**EVC Uganda 5 Year Business Plan 2024 / 2028**

**Mission Statement**

EVC aims to provide poor children with real hope for the future through education, all

within a strong Christian ethos.

**Background to EVC Uganda**

EVC was formed in 2014 by a group of people in Bedford, to provide a future through

education for some of the poorest children in the world. The charity works in the Diocese of Masaka, a city 100 miles south west of the capital Kampala. This area is known as the area of the Equator people.

Out in the countryside there is a great deal of suffering, with people struggling against AIDS, malaria, cholera, typhoid, grinding poverty and malnutrition, with many children facing hunger on a regular basis. Homes have no running water or electricity and thousands of poor children have no access to the life saving opportunity of education. Health services as we know them, simply do not exist and, what there are, are very basic.

Many people live in huts, no bigger than a garden shed and made from mud and straw. They are often poorly built and unsafe and could fall down at any moment. Darkness, known as the “ great evil” falls around 7pm and out in the countryside it’s then hard to see your hand in front of your face. Families living in these circumstances have lived in this way for many generations.

Some children live at home with their parents, but many live with an elderly female relative or a lady who has taken them in, as parents have died or moved away to look for work. These elderly women can often be looking after between 2 and 10 children in the tiny huts described. Other abandoned children roam the countryside or make their way to Masaka as street children, and are then exploited. EVC`s work in providing an education for these children is quite simply a life saver for them.

Those children with the greatest needs are the ones to whom sponsorship is offered. All funds given specifically for child sponsorship or towards projects, are sent directly to Uganda for the specific purpose. Admin costs are raised in other ways and the charity in the UK, is managed & run entirely by volunteers.

**Achievements**

* 451 poor children placed into education/ 373 donors sponsoring the children in education.
* Boys` Dormitory & a Girls` Dormitory built in one of EVC`s primary schools.
* Water bore hole & water harvesting tanks installed for clean water for the children there.
* 5 Classroom Block with vocational training built and equipped with a fully stocked library/ IT suite with computers and the equipment needed for teaching vocational skills - at primary level, carpentry and tailoring.
* Paving of the SMM school site, plus 2 new toilet blocks and work finished on school gates.
* EVC has a very sound financial base with admin costs around 9% of expenditure.
* A highly effective EVC Staff Team in Uganda delivering a high quality service.
* A Finance Officer to join the Team on 1 April.
* Trustee monitoring visits to the Project ensuring work continues to be of a high standard.
* Annually 3 letters from sponsored children sent to child sponsors as well as a school report.
* Two Newsletters sent annually to child sponsors, providing up to date information on our work.
* Fire prevention equipment installed in the EVC schools with regular fire drills implemented.
* Safeguarding / Child Protection Policy in place & updated annually.
* Highly professional website in operation with skilled IT people to manage & maintain this.
* Wide range of high quality literature used successfully for marketing & promotional work.
* Very successful & professional EVC concerts raising awareness, funding & new child sponsors
* Highly successful Church Appeals Programme raising majority of funds & child sponsorships.
* Wide range of EVC Policies covering all areas of EVC work.
* EVC Trustees and volunteers with a wide range of expertise.
* Working in partnership with other ethical organisations in order to further our work.
* The charity held in very high regard for our trustworthiness & integrity by Christian churches.
* High quality support to child sponsors / donors.

**5 Year Vision Statement**

Donate towards the salaries of the current 4 Ugandan personnel for admin finance & projects.

Recruit a driver & watchman for the new offices and accommodation block when built.

Continue to obtain UK child sponsors & donors. There should be no upper limit.

Maintain loose links with St Kizito primary school, Not a top priority.

Complete the St Matia Mulumba Primary School campus for the current number of children.

Help St Matia Mulumba to be operationally financially sustainable.

Identify a number of high quality secondary schools that EVC can send children to.

Use this secondary school rather than “ farm out “ our children to other secondary schools.

Establish a firm base in Uganda with our own offices and accommodation.

Have a dependable and fit for purpose vehicle for staff use.

An efficient UK Board & large group of volunteers with the skills EVC needs to develop our work.

A Plan to effect the best use of our volunteers.

Recruit skilled volunteers on a regional level to undertake speaking engagements.

A long term succession plan is needed for key roles in the Charity.

Quarterly Management Review Meetings.

Establish an efficient Ugandan based Committee.

Increase the number of well established income streams.

Put in place an effective Marketing Plan outlining why people should donate specifically to EVC.

A Donor Care and Legacy Programme in place commencing on 1 January 2026.

**Executive Summary**

We are a Christian charity providing some of the poorest children in the world with a future through

education. We have placed over 451 children into primary & secondary education sponsored by 373 child sponsors. In one of the main schools we support we have built separate boys` & girls` dormitories, classrooms, a fully stocked Library & IT suite with computers, facilities for vocational training & clean water facilities. By early 2025 we will have completed a much needed & fully equipped Nursery at that school.

Key opportunities for the future are developing our existing income streams & taking on new funding

opportunities, recruiting more highly motivated volunteers with relevant skills, and seeking to place

more poor children into the life saving opportunity of education.

The key performance indicators for success continue to be effective financial management,

successful fundraising, highly skilled & motivated volunteers, good educational outcomes for the

children we support, a highly effective staff team, sound risk management & succession planning.

People support our work as we have a strong christian base, every confidence that the funds they

donate will go directly to support the children we serve, the fact that we have an excellent record of

delivering high quality projects & the high level of support we provide to our donors.

The main challenges we face are the steep rise in the cost of education in Uganda, the need to

identify individuals skilled to replace key people in the future, access to skilled volunteers, establishing diverse income streams, maintaining effective donor care as EVC grows larger, an effective marketing strategy, effective risk management and providing the staff in Uganda with the right support to enable them to deliver our services on the ground.

The Charity has a very impressive record to date of meeting the educational needs of poor children at the Project & has a very bright future ahead.

**The management tool of “SMART OBJECTIVES has been used in this BP.**

**Every action is:**

**SPECIFIC - MEASURABLE - ACHIEVABLE - REALISTIC - TIMEBOUND**

**Action Who Responsible Timeline**

**Child Sponsorship / Education**

40 new child sponsorships. GL/ PL/ JF / TF Annually

St MM Centre of Educational HT/Staff/ Governors By End of 5 Year Plan

Excellence

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Identify high quality secondary JF/TF/GL/ HoO`s By End of 5 Year Plan

schools for EVC to use.

Identify 3/4 secondary schools as FM/FB/ H of O`s By 1 July

possibilities.

Admin & Management of JF/ HoO`s/J Daily

Child Sponsorship Prog

**Action Who Responsible Timeline**

Financial Management of CR/ HoO`s / JF Weekly

the Child Sponsorship Prog.

School Report with new child JF / HoO`s/ J Annually

photo for all child sponsors.

Letters to Sponsors from JF/HoO`s/J Easter/Summer/Xmas

Children they sponsor.

Dealing with queries from CS`s JF/ HoO`s/J Daily or as needed

& maintaining high quality service

to them.

Child Sponsorship

Child Sponsorship can be taken out by Individuals; Groups of Friends; Churches; Prayer Groups, Companies & Schools.

Educational excellence also includes success in sport, choirs, dancing, drama, other

cultural activities & vocational training.

**Action Who Responsible Timeline**

**Projects**

Complete all outstanding GL/PM/HoO`s By end of 5 Yr BP

work at SMM Primary School.

Complete new SMM Nursery Bdg GL/PM/ HoO`s 4`25

Staff Offices / Accommodation. GL/PM/HoO`s By end of 5 Yr BP

block built.

Obtain funding for staff vehicle GL/ TF 12`28

**St MM 5 year Business Plan**

SMM 5 Year BP HT/Staff/ Governors /HoO`s 3`24

School to be financially self HT /Staff/ Governors By end of 5 Yr BP

sustaining.

**Action Who Responsible Timeline**

**Fundraising**

Annual 30 Church Appeals JF/TF/PL/GL Annually ( January )

Programme with (AIT).

New Child Sponsorships JF/TF/PL/GL Annually ( January )

40 Annually.

Charitable Trusts ( AIT) GL Annually ( January )

Gift Aid (AIT) CR Annually ( January )

Gift Aid Secretary in place (AIT) CR 3`25

Marathons / Sponsored Events. GL/TF Annually ( January )

(AIT)

Separate Major Donor and Legacy TF/GL/ CR 1`26

Programme in place.

Plan to gain Income from local TF/GL/CR 4`25

businesses in place. AIT)

**Action Who Responsible Timeline**

Income from EVC website GL/EM/DM 1`25

(AIT) for each year.

Detailed Plan to develop other GL/TF/ JF/ HoO`s/PM/EM/DM 6`25

income streams here & in Uganda

Major Donor Programme in place TF 1`26

**w**ith (AIT).

Targeted short fundraising campaigns TF/GL/DM/EM 1`25 ( 3 & 6 monthly)

Merchandise items on website that GL/JF/ TF Period of 5 Year BP

children need that donors can buy.

Develop partnerships with SPICMA, SCORE, GL/TF Period of 5 Year BP

WILMSLOW WELLS for more funding.

Develop partnerships with businesses for GL/TF/CR Period of 5 Year BP

funding based on a sound business case.

**Action Who Responsible Timeline**

**Marketing**

Development of Ethical Social GL/DM During period of BP

Media outlets

Maintenance & Development of GL/DM Weekly

EVC website

Selective press articles / 2 annually TF June & October

Review/develop/update EVC GL/TF/JF/EM October annually

literature

Create Ugandan based GL/JF/TF/HoO`s/PM 10 `24

Fundraising & Marketing Ctte

Giving talks in churches, schools & PL/GL/JF/ TF During period of BP

other relevant organisations.

Review and Updating of Current JF/TF/GL/CR 7`25

Literature.

**Action Who responsible Timeline**

**Donor Care**

Much in this section already covered within “ Child Sponsorship / Education “.

Swiftly Meeting Donors` Needs JF/TF /HoO`s/J/GL Weekly

Explore viability of online / webinar TF/GL/DM/EM Throughout 2025

Gift Register Meeting Donors Needs GL/ JC 3`25

**EVC Uganda Based Staff Team**

Currently: Head of Operations/ TF/ JF/ GL HoO`s monthly

Project Mgr /Asst Finance & Full Staff Team Bi Annually

Admin Mgr. (Management support.)

Recruitment of Finance Officer HoO`s/Fr B/Fr M 4`25

Plan for new staff for EVC Staff HoO`s Period of 5 Yr BP

Team during time of BP.

**Action Who Responsible Timeline**

Recruitment of the Staff HoO`s / Fr B/Fr M Period of 5 Yr BP

Raise funds in Uganda with (AIT) GL/HoO`s/PM 2025 - 2028

**Governance**

Overall Responsibility for EVC Board of Trustees Annually

Management / Direction/ ( 4 Board Mtgs )

Policy.

Day to day management of EVC TF/GL/JF/HoO`s/CR Daily

Effective Plan to recruit more TF/GL 5`25

volunteers in UK

Recruit skilled volunteers TF/GL Period of 5 Yr BP

Update of all EVC Policies TF Annually in October

Create a Finance Policy/ Processes CR 7 `25

Senior Management Team Mtgs JF/TF/CR/HoO`s/GL 6 monthly

**Action Who responsible Timeline**

Management Support Mtgs to JF/TF Monthly

H o O`s.

EVC Staff Team Support Mtgs JF/GL/TF 6 Monthly

EVC Resource Plan in Place JF/TF/GL/CR/ H o O`s 7`25

Assess viability of paid staff in UK. JF/TF/GL/CR 7`25

Effective EVC Database GL/EM/JF/DM 7`25

Succession Plan for Board GL/JF/TF/CR 1`26

EVC submission to Charity TF July Annually

Commission with UK Audited Accts

Review Risk Register EVC Trustee Board Quarterly

Review of BP JF/TF/GLHoO`s/CR Annually first qtr

**Action Who Responsible Timeline**

**Income & Expenditure Plan**

To cover the 5 yrs of the BP. TF/GL /CR 5`24

Income / Expenditure for each

of the 5 years with (AIT).

BP Financial Summary TF/GL/CR Quarterly

Review

Regular Finance Reports to CR Every Board Mtg

EVC Board

Audited Accounts (UK) CR July Annually

Ugandan based Audited Accts HoO`s / CR July Annually

**Training**

All volunteers and Trustees are entitled to cost effective training that will help them better carry

out their EVC duties.

**Action Who Responsible Timeline**

**Safeguarding / Child Protection Policy**

Reviewed & updated EVC Trustee Board October Annually

**Main Challenges Ahead**

Raising income to meet the JF/TF/GL/PL/EM /DM Period of 5 Yr BP.

rising costs of Ugandan

Education & Projects.

Recruiting more highly competent TF/GL Period of 5 Yr BP

volunteers.

Establishment of Diverse Income TF/GL 12`25

Maintain High Personal TF/JF/HoO`s/J Period of 5 Yr BP

Service to Donors

SMM making major progress on HT/ Teachers/ Governors Period of 5 Yr BP

becoming self funding / self sufficient

**Activities to Meet Our Targets**

To achieve our remit we will carry out work & measure performance in these 8 key areas:

Governance ( EVC is managed by a Board of Trustees, UK & Ugandan based )

Financial Management

Fundraising & Marketing

Child Sponsorship Development

Charity Management administration & training.

Delivering on our BP and monitoring our performance

Donor Care Programme.

Ugandan based staff team deliver EVC`s services on the ground. ( These staff are

employed by the locally based Ugandan Committee, not EVC UK. )

**Main Opportunities for the Future**

Building upon EVC`s great success to date.

Providing ever more poor children with the life saving opportunity of education.

Developing and building upon current income streams.

Gaining new volunteers providing relevant extra skills & experience

**Notes**

The following abbreviations have been used:

TF for Ted Fawcett; JF for Judi Fawcett; PL for Philomena Land; GL for Gordon Lland;

H of O`s for Gonzaga; PM for Prossy, Project Manager; J for Janet, Assistant Finance & Admin Mgr; Fr B for Father Boniface; Fr M for Father Michael; HT for Head Teacher;

CR for Treasurer & AIT for annual income targets.

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