



Ecologia Youth Trust Strategic Plan

January 2023 – December 2024

Ecologia Youth Trust

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Scottish Charity SC023976, Company Limited by Guarantee No SC290434

Executive Summary

Ecologia Youth Trust is a Scotland-based charity, established in 1995. To date, we have helped transform the lives of over 56,000 children, young people and families affected by poverty, inequality, disease and climate change.

Our vision: A world where every young person thrives.

Our mission: We support children and young people to shape their futures and grow stronger sustainable communities. With a holistic approach, we work alongside partners to give community and family support, quality education and the means to regenerate their environment for immediate and long-term security.

Our values:

RESPECT

for all people and their needs according to their human rights.

EQUALITY AND INCLUSION

Supporting and promoting equality, diversity and inclusion, with particular attention on the barriers faced by women and girls.

SAFEGUARDING

We are committed to safeguarding all the people we work with from harm, including all forms of exploitation, abuse and harassment.

EMPOWERMENT

Empowering children, young people, our partners and our staff to transform their lives and reach their full potential.

PARTNERSHIP

We work in true partnership with each other, our supporters and the people in the communities in which we work.

SUSTAINABILITY

Promoting environmental sustainability and building stronger communities for current and future generations.

ACCOUNTABILITY

We are committed to openness, transparency, reflective learning and accountability with our partners, supporters and donors.

TRUST

We build and earn the trust of our staff, partners, supporters and volunteers by working with the principles of integrity, fairness, openness, accountability, and partnership in all that we do.

We foster kind, caring and loving relationships throughout our work.

Our Aims for 2023

Having conducted a thorough strategic review, and assessed our current internal and external context, we have prioritised the following aims for the next year.

AIM 1: REACHING VULNERABLE CHILDREN AND YOUNG PEOPLE:

We will have supported a growing number of children and young people to shape their own futures through community-led activities and interventions by:

- Supporting Sky Is The Limit School in Uganda to improve access to a quality education and increase the health and wellbeing for 442 children;
- Facilitating an increase in employment opportunities for young people and small business development in and around Fort Portal, Uganda;
- Supporting 45 women to achieve skills training in Hair & Beauty at International Peace Initiatives (IPI), take their first steps towards financial security and provide for their children;
- Supporting the safe housing of 40 young boys at International Peace Initiatives in Kenya;
- Supporting Tarnos school to provide quality primary and junior secondary education;
- Continuing to support the children and young people in Kitezh and Orion, Russia;
- Continuing to support the needs of local Ukrainian refugees in Findhorn, Scotland.

AIM 2: STRENGTHENING COMMUNITIES

We will have listened to and engaged with individuals and communities to collaboratively grow stronger, sustainable communities by:

- Addressing an urgent need for clean drinking water and food sovereignty in the Kithoka and Njuruta communities with International Peace Initiatives in Kenya;
- Increasing opportunities for young people in Fort Portal and surrounding areas, Uganda;
- Increasing food security for the children at Sky Is The Limit School, Uganda.

AIM 3: BUILDING SUSTAINABLE PARTNERS

We will have supported our community-based partners to develop innovative, holistic and child-centred approaches and to become sustainable entities within their communities by:

- Investigating potentials for new projects and partners;
- Supporting our existing partners to use sustainable practises and improve their infrastructure while considering our environment.

AIM 4: INTERCULTURAL EXCHANGE AND LEARNING

We will have supported our partners through knowledge exchange and volunteers to build intercultural learning and respect by:

- Growing our overseas programme at International Peace Initiatives in Kenya;
- Fostering the values of global citizenship between Scottish schools and our international partners.

AIM 5: BUILDING OUR ORGANISATION

We will have strengthened our organisation and increased capacity to do more for children and young people by:

- Having a strong and engaged Trustee Board who provide robust governance;
- Having in place succession planning for key staff and Trustees;
- Prioritising staff development through training;
- Increasing our unrestricted reserve by 10%;
- Increasing our income to deliver more charitable activities and support our staff;
- Increasing our capacity by developing a volunteer programme focussed on fundraising, building awareness and supporting UK activities.

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1. About Ecologia Youth Trust

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Legal Status

Registered Scottish Charity No. SC023976
Company Limited by Guarantee No. SC290434

2. Our Approach

What Makes Us Different?

Our approach places a respect for the difference and diversity of individuals, communities, cultures and societies at the heart of our work.

We are driven by a vision of a world where all young people can thrive within their communities. We believe the only way to achieve this in a sustainable way, is to enable disadvantaged children and young people to realise their potential and to take an active role in promoting sustainable living all over the world so that they can improve their lives in the long-term. Young people are the most affected by the challenges facing societies around the world.

Yet they are also the best placed to find solutions to the most urgent issues affecting them. Together with our partners, we help young people to gain access to the things they need in order to fulfil their potential and become agents of change in their communities.

Our Commitment to Working with Partners

Ecologia fosters long-term relationships with our partners because we believe real change takes time and dedication.

Through our unique place at the heart of the Findhorn Community, we are privileged to be able to connect with organisations and individuals from all over the world who share our values: respect for all forms of life; respect for each other; non-violence, peaceful conflict resolution and a sense of service to make the world a better place. It is these values and a concern for the future of our children and our environment that is the link between our project partners.

We engage with partners who share our commitment to improving the lives of disadvantaged children and young people in a sustainable way.

Investing in Love, Hope, and a Sense of Belonging

At Ecologia Youth Trust, we believe that young people are our future.

We also believe that the best investment you can make is in a child's future. By showing a vulnerable child that they are not alone in this world, by giving them love, hope and a sense of belonging, we can transform their lives for the better and build strong, sustainable communities.

Young people need support to become catalysts for change. The projects we support empower disadvantaged children and young people to become leaders in transforming their communities to more sustainable patterns of living leading to happier, healthier and more meaningful lives for all young people around the world.

Ecologia is committed to giving brighter futures to disadvantaged and vulnerable children and young people around the world. And our donors play an important role in this mission. With their support, we can change the future and give young people around the world the chance to make a better life for themselves and inspire change in their communities.

3. Our Activities

Supporting children and young people in our international projects means for us a holistic approach, rather than simply disbursing funds. We offer financial support, but also offer training and help our partners develop skills, innovation and solidarity with each other. We focus on children and young people who have been abandoned, orphaned, affected by HIV and AIDS, who are disabled or extremely poor.

Current Projects

Kitezh & Orion - Russia

Since 1995, in partnership with Kitezh Children's Community, we have helped build two successful foster family villages (Kitezh and Orion) that have benefitted over 150 foster children. We introduced and established Therapeutic Education and Psychology training for the foster parents and teachers, and a Child Sponsorship programme to support the children. Kitezh School is registered as an 'Experimental School' and attracts children from Moscow and other centres as well as resident children. The project is moving towards independent sustainability. Since February 2022, we have had to halt our international exchanges, and a volunteering programme for Russian Language students, and are unable to send financial support until further notice due to the Russia/Ukraine conflict. We do, however, retain close links to the families in the project.

International Peace Initiatives - Kenya

We have partnered with International Peace Initiatives (IPI) since 2012. IPI is a Kenyan organisation, which is committed to improving life for children, young people and women living with HIV/AIDS, and to creating sustainable living in their communities. IPI has created a centre in Meru where community groups and activities, Peace & Ethical Leadership Training, and enterprise activities can take place, including the IPI Polytechnic that provides skills training for vulnerable women so that they can care for their children themselves. The Kithoka Amani Community Home (KACH) also cares for 30 children who are living with HIV/AIDs. Tiriji Eco-Centre teaches young farmers skills in organic agriculture and sustainable living. We are currently engaged with providing skills training for vulnerable young women in order that they can support their children and take care of their own health, and we look to continue our skills training and other environmental projects with them. Through our Child Sponsorship programme, we support the young people at KACH to continue to Secondary and Higher education.

Sky Is The Limit - Uganda

Since 2014, we have supported Sky Is the Limit Integrated Children's Centre in Fort Portal. Sky Is the Limit School provides Primary education for 442 children. In 2019, we completed the build of a new kitchen and dining area, as well as three new classrooms to facilitate a good quality educational environment. Since 2014, we have provided free school meals for all the children at the school. This has resulted in impressive improvements in their health and ability to study and perform. Through our Child Sponsorship programme, we support graduates to continue to Secondary and Higher education. Since the untimely passing of founder, Rose Mugenyi, we have supported her next of kin to continue her legacy. Most recently, we have guided them to create a local Board of Governors for the school. We have recently secured funding to transform 8-acres of land owned by Sky Is The Limit into an organic farm to support the school meals programme and we plan to achieve that by February 2024.

Fruits of Sky Youth Enterprise - Uganda

An offshoot of Sky Is The Limit is the Fruits Of Sky Youth Enterprise Project. This 3-year project supports disadvantaged young people to increase employment opportunities and grow small businesses in Fort Portal, Uganda. Its concept was developed by Paul Kyaligonza – one of the key

team members of Sky Is The Limit. As year 1 of the project comes to an end in 2022, we have supported them to successfully set up a 'Boda Boda' motorcycle taxi service and repair shop which employs local young people, and they have begun to offer low-interest business loans to support young entrepreneurs to start their own small businesses. We look forward to working closely with the young people of Fort Portal and continuing the project into its second and third years.

Tarnos School - Kenya

In 2019, Ecologia welcomed a new project, Tarnos School in Kericho county, an area of rural deprivation in Kenya. The aim of Tarnos school is to create a 'centre of excellence' which will provide a high-quality educational experience for 300 economically deprived children. Within such a learning environment the children are able to achieve good results in the Kenyan end of primary school exam which gives them the access requirements to attend secondary school leading to 25 children qualified to attend Secondary school each year and 10 per year to attend Higher Education. We have recently supported the school by installing a modern sewerage system and septic tank with ablution blocks with flushing toilets and running water sinks. The septic system allows waste water to be recycled and irrigate the small on-site farm. We have also completed the build of a science laboratory to support the new Kenyan curriculum system and support the new Junior Secondary pupils to access STEM classes. This project is spear-headed by Trustee, Anne Skene.

Volunteer Programmes

The volunteering programme provides a unique opportunity for young people to travel abroad whilst engaging in a meaningful activity. It provides an income for our partners and also for Ecologia. This programme has sent over 380 people of all ages to Kitezh and Orion since 1998, many of whom are Russian Language students. We have also organised youth exchange groups to Kitezh and Orion for 170 young people. In 2015 we sent our first student volunteer to IPI in Kenya. Since then, 8 volunteers have visited IPI. We intend to develop this programme in future and to include volunteer teachers at Sky Is the Limit.

We also offer exchanges to school and youth groups to build international understanding and to support our projects. We have run 6 youth groups from Bainbridge Island USA between 2012 – 2018; Findhorn Youth Exchange Programme in 1996 and 2009; Sevenoaks School, St Paul's Girls School and Bedales School have sent their groups regularly to Kitezh and Orion (Russia) between 2012 – 2020 (12 groups).

Due to the Coronavirus pandemic, the volunteers and schools' programmes were closed between March 2020 - Summer 2021. While the IPI volunteers programme remains open at present, we have had to halt all Russian volunteers and exchanges due to the Russian/Ukraine conflict.

4. Strategic Review

Opportunities and Threats in Context

Key Global and Scottish Trends

- The Sustainable Development Goals (SDGs) are being implemented. This gives a common agenda, targets and indicators for development in all countries (including Scotland) to 2030. In particular, we can contribute to Goals 1 (no poverty), 2 (no hunger), 3 (good health and wellbeing); 4 (quality education), 5 (gender equality), 6 (clean water and sanitation), 8 (decent work and economic growth), 10 (reduced inequalities) and 13 (climate action).
- Increasing importance of young people in Scotland and overseas in all charitable activities – in many countries young people now form the majority of the population. The importance of young people is emphasised in Scotland, with increased focus on the youth voice and youth-led interventions to overcome barriers to involvement (ASL Review Action Plan 2020/Locality Plans of Community Planning Partnerships).
- There is an increased emphasis on the importance of relationships, a holistic approach to the wellbeing of every child and strong partnership working to develop resilient communities and families to support young people.
- A general agreement in international development that local civil society organisations should receive more direct funding and hold more power, rather than funds being channelled via international NGOs. This is part of a movement to decolonise international development and reduce white-saviourism. While Ecologia’s work with our overseas partners includes fundraising on their behalf, we do so to support the community-led projects they have developed. We prioritise putting our beneficiaries first and working with them to develop solutions that answer their specific needs.

PESTLE Analysis

Political	<ul style="list-style-type: none"> • UN 17 Sustainable Development Goals (SDGs) remain a priority • Brexit • Covid • Russian invasion of Ukraine – sanctions/oil & gas crisis • UK-Kenya partnership 2020 – 2025 (backed by UK Aid) • FCDO/DFID merger - no funds available for foreseeable future
Economic	<ul style="list-style-type: none"> • Global cost of living crisis • Estimated the UK will be in a recession until Q4 2024 at the earliest, and recovery at that time will be weak • Inflation expected to increase by 5% in 2023 • International inflation considerably higher in African countries and cost of living crisis is more critical • Increased pressure on household incomes will reduce consumer spending and charitable giving – charities should expect shortfalls • Post Covid reduction in funding for international aid with emphasis on UK charities • Following drastic decline in exchange rates in 2022, exchange rates are expected to improve somewhat over 2023 but forecast is bleak
Social	<ul style="list-style-type: none"> • Cost of giving crisis – 55% of public state their financial situation will make it harder for them to donate to causes

Technological	<ul style="list-style-type: none"> • Post-Covid, charities are moving towards digital practices • Digital marketing becoming an invaluable tool • Growth in cyber-crime/security threats to charities
Legal	<ul style="list-style-type: none"> ▪ Charities Regulation and Administration Bill – would give OSCR wider powers to investigate charities and trustees. Rules around trustees or senior office-holders in a charity would also be tightened.
Environmental	<ul style="list-style-type: none"> • Charities in UK are expected to act towards environmental sustainability in their charitable activities and service delivery, and to become ‘greener’ – but there is a lack of funds to support changes e.g., energy saving initiatives • Climate change, increased migration and increased humanitarian disasters mean that many development achievements are at risk.

SWOT Analysis

INTERNAL	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • 26-year history as solid charity, 1-month of financial reserves, good track record • Strong evidence of demand and need through 3 years of consultation • Strong values and ethos • Succession planning in place • Continuity in founder’s involvement • Strong relationships with partners, common values and commitment to collaboration • Solid funding base with respected funders • Proven ability to manage large grants • Willingness to self-reflect and learn through consultation • Ability to develop and deliver unique, community-led, innovative projects, which attracts large funders • Focus on programmes which engage and strengthen local communities 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Low brand awareness and promotion • Low individual unrestricted donor base and sources for core funding (<i>104 individual unrestricted donors in 2022, making £46,262 unrestricted donations</i>) • Funding base not diversified enough • Limited sharing of learning between partners • Need to broaden Trustee Board; recruit more Trustees with relevant expertise • Small staff teams/multiple responsibilities/lack of admin support
EXTERNAL	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • New funding sources, e.g., Trust & Foundations, Scottish Government • Developing new projects and partnerships in Scotland and overseas • New funding models: corporate giving • Developing digital marketing capacity 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Continuing impact of COVID-19/Brexit/Cost of living crisis/Energy & fuel crisis • Local authority, institutional and other public funding much reduced due to austerity/COVID • Funders focused on charities struggling in short-term/not on long-term issues • Some Trusts refocusing on UK due to COVID affects international project funding • Competitors, especially big charities with better contacts and wide reach and those re-focusing on mental health • Fast changing national context and priorities in countries where we work. • Debates regarding the best support for vulnerable children: our approach may be misunderstood • Reduced UK government funding for International Aid and Development (FCO-DFID merger)

Stakeholders

Stakeholder Group	How We Engage	How We Will Do It
Children and Families in our projects	Field visits Therapeutic training Sponsorships for children Local Community Planning	Seek more qualitative feedback for monitoring and evaluation, and project development Focus Groups/surveys Always put young people at the centre Give young people a voice
Partners	Field visits/Regular communications/online meetings Learning exchanges/best practice	Support them to develop long term plans and improve reporting
Staff	Build personal relationships, staff engagement/satisfaction	Ensure consistent quality feedback to and from staff
Donors - individual supporters/trusts/corporates	'Thank You' cards & emails Develop personal connections Annual Newsletter Monthly e-newsletter Social Media Letters to child sponsors Community events Reporting/Project visits	Seek more feedback Raise brand awareness Cultivate relationships for stronger commitment (donor care) Gain a wider donor base Develop corporate partnerships Develop online fundraising events
Volunteers (International and local)	Website Volunteers Facebook page Annual Newsletter Monthly e-newsletter Social Media Community Events Personal communication	Raise brand awareness Develop contacts with Universities/GAP year organisations Seek more feedback Run community events Cultivate relationships for stronger commitment. Wider volunteer base
Governments (Scottish and overseas)	Utilising our membership with SIDA and SCVO	Increase our knowledge of govt. priorities in Scotland/other countries Share best practice
Findhorn Community	Community events Encouraging dialogue	Tell them more about what we do/why
SIDA (NIDOS) and TSI and SIDCN	Networking Sharing experience and advice Seeking useful new partners conferences/articles	Share good practice Develop fruitful partnerships Improve partner relations

Response to Context

In response to our context analysis, we have reviewed our work in depth and plan to make some important changes over the coming period. We will:

Raising Funds

- Adapt our funding model to increase the support we receive from individuals (donations /community fundraising) and corporates, reducing our reliance on grants. [Section 5 Aim 1:1.7, Aim 4:4.1-4.2, Aim 5:5.6](#)
- Grow income from Trusts with different levels of gifts, multi-year grants and a focus on core funders to reduce risk. [Section 5 Aims 1-3](#)
- Strengthen relationships to retain and grow existing funders. [Section 5 Aims 1-3](#)
- Investigate the potential of major donors through peer-to-peer connections. *
- Investigate the potential of a second patron to support brand awareness and funding. *
- Improve our Website and Social Media content and image to attract new supporters. **
- Create a new Volunteering programme and develop other forms of income generation. [Section 5 Aim 4:4.1-4.2, Aim 5:5.6](#)

Project Development

- Further develop our current International programmes through new projects leading to sustainable communities and increased environmental awareness. [Section 5 Aim 3:31](#)
- Educate ourselves on the particular culture of each of our projects through project visits and personal contact. [Section 5 Aim 4:4.3](#)
- Investigate and develop potential for a new Scottish project. [Section 5 Aim 3:3.1](#)
- Investigate and develop opportunity for Scottish schools to build relationships with and support the international schools in our projects. [Section 5 Aim 4:4.2](#)

Internal Improvement

- Address our internal weaknesses, including strengthening our staffing, governance, brand awareness through digital development, and developing a succession plan for key staff and Trustees. [Section 5 Aim 5:5.1-5.3](#)
- More clearly express priorities and develop internal connections between programmes. [Section 5 Aim 4:4.1-4.3](#)

Assumptions Moving Forward

Our assumptions are that:

- There continues to be a global priority to achieve a better and more sustainable future for all, and to address global challenges of poverty, inequality, climate change, environmental degradation, peace and justice.
- We will continue to consult with our project partners and in-country communities to find sustainable development solutions for our projects in Kenya, Uganda, and Russia.
- Our innovative approach and long-term partnerships, will be of value to funders and donors, attracting them to fund our activities.
- There is a priority need to diversify/develop income streams.
- There will continue to be a global economic crisis for the foreseeable future and we cannot expect things to go smoothly.

For more detail on the above actions please also refer to supplementary documents:

* 'Ecologia Youth Trust_2023 Fundraising Plan_FINAL'

** 'Ecologia Youth Trust 2023 Marketing Strategy, Tactics and Plan_FINAL'

5. Aims and Objectives

Below is our impact chain for each charitable aim

AIM 1: REACHING VULNERABLE CHILDREN AND YOUNG PEOPLE		
Impact: To support children and young people to shape their own futures through community-led activities and interventions		
OUTCOME <i>What we want to achieve</i>	OUTPUTS BY END 2024 <i>The direct, measurable results of our activities</i>	ACTIVITIES <i>What we do or offer in our project, and the people we reach</i>
1.1 We will have supported Sky Is The Limit to improve access to quality education for 442 children in Uganda	<ul style="list-style-type: none"> Provide adequate wages for 25 teachers and school staff 	<ul style="list-style-type: none"> Fundraise to support school staff wages
1.2 We will have supported the health and wellbeing of 442 children at Sky Is The Limit, Uganda	<ul style="list-style-type: none"> Provided school meals every day for 442 children attending the school Complete the transition of the existing 8-acre farm to organic farming methods 10 farm staff (1 manager, 9 workers) upskilled in Organic farming methods 	<ul style="list-style-type: none"> Continue to find funding for the school meals programme to build resilience and concentration Secure funding to support the Mama Rose Organic Farm Facilitate the training of 10 farm staff Increase food security for Sky Is The Limit School
1.3 We will have facilitated an increase in employment opportunities and small business development in and around Fort Portal, Uganda	<ul style="list-style-type: none"> 13 businesses developed via loan scheme in Year 1 of the project to be thriving by end 2024 <ul style="list-style-type: none"> At least 60 employment opportunities created and filled 70/30 female/male benefit to increase opportunities for women 'Boda Boda' motorcycle taxi service and repair shop to grow in its success 	<ul style="list-style-type: none"> Continue to support and advise on the Fruits of Sky Youth Enterprise project as they enter their 2nd year of the project (2 of 3 years)
1.4 We will have supported 45 young women and mothers to achieve skills training in Hair & Beauty and take their first steps towards financial security	<ul style="list-style-type: none"> 45 women completed Year 3 of 3 of the Hair & Beauty skills training <ul style="list-style-type: none"> 0% returned to commercial sex work 0% new reported cases of STI's 100% increased understanding of sexual health 100% fully equipped with skills to set up and manage their own business or work within the industry 	<ul style="list-style-type: none"> Secure the remaining funds needed to complete the project

	<ul style="list-style-type: none"> ○ 90% supported other young women to leave commercial sex work ○ 100% report living calmer, happier and healthier lives 	
<p>1.6 We will have supported Tarnos School, Kenya, to provide quality primary and junior secondary education for 300 children</p>	<ul style="list-style-type: none"> ● The newly built science laboratory will be fully equipped with new equipment ● 2 new classrooms built to accommodate Grade 9 	<ul style="list-style-type: none"> ● Continue to find funding for the development work towards Tarnos' sustainability
<p>1.7 We will increase our support of the children in Kenya, Uganda and continue our support of children in Russia through sponsorship programmes</p>	<ul style="list-style-type: none"> ● Relationships and communication will continue between the sponsors and the young people at Kitezh/Orion, Russia ● SITL, UGANDA <ul style="list-style-type: none"> ○ 10 young people who attend Sky Is The Limit School ○ General support for the orphans at Noah's Ark ● IPI Kenya <ul style="list-style-type: none"> ○ 8 children supported to attend primary and secondary school at IPI, Kenya ● Tarnos, Kenya <ul style="list-style-type: none"> ○ 21 school places supported at the school during 2023 	<ul style="list-style-type: none"> ● Facilitate relationship building by encouraging communication between sponsors and young people ● Share news updates with our supporters across all channels ● Remain transparent with all our supporters and donors regarding our Russia project. ● Retain and increase sponsorships for children, young people and school placements
<p>1.8 We will have continued our support of local Ukrainian refugees</p>	<ul style="list-style-type: none"> ● Local Ukrainian children and families supported as they settle in Scotland 	<ul style="list-style-type: none"> ● Consult with local refugees to identify their needs ● Develop projects which answer their needs ● Fundraising to deliver community-led projects

AIM 2: STRENGTHENING COMMUNITIES		
Impact: To listen to and engage with individuals and communities, to collaboratively develop projects which grow stronger, sustainable communities, which increases young people’s ability to achieve their potential, give them opportunity to break their cycle of poverty, and the means to regenerate their environment for immediate and long-term security.		
OUTCOME <i>What we want to achieve</i>	OUTPUTS BY END 2024 <i>The direct, measurable results of our activities</i>	ACTIVITIES <i>What we do or offer in our project, and the people we reach</i>
2.1 We will address an urgent need for clean water by delivering a community water project benefiting the Kithoka area, Kenya	<ul style="list-style-type: none"> • Clean water to support: <ul style="list-style-type: none"> ○ 15,000 community members ○ 3,000 households ○ 1 local school of 200 pupils ○ Community clinic serving 5,000 patients every year ○ Local farms through crop irrigation • Reduced water borne diseases in the area • Improved food production 	<ul style="list-style-type: none"> • Find funding to secure the installation of a 45,000L water tank, water tower at KACH to serve local community, with piping to local infrastructure (clinic, school, water points for local homesteads) • WASH workshops taught by IPI in local schools and churches • Create water availability to support farm irrigation in a drought-prone/semi-arid area of Kenya
2.2 We will increase the food sovereignty and water access for the Njuruta community through regenerative food production and clean water provision at IPI, Kenya	<ul style="list-style-type: none"> • 1 borehole with 2 water tanks, solar pump and drip irrigation system to be installed on the 5-acre Njuruta Farm to support regenerative farming methods (food forests) • The farm to be transformed to a Regenerative Demonstration sit to facilitate local training for young people • Reduced water borne diseases • Improved food production • Clean water to support <ul style="list-style-type: none"> ○ 10,000 community members ○ 2 schools 	<ul style="list-style-type: none"> • Find funding to secure the installation of 1 borehole, 2 water tanks, solar pump and drip irrigation system • WASH workshops in schools taught by IPI • Create water availability for local community • Increase food security for KACH at IPI
2.3 We will increase opportunity for young people in Fort Portal and surrounding areas, Uganda	<ul style="list-style-type: none"> • Min. 13 business developed via loan scheme in Year 1 of the project to be thriving with notable profit and job availability • 10 workers trained in organic farming 	<ul style="list-style-type: none"> • Facilitate the Fruits of Sky Youth Enterprise project • Facilitate the Mama Rose Organic Farm project
2.4 We will increase food security for the children at Sky Is The Limit School	<ul style="list-style-type: none"> • 8-acre organic farm with farmhouse completed • Crops and livestock in place 	<ul style="list-style-type: none"> • Facilitate the Mama Rose Organic Farm project

AIM 3: BUILDING SUSTAINABLE PARTNERS		
Impact: To support our community-based partners to develop innovative, holistic and child-centred approaches and to become sustainable entities within their communities		
OUTCOME <i>What we want to achieve</i>	OUTPUTS BY END 2024 <i>The direct, measurable results of our activities</i>	ACTIVITIES <i>What we do or offer in our project, and the people we reach</i>
3.1 We will have investigated potential for new partnerships	<ul style="list-style-type: none"> 1 new viable partnership or project identified, either in the Scotland or International 	<ul style="list-style-type: none"> Consider projects/partnerships that align with Scottish Government funding Consider local projects/partnerships to benefit Scotland's young people
3.2 We will have supported our partners to use sustainable practices and improve their infrastructure, while considering climate action	<ul style="list-style-type: none"> 8-acre organic farm development with farmhouse will be completed at Sky Is The Limit Community water provision in the Kithoka and Njuruta areas at IPI, Kenya Increase food security at KACH at IPI, Kenya through regeneration farming 	<ul style="list-style-type: none"> Facilitate the Mama Rose Organic Farm project Facilitate the Kithoka Community Water project Facilitate the Njuruta Regen Food Forest project

AIM 4: INTERCULTURAL EXCHANGE AND LEARNING		
Impact: To support our partners through knowledge exchanges and volunteers to build intercultural learning and respect.		
OUTCOME <i>What we want to achieve</i>	OUTPUTS BY END 2024 <i>The direct, measurable results of our activities</i>	ACTIVITIES <i>What we do or offer in our project, and the people we reach</i>
4.1 We will have grown our overseas volunteering programme at IPI, Kenya	<ul style="list-style-type: none"> 3 volunteers to IPI scheduled for 2023 4 volunteers to IPI scheduled for 2024 	<ul style="list-style-type: none"> Develop new campaign to promote volunteering in Kenya
4.2 We will have fostered the values of Global Citizenship between Scottish schoolchildren and our international partners	<ul style="list-style-type: none"> Developed partnership with 1 local Scottish school during 2023 to engage with an international partner (fundraising and/or pen pal) as pilot scheme before wider roll out in 2024 	<ul style="list-style-type: none"> Develop relationship with a local school using existing connections and develop a package to then offer other schools Connect a UK classroom with an international classroom as a pilot scheme Support fundraising activities Facilitate pen pal scheme
4.3 We will develop our cultural understanding of our partners	<ul style="list-style-type: none"> Grow our relationships and cultural understandings of our partners through visits 	<ul style="list-style-type: none"> Hold M&E visits to each partner at least once annually Make efforts to build relationships with partners via all communication methods

AIM 5: BUILDING OUR ORGANISATION		
Impact: To strengthen our organisation and increase capacity to do more for children and young people.		
OUTCOME <i>What we want to achieve</i>	OUTPUTS BY END 2024 <i>The direct, measurable results of our activities</i>	ACTIVITIES <i>What we do or offer in our project, and the people we reach</i>
5.1 We will have a strong and engaged Trustee Board who provide robust governance	<ul style="list-style-type: none"> 6-8 board members that reflect diversity with a broad range of skills 	<ul style="list-style-type: none"> Skills mapping of Trustees Trustee recruitment Trustee development and training
5.2 We will have a succession plan for key staff and Trustees	<ul style="list-style-type: none"> Succession plan for Trustees in place Succession plan for senior management and Founder 	<ul style="list-style-type: none"> Clarify Trustee term lengths Clarify senior management and Founder role now and in future
5.3 We will prioritise staff development through training	<ul style="list-style-type: none"> Staff will actively work towards CPD and self-development through training Regular supervisions for staff in place 	<ul style="list-style-type: none"> Training resources are made available to all staff Areas of training identified through regular supervisions
5.4 We will increase our Unrestricted reserve by 10% <i>Cautious due to cost-of-giving crisis</i>	<ul style="list-style-type: none"> Unrestricted reserve increased 10% from £12,256 (2 months running costs) to £13,481 	<ul style="list-style-type: none"> Implement fundraising strategy built around 2023 challenges and trends Implement marketing strategy built around 2023 challenges and trends Continue researching opportunities for core funding Allocate a portion of 2023 net profit to Unrestricted reserve
5.5 We will increase our restricted/ unrestricted income by average 10% <i>See 2023 Budget</i> <i>Reduced unrestricted income due to cost of living crisis</i>	<p>During 2023:</p> <ul style="list-style-type: none"> Total income increased from £176,774 to £263,742 Total restricted project income increased from £121,215 to £222,219 (84% of total income) Total operating income increased to £5,211 Total unrestricted income reduced from £55,559 to £36,302 (16% of total income) M&E fee to projects increased from £18,307 to £45,724 (covers 56% staff wages) 	<ul style="list-style-type: none"> Implement fundraising strategy Implement marketing strategy Grow current income streams (sponsorships, volunteers, legacy, major donors, individual donors) Research corporate funding as a new income stream Prospect for a second patron Develop relationship with existing funders to continue/increase donation level
5.6 We will increase our capacity by developing a volunteer programme focussed on fundraising, building awareness and supporting UK activities	<ul style="list-style-type: none"> 2 local volunteers recruited to support local events 1 volunteer fundraiser (UK based) recruited to support fundraising efforts 	<ul style="list-style-type: none"> Research volunteering trends and challenges for 2023, consulting with local volunteer groups Develop attractive volunteer programme to encourage recruitment Advertise across all comms and locally