annually

Organise audited UK and Ugandan based accounts	Treasurer and Ugandan based Project Director / Finance & Administration Manager	1 per annum	1 per annum	1 per annum
Review cash flow and expenditure in detail and implement any necessary action.	Treasurer	Monthly	Monthly	Monthly
Chair finance and management sub-committee	Treasurer	4 per annum	4 per annum	4 per annum

A.6 Charity Management, Administration and Training

Running the Charity efficiently and looking after our volunteers is vital and we will do this by:

Action	Who Responsible	2019	2020	2021
Training	Chairman	<p>Training organised for Trustee responsible for Safeguarding.</p> <p>Training to be organised for Finance & Administration Manager & Assistant in Safeguarding, Management & Counselling. (Ugandan based posts)</p> <p>Any other training required by volunteers / Trustees.</p>	Review training needs of EVC.	Review training needs of EVC.

Review effectiveness of training	Chairman	1 review per annum	1 review per annum	1 review per annum
Review and update administration systems	Secretary	1 review per annum	1 review per annum	1 review per annum

Appendix B: Analysis of our Skills, Knowledge and People

Our current post holders are:

- Chairman Ted Fawcett (Trustee)
- Project Director Fr Boniface Kaayabula (Trustee) Ugandan based.
- Vice Chairman Gordon Lland (Trustee)
- Chairman of EVC Ugandan Based Committee Joseph Ssekibaala (Trustee)
- Secretary and Sponsorships Judi Fawcett (Trustee)
- Treasurer Neil Yeomans (Treasurer / Trustee)
- Marketing and Fundraising Gordon Lland (Trustee)
- Child Protection Jenny Hall (Trustee) UK, Gonzaga Naluyange Ugandan staff member
- Equality and Diversity Jenny Hall (Trustee)
- Media Gordon Lland (Trustee)
- Website team Ramon Monserrate (Trustee), Karen Moubarak, Nemia Corpuz volunteers
- Social media Ramon Monserrate (Trustee), Karen Moubarak, Nemia Corpuz volunteers
- Gift Aid Mia Fox (Gift Aid Secretary)
- Ugandan Finance & Admin Manager Gonzaga Naluyange Ugandan based

- | | |
|---|---------------------------------|
| • Head Teacher, St Matia Mulumba School | Judith Nakalema Ugandan based |
| • Head Teacher, St Kizito School | Josephine Naggavi Ugandan based |
| • 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. Someone experienced in this area to advise the sub-committee.
- Volunteer Fundraising Manager
- Volunteers for a variety of admin and routine of tasks.
- At Trustee level: skills in law, fundraising, overseas development and health care.

Annually UK Trustees visit the Project 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 committee, Ugandan based Administration and Finance Manager and Assistant and Ugandan based Project director to address operational concerns.

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 disabilities 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.) Training will also be provided for these new Ugandan appointees.

Appendix C: Achievements

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

Over 230 poor children placed into education.

155 sponsors recruited supporting children in education.

Girls` Dormitory completed and a water bore hole for clean water in 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 5% 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 based in Uganda organises EVC work there paid for by the Ugandan operation.

Annually Trustees have visited the Project undertaking Governance monitoring and reporting back to the EVC Board and donors.

Annually two letters from sponsored children have been sent to their donors with their school report and 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 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 new sponsors

Produced three highly successful and professional EVC concerts raising awareness, funds and gaining new child sponsors.

EVC has succeeded in maximising the sums available through Gift Aid.

Production of a wide range of key EVC Policies including Safeguarding and Child Protection.

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.

Put in place latrines for the girls` dormitory

Shortly to have completed an extra classroom at one of EVC`s schools.

New child Profile Form.

Key opportunities for the future

Growth in all the major fundraising areas by around 10% increase in income.

Development of a donor programme, charitable trusts and business partnerships as new areas for income generation.

Realising our aim of funding much needed capital projects.

Key challenges for the future

Ensuring the finances continue to be 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.

Diversification of our income base.

Continue to provide a high quality of personal service to our donors.

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

Appendix D: Estimate of EVC yearly UK running costs

We estimate approximately £7,000 will be required for 2019 broken down as follows:

Routine day to day expenditure estimates:

Phone line (Vonage)	165
Stationery	1000
PLI insurance and volunteer cover	376
Bank charges (including Ugandan based account)	400
Design costs for promotional material	0
Marketing materials (literature, info packs, newsletters)	1500
Website and social media	500
Annual audited accounts	500
Training	800
DBS applications	0
Total day to day expenditure estimates	5241

Fundraising and special events expenditure estimates

Hotel stays	500
Mileage at 14p per mile	350
Meals	350
Hire of halls or meeting rooms	200
Catering	100
Total fundraising expenditure estimates	1500

Expenditure estimates on fixed assets for ongoing charity usage		
Video camera	0	(500 estimate)
Projector and screen	0	(600 estimate)
Wind chaser banner	0	(200 estimate)
1 printer scanner and photocopier	0	(300 estimate)
Total expenditure on fixed assets	0	
Total estimated EVC UK running costs	£6,741	