

WOW NI Organisational Strategy 2021 – 2024

The following War on Want NI (WOWNI) Organisational Strategy 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. The plan is based on the assumption that the Covid -19 pandemic will have less impact in years 2022 -2024 as a result of the planned vaccination programme across the UK in the 2021 period. 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 before returning to normal over the following 2 years.

The War on Want NI (WOWNI) Strategic Plan was developed based on a review of and learning from the previous plan 2018 -2021 and it has been put together on the basis of a 'Plan,Do Review rolling process. In developing the strategy WoWNI reflected on the impact of our work against expected outcomes and impact. A decision was made to continue our operations in the post-conflict sub-region of Teso, North East Uganda, where WoWNI has been reducing poverty through livelihood security programmes since 2003, and where we can demonstrate impact. Teso remains one of the poorest regions in Uganda where people struggle to secure sustainable livelihoods in the face of climate change, living in rural and marginalised communities with little or no access to resources such as food, land, or water. A review and stakeholder meeting made the decision to end our work as an independent NGO in Malawi as we have found it presents several complex challenges to a smaller NGO seeking to achieve measurable impact. Our future work in Malawi will be through partnership with Self Help Africa as part of the Gorta Group, where more resources and expertise are available.

To build a sustainable funding base to deliver the plan and ensure the organisation has all necessary resources, capacity and skills to be successful this strategy will 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 – Education, Climate Change, Trade and Research and Innovation. The Northern Ireland and Teso Twinning Strategy and central to our 3 year strategy and the the proposed project is crucial to delivering the organizational strategic plan and the Twinning process.

The proposed project 2021- 2024 has been designed to support the achievement of these strategic goals with key focus on food and income security, nutrition and livelihoods, through a climate smart approach. The WOW NI Organisational Strategy 2021 - 2024 aims to meet the

specific fundraising needs of our organisation in a way that is consistent with the associated targets which are set out in the Budget for 2021 and beyond.

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

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.

Aims and Action Plan

Aim 1: Public Fundraising - Growing and diversifying our income through the development of a range of income generating initiatives

<i>Objectives</i>	<i>Priority</i>	<i>Performance Measure</i>	<i>Performance Target</i>	<i>Progress</i>
<p>1.1 Excluding shops, to raise a gross income of £225,600 with expenditure of £33,880 and net income of £191,720 by Dec 31st 2021.</p>	<p><i>Complete a Fundraising and Major Donor Strategy.</i></p> <p><i>Secure target income from Trust and Foundations and crucially from McClay Foundation and Ulster Garden Villages.</i></p> <p><i>Establish a Major Donor Development Committee.</i></p> <p><i>To deliver the NI and Teso Twinning aim.</i></p> <p><i>Establish a Corporate Advisory Group</i></p>	<p><i>Strategy papers created.</i></p> <p><i>Amount secured.</i></p> <p><i>Committee Established and first meeting held.</i></p> <p><i>Twinning aim achieved</i></p>	<p><i>£225,600 raised (Gross)</i></p> <p><i>£33,880 (spend)</i></p> <p><i>£191,720 net surplus</i></p>	<p><i>Development Committee targets partially established – Peter Lavery Paddy Loughrey Terry Cross</i></p> <p><i>Invite from McClay Foundation to resubmit application in early 2021 received.</i></p> <p><i>New potential NI Trust Foundations targeted</i></p>
<p>1.2 To raise £33,00 from Trusts and Foundations by 31st Dec 2021</p>	<p><i>Set up meetings with key gate keepers and influencers within Trusts & Foundations</i></p> <p><i>Submit McClay and Ardbarron applications before January 2021</i></p> <p><i>Develop a relationship with UGV</i></p>	<p><i>Number of Trust and Foundations targeted.</i></p> <p><i>Amount secured.</i></p> <p><i>Number of meetings secured.</i></p>	<p><i>£33,000</i></p>	<p><i>Application to McClay underway.</i></p> <p><i>New targets including Ardbarron Trust identified.</i></p> <p><i>Letter seeking support sent to Ulster Garden Villages as per my conversation with UGV Executive Director Valerie Ingram</i></p>

<p>1.3 To recruit and retain volunteers to ensure delivery of the fundraising plan</p>	<p><i>To develop a Volunteer Development Strategy aimed in particular at young people and students.</i></p> <p><i>Develop and establish partnerships with Queens University, St Mary's, UJJ and Stranmillis College</i></p>	<p><i>Number of volunteers recruited and supporting Fundraising Department</i></p>	<p><i>10 volunteers recruited</i></p>	<p><i>6 volunteers recruited.</i></p> <p><i>Ongoing relationship established with Queens University and Saint Mary's Teachers Training College Belfast.</i></p>
<p>1.4 To ensure all activity complies with legislation within the NI Charity Commission Standards</p>	<p><i>All developments in FR legislation are monitored and delivery of best practise is in appliance with guidelines set out by the Charity Commission, IOF and NICVA</i></p> <p><i>Processes are in compliance with all GDPR principles</i></p>	<p><i>Compliance achieved</i></p>	<p><i>Number of complaints received</i></p>	<p><i>Activity regularly audited.</i></p>
<p>1.5 To develop a NI Community and Special Events Programme with a target of £8,000.</p>	<p><i>To advertise and recruit participants for the following events;</i></p> <p><i>Rocks N Rolling Ultra Marathon, Marathon, Half Marathon and 7 miles (Donegal)</i></p> <p><i>SSE Walled City Marathon (10K / Marathon)</i></p> <p><i>Newry and Mournes Women's Mini Marathon</i></p> <p><i>The Quadrathon Challenge (Donegal)</i></p> <p><i>Hillsborough Castle Running Festival (5K / 10K / Half Marathon)</i></p> <p><i>The White Bear Triathlon (Ballygally)</i></p> <p><i>Ballygally Beach Swim</i></p> <p><i>Waterside Half Marathon</i></p> <p><i>Galeforce North (Donegal)</i></p> <p><i>Belfast Half Marathon</i></p> <p><i>The Tuff-inish Adventure Race (Donegal)</i></p> <p><i>Advertise within all shops</i></p> <p><i>Advertise within all business magazines</i></p> <p><i>Promote to all Nicssa Members</i></p>	<p><i>Number of events with SHA participants.</i></p> <p><i>Amount raised</i></p>	<p><i>Number of events delivered</i></p> <p><i>Amount raised.</i></p> <p><i>Funding target achieved</i></p>	<p><i>WOW NI will be advertising in NICSSA Ezine and Frontline Magazine for participants.</i></p>

<p>1.6 To ensure that all legacy, special events and general fundraising opportunities are distributed and promoted within the shop network</p>	<p><i>To meet with shop volunteers and explain the strategy and expectations.</i></p> <p><i>To create Information Points in all shops.</i></p> <p><i>To meet monthly with SHA Shop Staff.</i></p> <p><i>Established Information points within shops</i></p> <p><i>Explore potential including costs for 'Tap Points'</i></p> <p><i>Update all information leaflets to include NI charity number</i></p>	<p><i>Number of participants recruited through shops.</i></p> <p><i>Fundraising income generated through shops</i></p> <p><i>Number of leaflets distributed.</i></p>	<p><i>All 9 shops actively promoting events and fundraising aims</i></p>	<p><i>Denny now has a monthly meeting with all shops staff and has met all volunteers.</i></p> <p><i>All shops now being used to promote fundraising events</i></p>
<p>1.7 Raise £35,00 through Organisational Fundraising -</p>	<p><i>Develop relationships with Trade Unions, Soroptimists, Women's Groups, Ulster farmers Union and NI Civil Service Sports Association within NI.</i></p> <p><i>Meet with Alistair Donaghy – Union of Lecturers and Teachers.</i></p> <p><i>Contact all other Trade Unions.</i></p> <p><i>Meet with Gerry Kelly NICSSA</i></p> <p><i>Meet with Barclay Bell Ulster Farmers Union</i></p>	<p><i>Number of organisations recruited supporting SHA</i></p> <p><i>Amount Raised</i></p>	<p><i>3 x Trade Unions recruited</i></p> <p><i>Nicssa recruited</i></p> <p><i>Teacher and Lecturers Union recruited</i></p> <p><i>£35,000 target</i></p>	<p><i>I have met with Claire Moore of the Irish Congress of Trade Unions and Alistair Donaghy Teachers and Lecturers Union. NICSSA already recruited</i></p>
<p>1.8 To deliver a Major Donor Development Plan beginning with an event at the Kingspan Stadium Belfast September 2021.</p>	<p><i>To run the event with the 2021 calendar year and to secure the support of Rob Herring, Stephen Nelson, Sheldon Coulter and Michael McGuire</i></p>	<p><i>To sell between 15 and 20 tables for the event</i></p>	<p><i>Event delivered</i></p> <p><i>Amount Raised</i></p>	<p><i>Nelson February 2021 and Don Campbell who has given over £28,000 through 2 donations in 2020.</i></p>

1.9 To have an International Programme in Teso planned for the post 2021 Irish Aid project which is NI driven.	<i>Securing research funding in partnership with Queens University</i>	<i>Planning paper in place</i>	<i>Funding secured from Queens University and partners</i>	<i>Ongoing work established with Queens and small research projects ongoing</i>
Alignment				

Aim 2: Delivering stronger partnerships and collaboration to successfully widen, deepen and diversify partnerships with WOW NI

<i>Objectives</i>	<i>Priority</i>	<i>Performance Measure</i>	<i>Performance Target</i>	<i>Progress</i>
2.1 To generate £21,000 through recruiting a minimum of 2 corporate partners.	<p><i>Establish WOW NI as a member of all relevant Business Umbrella Groups.</i></p> <p><i>Identify corporate organisations with a shared synergy.</i></p> <p><i>Establish Advisory Group</i></p>	<p><i>Advisory group established with at least 6 members.</i></p> <p><i>WOW NI to become a member of: Chamber of Commerce Women in Business Institute of Directors</i></p>	<p><i>2 corporate partners established.</i></p> <p><i>Membership of 3 x businesses organisations.</i></p> <p><i>£21,000 Raised</i></p>	<p><i>Membership of Chamber of Commerce and Women in Business complete.</i></p> <p><i>NI Civil Service Sports Association recruited and established as corporate partner.</i></p> <p><i>Food NI will be SHA partners at Balmoral Show.</i></p> <p><i>Food NI connecting WOW NI to Mash Direct.</i></p>

				<p>Connections made with NI Water who will be supporting the collection of clothes for WOW NI shops. Oaktree Mouldings have made a second donation.</p> <p>Committee members recruited: Gerry Kelly Mary Carlin Stephen McMorrow</p>
2.2 Recruit a minimum of 6 influential people to a Major Gift Fundraising Development Board	<p>Establish list of target members.</p> <p>Meet target members. Secure early major gift</p>	<p>Number of committee members recruited.</p> <p>Amount Raised</p>	<p>Secure the following potential committee members: Hotelier Paddy Loughrey Lottery Winner Peter Lavery Terry Cross (Delta Print) Don Campbell (Oaktree Molding)</p>	<p>Presently recruited Paddy Loughry</p>
2.3 Recruit a minimum of 4 women to join a Women and Development Business Group.	<p>Meet target members Request speaker role at next Women in Business meeting</p>	<p>Number of targets recruited</p>	<p>4 members recruited</p>	<p>Members recruited Helen Crickard (Reclaim the Agenda)</p> <p>Annie Campbell (Women's Research and Development Association)</p>

Aim 3: To increase public awareness of WOW NI

Objectives	Priority	Performance Measure	Performance Target	Progress
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3.1 To Develop an overall WoWNI Communications Plan (external/internal) and schedule ensuring appropriate channels for target audiences and ensure compliance with any funder requirements	<i>Agree plan with Nicola Bothwell and George Jacob</i>	<i>Plan agreed and produced.</i>	<i>To achieve all objectives set out within the plan</i>	<i>Meetings established with Nicola Bothwell</i>
3.2 To review monthly print, web and social media traffic from/for WOW NI	<i>Continue with existing Media Monitoring Services.</i>	<i>To be agreed</i>	<i>Monthly report generated Objectives met</i>	<i>Ongoing</i>
3.3 Ensure monthly communications are produced and sent to volunteers to engage and drive loyalty	<i>Capture all supporters contact details in appliance with GDPR</i>	<i>All volunteers receiving monthly newsheet or ezine</i>		
3.4 To contribute to the production of the Annual Report	<i>Having a WOW NI story angle</i>	<i>Contribution made</i>	<i>Single article in Report</i>	
3.5 To ensure all staff & Retail shops have updated information on the work of WOW NI	<i>Information distribution to shops</i> <i>Shops volunteer 'buy in'</i>	<i>Information distributed</i> <i>Information on display</i>	<i>All 9 shops participating</i> <i>All shop volunteers involved</i>	<i>Support of Shops Managers secured</i>
3.6 To build relations with key media personalities, local newspapers, and media organisations.	<i>Securing the support of BBC, Newsletter and Irish News</i>	<i>WOW NI information included in production items and print newspapers</i>	<i>All target media participating</i>	<i>Nicola Weir BBC, Helen McGurk Newsletter and Irish News already approached</i>
3.7 To twin the Teso region with Northern Ireland and communicate the	<i>Communicate the intention to twin with Soroti office and Trustees.</i>	<i>Twinning purpose established and Launch scheduled</i>	<i>To establish a twinning process that includes Trade, Learning, Climate Change and Research and</i>	<i>Twinning ambition has been agreed with David Dalton and the launch date</i>

similarities between both regions.	<p><i>Draw up a paper which defines the twinning arrangement</i></p> <p><i>To highlight the shared history if both regions in terms of:</i></p> <ul style="list-style-type: none"> -Rurality -Post Conflict - Population 	<p><i>Growth in income</i></p> <p><i>Increased number of partnerships</i></p>	<i>Innovation.</i>	<p><i>set.</i></p> <p><i>A Queens University placement student id working with the Head of WOW NI on the twinning strategy.</i></p>
3.8 To facilitate an overseas trip to Uganda by a BBC news reporter	<i>Secure the commitment of Nicola Weir BBC farming Correspondent to visit Uganda and become a champion for our work.</i>	<i>Visit completed and support gained from farmers in NI</i>	<i>One visit completed Support from UFU</i>	<i>Nicola Weir has agreed to do the voiceover for the BBC Christmas Appeal and has been invited to visit Uganda as soon as it is suitable to do so in 2021.</i>

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

<i>Objectives</i>	<i>Priority</i>	<i>Performance Measure</i>	<i>Performance Target</i>	<i>Progress</i>
4.1 To apply to 2021 Irish Aid CSF Annual Grant	<i>To secure the support of SHA Senior Management and Irish Aid in supporting an application from WOW NI.</i>	<i>Application submitted Funding secured</i>	<i>Funding totaling at least £140,000 per annum secured for each of 3 years 2021 -2024</i>	<i>Application underway with deadline of April 8th January 2021</i>
4.2 To seek feedback and learnings on any unsuccessful applications	<i>To draw up a Contact List of all 'gate keepers' and key decision makers with the target Trust and Foundations</i>	<i>Amount raised Number of direct contacts made</i>	<i>2 new additional funders secured</i>	<p><i>Valerie Ingram UGV contacted and meeting secured</i></p> <p><i>Colin Hayburn McClay Foundation contacted and invitation extended to submit application</i></p>

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	<i>Secure the ongoing support of Sheldon Coulter and Saint James Place Foundation</i>	<i>Invite to submit an additional application for funding</i>	<i>At least £10,000 secured</i>	<i>Ongoing meetings with Sheldon Coulter SJP</i>
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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. Key areas of focus are food and nutrition security; diversification of household income; improved access to finance and enterprise development; improved access to markets; climate change mitigation and Disaster Risk Reduction; climate smart sustainable agriculture; and advocacy on the Right to Food.

<i>Objectives</i>	<i>Priority</i>	<i>Performance Measure</i>	<i>Performance Target</i>	<i>Progress</i>
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	<i>Development of the Project Plan Monitoring of the Project Plan</i>	<i>KPIs being fully achieved</i>	<i>All KPIs being delivered</i>	<i>Plan Underway</i>
5.2 Complete Irish Aid End Line Evaluation and Partner Exit Strategies in line with Irish Aid Compliance requirements	<i>Completing Strategies and achieving full compliance.</i>	<i>Strategies completed</i>	<i>Strategies completed to IA satisfaction</i>	

<p>5.3 To implement the Youth Unemployed project in partnership with Katakwi Conserve Uganda, ensuring regular report and compliance to funder requirements</p>	<p><i>Re opening of colleges after Covid-19 lockdown.</i></p> <p><i>Arrival in Teso of Tools for Solidarity contribution</i></p>	<p><i>Number of Young people completing training</i></p>	<p><i>All participants successfully completing programme</i></p> <p><i>All participants achieving full employment</i></p>	<p><i>Project is now underway</i></p> <p><i>Tools have arrived and are on site</i></p>
<p>5.4 To implement GALS (Gender Action Learning System) Training across all projects to meet with Gender Objectives of the Strategic Plan</p>	<p><i>The creation of a clear plan</i></p> <p><i>Buy in from all partners</i></p>	<p><i>Number of projects implementing GALS</i></p> <p><i>Number of gender objectives being met</i></p>	<p><i>All projects implementing GALS</i></p> <p><i>All gender objectives being met</i></p>	
<p>5.5 To deliver GALS training to Irish Aid Partners</p>	<p><i>To identify potential partners</i></p>	<p><i>Number of partners identified</i></p>	<p><i>All partners identified participating</i></p>	
<p>5.6 To deliver GALS training to any new partners as result of new funding secured</p>	<p><i>To identify potential partners</i></p>	<p><i>Number of partners identified</i></p>	<p><i>All partners identified participating</i></p>	

5.7 Organise and deliver quarterly Monitoring & Evaluation of the Irish Aid programme	<i>Evaluation procedures and protocols in place.</i>	<i>Number of evaluations complete</i>	<i>Meeting all monitoring and evaluation expectations</i>	
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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.

<i>Objectives</i>	<i>Priority</i>	<i>Performance Measure</i>	<i>Performance Target</i>	<i>Progress</i>
6.1 Deliver role of Development Education through CADA Development Education subgroup	<i>Membership of CADA subgroup</i>	<i>Number of meetings attended</i> <i>Number of educational initiatives delivered</i>	<i>Attending all meetings</i>	<i>Eithne McNulty is a member of the CADA Board</i>
6.2 Ensure compliance to codes of Governance and use of images/messages as member of Dochas and ensure all staff are trained	<i>Membership of Dochas maintained</i> <i>Attending Dochas meetings</i>	<i>Full compliance with Dochas code of Governance</i>	<i>Zero breach of code of Governance protocols</i>	<i>Eithne McNulty now represents WOW NI on Dochas</i>

6.3 Attend the Dochas AGM and relevant seminars & meetings	<i>Attendance agreed</i>	<i>Number attending</i>	<i>At least one member of staff</i>	
6.4 To deliver one event during the CADA Annual One World Week	<i>Involvement in the organization of the CADA One World Week</i>	<i>Event organised</i>	<i>Event delivered</i> <i>Number attending</i>	
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	<i>Personnel identified to take on the role</i>	<i>Number of sub-committee meetings attended</i>	<i>All meetings represented by WOW NI staff member</i>	

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

<i>Objectives</i>	<i>Priority</i>	<i>Performance Measure</i>	<i>Performance Target</i>	<i>Progress</i>
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<p>7.1 To complete Year End Management Accounts highlighting variances and financial position of the organisation</p>	<p><i>To have processes in place to capture and present all relevant financial information.</i></p>	<p><i>Year End Account Completed</i></p>	<p><i>Satisfaction of Board of Trustees</i></p>	<p><i>Ongoing</i></p>
<p>7.2 To finalise new financial year management accounts and cash flow projections ensuring engagement with all budget holders</p>	<p><i>To have processes in place to capture and present all relevant financial information.</i></p>	<p><i>Year end accounts finalised</i></p>	<p><i>Satisfaction of Board of Trustees</i></p>	<p><i>Ongoing</i></p>
<p>7.3 To report monthly on Organisation Financial position completing a variance report outlining key gaps & rationale for variances</p>	<p><i>To have processes in place to capture and present all relevant financial information.</i></p>	<p><i>Monthly reports produced</i></p>	<p><i>Satisfaction of WOW NI Head</i></p>	<p><i>Ongoing</i></p>
<p>7.4 To meet with the Head of NI monthly on management accounts monthly variances and gaps</p>	<p><i>Diaried meetings scheduled</i></p>	<p><i>Monthly accounts produced</i></p>	<p><i>Satisfaction of WOW NI Head</i></p>	<p><i>Ongoing</i></p>

7.5 To organise regular variance meetings with budget holders to identify gaps and forecast impact on year end accounts and develop an action plan to mitigate against negative impact	<i>Action Plan produced</i>	<i>Action Plan produced</i>	<i>Satisfaction of WOW NI Head</i>	<i>Ongoing</i>
7.6 To contribute all financial information required for the Annual Report	<i>All financial procedures in place</i>	<i>Annual Report contribution delivered</i>	<i>Satisfaction of Trustees</i>	<i>Ongoing</i>

Aim 8: Governance - to ensure greater organisation effectiveness, efficiency and value for money.

<i>Objectives</i>	<i>Priority</i>	<i>Performance Measure</i>	<i>Performance Target</i>	<i>Progress</i>
8.1 To hold the AGM combining it with a Volunteer Recognition Event				

8.2 Maintain annual membership lists including date of joint and leaving and ensure new applications are given to Director and approved at Council meetings				
8.3 Ensure strategic financial issues are considered at Finance Committee meeting				
8.4 Review findings of Financial and Risk Audits of Retail and other				
8.5 Review combined commercial insurance				

Aim 9: Twinning Teso with Northern Ireland

Objectives	Priority	Performance Measure	Performance Target	Progress
<p>9.1 To develop and deliver a 'Partners in Learning' programme across NI</p>	<p><i>Successful recruitment for the role of Agricultural Manager in Teso.</i></p> <p><i>Esther and incoming Agriculture Programme Manager commitment to deliver further Workshops online to a NI audience</i></p> <p><i>Successful partnership with Dympna Meaney Fund</i></p> <p><i>Commitment of Change Makers Securing new educational partnerships in NI.</i></p> <p><i>Queens University commitment to deliver a research workshop</i></p>	<p><i>Successful delivery of 3 Educational Workshops from Teso</i></p> <p><i>Queens workshop delivered</i></p> <p><i>Attracting new NI base audiences</i></p>	<p><i>4 Workshops delivered</i></p> <p><i>A new audience of 200 attending</i></p>	<p><i>Pilot workshops have successfully taken place</i></p> <p><i>Workshops agreed with Change Makers and Queens for 2021</i></p>
<p>9.2 To develop collaboration and partnership working with institutions involved in research and create a 'Partners in Innovation, Research and Discovery' pillar.</p>	<p><i>Full commitment of Queens University and SHA</i></p> <p><i>Full commitment of Kampala and Soroti Offices</i></p>	<p><i>Research projects fully funded and underway/delivered</i></p>	<p><i>3 research projects underway/delivered</i></p>	<p><i>Pilot Digiteso project already underway</i></p> <p><i>Goat Health project underway</i></p> <p><i>Partnership meetings now formalized with Queens</i></p>
<p>9.3 To identify corporate businesses which have the potential to become part of</p>				

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.				