

# War on Want NI

## Business Plan

### 2020-21

	<b>War on Want NI</b>
<b>Subject</b>	Draft Business Plan 2020-21
<b>Report to</b>	Board of Trustees
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<b>Relevant Information</b>	This Business Plan covers the year 2020-21 and has been constructed to deliver on the first year of WOW NI Organisational Strategic Plan priority objectives.

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# Business Plan

## 2020-21

### 1. Summary

This Business Plan 2020-21 has been drafted to deliver Year 1, of the War on Want NI Organisational Strategic Plan 2021-2024. The strategic objectives proposed within this Business Plan have been carried through from the Operational Strategic Plan to ensure that the linkages between the documents are clear and that the Aims as laid out are followed through. This plan details the annual targets to contribute to delivery of the three-year target and the specific initiatives or activities that will be undertaken to achieve these.

While WOW NI will set out to deliver against all 9 Organisational Strategic Aims this Business Plan will focus on the priority Aims for 2021, their Objectives and KPIs.

The Business Plan has been developed against a background of Covid -19 and the direct impact and potential further impacts of the global pandemic. The projected financial downturn in 2021 is difficult to measure as it is not clear at this point the extent and severity of additional lockdowns and restrictions in Northern Ireland. Similarly this plan makes the assumption that our ongoing work in Teso will continue and experience only minor disruption as a result of the pandemic in 2021.

WoWNI has recognised the challenges facing smaller NGOs in terms of ensuring continued financial stability, particularly with a rapidly changing funding environment. To address this, WOWNI works to maintain a diverse and stable base of institutional and trust donors to maintain its restricted programme income, as well as a stream of unrestricted income through the retail operation of 9 shops and a new public fundraising programme started in 2018. The funding programme aims to build a sustainable funding base to ensure the organisation has all necessary resources, capacity and skills to be successful in delivering our Mission. Crucially we aim to build diversified income sources to reduce dependency and risk. Other supporting aims include Partnership Building, Increasing Public Awareness, Advocacy and Development Education, and Twinning Northern Ireland with the Teso region through establishing four foundation pillars – Partners in Education, Partners in Climate Change, Partners in Trade and Partners in Research and Innovation. The Northern Ireland and Teso Twinning Strategy is central to our 3 year organisational strategy and is crucial in the overall creation of a sustainable fundraising income stream base.

## 2. Background to Charitable Giving in Northern Ireland

The findings from previous Individual Giving Surveys are presented below alongside findings from the new Individual Giving Survey 2020. Results from the Individual Giving Survey 2019 are marked with an asterisk. The current Future Issues chapter of State of the Sector includes a section on the Cashless Giving Survey 2019, which surveys organisations rather than individuals.

### Giving in Northern Ireland

On average, £168.86 was donated to charity per person in Northern Ireland during the past 12 months.

### Patterns of Charitable Giving

The Individual Giving Survey 2020 showed that respondents aged between 16-24 years (53%) were the least likely to have donated to charity in the past 12 months.

### Intention to Donate to Charity

Almost half of respondents (40%) reported that they intend to donate money/gift to charity in the next 12 months.

### Methods of Giving

#### Cash Donations

Cash (68%) was the most frequent method of donating to charity.

#### Digital Donations

The Individual Giving Survey 2019 reported that 89% of donors used digital methods to donate to charity in the last 12 months. \*

#### Preferred Types of Digital Donations

The most preferred digital method used by respondents to donate to charity was Direct Debit (78%)

#### One-off Contactless Payment

Almost 1 in 6 (15%) respondents indicated that they would be likely to donate more money through one-off contactless payment.

#### Reasons for Digital Donations

Respondents (51%) indicated that they donated digitally because it was an easier method to use.

### **Reasons for Not Donating Digitally**

Almost half (41%) of those who did not donate using digital means cited that the main barrier was "concerns around security of their card"

### **Charitable Giving on a Rewards Basis (For example, donating loyalty points)**

Almost one fifth (16%) of respondents stated that they would be more likely to give to charity if it was on a rewards basis.

### **Legacy Giving**

The Individual Giving Survey 2020 showed that a small number of respondents (8%) had made a statement of intent to leave a gift to charity in their will.

### 3. Organisational Strategic Aims

- **Aim 1:** - Growing and diversifying our income through the development of a range of income generating initiatives
- **Aim 2:** - Delivering stronger partnerships and collaboration to successfully widen, deepen and diversify partnerships with WOW NI
- **Aim 3:** – To increase public awareness of WOW NI
- **Aim 4:**- Increase level of Institutional Funding from at least 2 additional grants to enable delivery and growth of overseas programmes
- **Aim 5:** To achieve measurable impact on hunger reduction and food, nutrition and livelihood security for the most vulnerable and marginalised smallholder farmers and their communities in Uganda
- **Aim 6:** To strengthen our impact through advocacy and development education: We will continue as an active member of CADA and Dochas and deliver development education in schools where possible. We will empower the most marginalised and vulnerable to advocate on their Right to Food.
- **Aim 7:** To ensure the Organisation has the Financial means to carry out its work in a transparent manner ensuring highest level of accountability and value for money, whilst maintaining an acceptable and standard level of reserves
- **Aim 8:** Governance - to ensure greater organisation effectiveness, efficiency and value for money.
- **Aim 9:** - Twinning Teso with Northern Ireland – with the overall Fundraising and Communication Strategy built on the commitment to Twin Northern Ireland with the Teso Region on 4 strategic pillars:
  - Partners in Learning
  - Partners in Innovation and Research
  - Partners in Trade
  - Partners in combatting Climate Chang

## 4. Year 1 Priority Aims – 2021 -2022

**Aim 4:** - Increase level of Institutional Funding from at least 2 additional grants to enable delivery and growth of overseas programmes.

**Aim 5:** To achieve measurable impact on hunger reduction and food, nutrition and livelihood security for the most vulnerable and marginalised smallholder farmers and their communities in Uganda.

**Aim 6:** To strengthen our impact through advocacy and development education: We will continue as an active member of CADA and Dochas and deliver development education in schools where possible. We will empower the most marginalised and vulnerable to advocate on their Right to Food.

**Aim 9:** - Twinning Teso with Northern Ireland – with the overall Fundraising and Communication Strategy built on the commitment to Twin Northern Ireland with the Teso Region on 4 strategic pillars:

- Partners in Learning
- Partners in Innovation and Research
- Partners in Trade
- Partners in combatting Climate Change

## 5. Priority Objectives and Key Performance Indicators

Crucially WOW NI will need to secure the support of Irish Aids Civil Society Fund, The McClay Foundation and Ulster Garden Villages (Northern Irelands largest Foundation)

	<b>Aim 4: - Increase level of Institutional Funding from at least 2 additional grants to enable delivery and growth of overseas programmes.</b>	Target
4.1	To apply to 2021 Irish Aid CSF Annual Grant	£140,000 secured
4.2	To seek feedback and learnings on any unsuccessful applications	2 new additional funders secured
4.3	To seek the additional funding required for the Youth Unemployed project in Teso Uganda and ensure implementation of the project and final reports to the Funders	£10,000 secured

	<b>Aim 5: To achieve measurable impact on hunger reduction and food, nutrition and livelihood security for the most vulnerable and marginalised smallholder farmers and their communities in Uganda.</b>	Target
5.1	Implement Irish Aid Project Plan in Teso to meet the objectives and KPIs of the Project Logframe supporting the delivery of the Uganda SP	All KPIs being delivered
5.2	Complete Irish Aid End Line Evaluation and Partner Exit Strategies in line with Irish Aid Compliance requirements	Exit Strategies completed to IA satisfaction
5.3	To implement the Youth Unemployed project in partnership with Katakwi Conserve Uganda, ensuring regular report and compliance to funder requirements	All participants successfully completing programme  All participants achieving full employment
5.4	To implement GALS (Gender Action Learning System) Training across all projects to meet with Gender Objectives of the Strategic Plan	All projects implementing GALS  All gender objectives being met
5.5	To deliver GALS training to Irish Aid Partners	All partners identified participating
5.6	To deliver GALS training to any new partners as result of new funding secured	All partners identified participating
5.7	Organise and deliver quarterly Monitoring & Evaluation of the Irish Aid programme	Meeting all monitoring and evaluation expectations

	<b>Aim 6: To strengthen our impact through advocacy and development education: We will continue as an active member of CADA and Dochas and deliver development education in schools where possible.</b>	Target
6.1	Deliver role of Development Education through CADA Development Education subgroup	Full attendance at meetings
6.2	Ensure compliance to codes of Governance and use of images/messages as member of Dochas and ensure all staff are trained	<i>Zero breach of code of Governance protocols</i>
6.3	Attend the Dochas AGM and relevant seminars & meetings	Full attendance
6.4	To deliver one event during the CADA Annual One World Week	Event Delivered
6.5	As an active member of CADA support the NI Assembly on International Development and pro poor strategies through attendance of CADA AGM, meetings and s a member of CADA to feed into the All Party Group on International Development	All meetings hace a WOW NI staff member in attendance

	<p><b>Aim: 9 Twinning Teso with Northern Ireland – with the overall Fundraising and Communication Strategy built on the commitment to Twin Northern Ireland with the Teso Region on 4 strategic pillars</b></p> <ul style="list-style-type: none"> <li>• <b>Partners in Learning</b></li> <li>• <b>Partners in Innovation and Research</b></li> <li>• <b>Partners in Trade</b></li> <li>• <b>Partners in combatting Climate Chang</b></li> </ul>	Target
9.1	To develop and deliver a ‘Partners in Learning’ programme across Northern Ireland	4 Workshops delivered  A new audience of 200 attending
9.2	To develop collaboration and partnership working with institutions involved in research and create a ‘Partners in Innovation, Research and Discovery’ pillar.	3 research projects underway/delivered
9.3	To identify corporate businesses which have the potential to become part of our ‘Partners in Trade’ pillar.	
9.4	To promote SHA as an organization with combatting climate change at its core and to create partnerships with like mined organisations to form ‘Partners in Combatting Climate Change’ initiative.	

## 6. Strategic Enablers

To enable the Organisational Strategy to secure success and capitalise on its potential, we have identified two strategic Enablers which are essential to the short- and long-term sustainability of the strategy:

- **Building the Brand** - which is about being visible and valued and developing and embedding our brand, brand narrative and culture within target philanthropic sources in Northern Ireland and ensuring that fundraising is not seen as a time specific project but more a commitment from all existing and potential new donors;
- **Building Trust** - to generate sustainable long term income and building a strong bond of trust and credibility with existing and new relationships and partnerships.

## 7. 2021 Income Generating and Expenditure Budget

Income Stream	Income	Expenditure
Corporate Donations	£20,000	£1,000
Corporate Trusts	£1,000	£0
Payroll Giving	£500	£0
Trade Unions	£10,000	£0
Women's Groups	£5,000	£0
Ulster Farmers Union	£10,000	£0
Soroptimists	£5,000	£0
NICSSA	£5,000	£0
Regular Giving WOWNI	£1,600	£0
Regular Giving (Old Gorta)	£100,000	£4,400
Gift Aid	£1,500	£0
Raffle	£3,000	£500
NI Direct Marketing	£5,000	£500
Appeals	£3,000	£2,500
Trust Foundations	£40,000	£200
Major Gifts	£7,000	£1,000
Community and events	£8,000	£600
PR Activities and Branding	£0	£23,180
Overall Totals	£225,600	£33,880
<b>Unrestricted</b>	<b>£195,600</b>	
<b>Restricted</b>	<b>£30,000</b>	

# 8. 2021 Organisational Summary Budget

		Budget <u>2020</u>	Budget <u>2021</u>
<b>UNRESTRICTED</b>			
<b>Income</b>			
Shops	Income	423,000	329,000
	Expenditure	<u>325,336</u>	<u>250,284</u>
	Net surplus/deficit	97,664	78,716
Fundraising	Income	172,850	195,600
	Expenditure	<u>56,600</u>	<u>33,880</u>
	Net surplus/deficit	<u>116,250</u>	<u>161,720</u>
Interest/NIC rebate		<u>3,200</u>	<u>200</u>
<b>Expenditure</b>			
Home Based	Administration	130,100	108,200
	Advocacy	12,700	3,750
	Global Educ	24,500	18,640
	Sub Total	<u>167,300</u>	<u>130,590</u>
Overseas	Home	44,399	36,540
	Uganda	104,287	89,926
	Trusts/Founds (FR)	<u>-63,250</u>	<u>-30,000</u>
	Sub Total	<u>85,436</u>	<u>96,466</u>
<b>TOTAL</b>	<b>INCOME</b>	599,050	524,800
	<b>EXPENDITURE</b>	<u>634,672</u>	<u>511,220</u>
	<b>SURPLUS/DEFICIT</b>	<u>-35,622</u>	<u>13,580</u>
<b>RESTRICTED</b>			
<b>Income</b>			
	Irish Aid	139,462	126,209
	Aid Match (Soroti Office)	24,789	15,132
	Trusts/Founds	63,250	30,000
	<b>Total</b>	<u>227,501</u>	<u>171,341</u>
<b>Expenditure</b>	Home Based		

Uganda	139,462	<b>126,209</b>
Aid Match (Soroti Office)	24,789	<b>15,132</b>
Trusts/Founds	63,250	<b>30,000</b>
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