



## Ecologia Youth Trust Strategic Plan

January 2021 – December 2023

**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 transformed the lives of over 54,000 children, young people and families affected by poverty, poor family support and low social/emotional skills.

**Our vision** is a world where all young people can realise their unique potential, improve their lives for the long term, and contribute to stronger communities.

**Our mission** is to give young people facing disadvantage the support they need to thrive. This support includes access to a quality education, the confidence, skills and resources to shape their own future, and the family support vital to their health and wellbeing.

### Our activities

Our Scottish Growing2gether programmes, now over 70% of our operations, connect young people to their community as mentors to children in need of extra support and through the opportunity to deliver youth-led community projects. This builds their mental health, educational engagement and life skills.

Our smaller international projects in Kenya, Uganda and Russia, support disadvantaged young people and children through our long-term partnerships with local grassroots organisations, who share our aims of empowerment and growing strong, sustainable communities. We provide education for primary and secondary children who live in poverty, skills training for young school leavers and vulnerable young women, and family support for children without parents.

### Our Aims for 2021-23

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

#### **AIM 1: REACHING VULNERABLE CHILDREN AND YOUNG PEOPLE:**

- We will have supported a growing number of vulnerable children and young people to reach their potential through tested therapeutic or community-centred models by:
  - rolling out our innovative Growing2gether programmes in Scotland to reach 1,344 children and young people;
  - rolling out our Growing2gether in the Community programmes in Scotland to reach 266 young people and 6 communities with youth-led projects;
  - As part of the above 1610 total, we will respond to Covid, reaching 84 young people with our newly developed digital Growing2gether, Growing2gether In the Community, and Mentoring pilot programmes, to support targeted young people with increased mental health needs;
  - supporting Sky is the Limit school, Uganda, to improve access to a quality education for 370 children;
  - developing our ongoing programme to support 30 children and their education at International Peace Initiatives Centre, Kenya;
  - supporting Tarnos School in Kenya to provide excellent Primary education for 250 children, with specific sponsorship of 75 students in impoverished circumstances;
  - continuing to support innovation and education in Kitez and Orion, Russia.

## **AIM 2: STRENGTHENING COMMUNITIES**

- We will have listened to the needs of communities and young people to develop community-strengthening projects, which increase young people's skills and confidence, empower them to achieve their potential and give them a voice to break intergenerational cycles of disadvantage, by:
  - Listening regularly to the needs of young people and the wider community in Scotland, to ensure that our programmes in Scotland are youth-led, via our Youth Participation Board, which will consult regularly with young people;
  - Championing early intervention through our partnerships
  - supporting 170 vulnerable local mothers attending International Peace Initiatives in Kenya to develop vocational skills, grow new livelihoods to support their children, and improve health and wellbeing in their communities;
  - supporting Sky is the Limit school, Uganda, to provide youth-led skills trainings and follow-up support for the livelihood initiatives of its graduates;
  - continuing to support foster families at Kitezh and Orion communities, Russia.

## **AIM 3: BUILDING SUSTAINABLE PARTNERS**

- We will have supported our community-based partners to develop innovative, holistic and child-centred approaches and to become self-sustaining over time, by:
  - supporting partner schools to deliver a sustainable Growing2gether programme, independently of our facilitator team;
  - building a more sustainable portfolio of partners, and increasing organisational capacity, social bridging and impact funding in the wider field of youth development;
  - supporting our partners to improve their infrastructure, using sustainable practices which consider climate change adaptation requirements;
  - investigating and creating new international partnerships.

## **AIM 4: INTERCULTURAL EXCHANGE AND LEARNING**

- We will have strengthened our programmes of exchange and volunteering with our partners to build intercultural learning and respect, by:
  - growing our overseas youth exchange programme;
  - growing our overseas volunteering programme to 28 volunteers over 3 years;
  - sharing knowledge and lessons learnt between our International partners;
  - fostering the values of Global Citizenship between UK primary schoolchildren and those of our international partners.

## **AIM 5: BUILDING OUR ORGANISATION**

- We will have strengthened our organisation to deliver more for children and young people, by:
  - raising total charity income of £1,756,865 over 3 years: increasing our restricted/unrestricted income by average 10% by year 3; and diversifying income sources, to become 40% less reliant on trust/foundation/statutory funding by end 2023;
  - developing a new trading arm to diversify income and share our expertise in skills to transform the lives of more young people by training others (professionals/parents).

- o ensuring we have a strong Trustee Board (including young people with lived experience) who provide robust governance to the charity;
- o putting in place a succession plan for key staff and trustees;
- o upskilling staff and building our staff teams;
- o increasing funding for international projects to address post-COVID needs.

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## 1. About Ecologia Youth Trust

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**Our mission** is to give young people facing disadvantage the support they need to thrive. This support includes access to a quality education, the confidence, skills and resources to shape their own future, and the family support vital to their health and wellbeing.

### Our activities

Our Scottish Growing2gether programmes, now over 70% of our operations, connect young people to their community as mentors to children in need of extra support and through the opportunity to deliver youth-led community projects. We intervene early to build their mental health, educational engagement and life skills.

Our international projects in Kenya, Uganda and Russia, support disadvantaged young people and children through our long-term partnerships with local grassroots organisations, who share our aims of empowerment and growing strong, sustainable communities. We provide education for primary and secondary children who live in poverty, skills training for young school leavers and vulnerable young women, and family support for children without parents.

### Our values

We are committed to promoting the principles of equality and justice for all in our programmes and with our staff, partners and volunteers:

- Respect for all people and their needs in accordance with their human rights.
- Integrity and fairness in all our work.
- Building sustainable communities meeting the needs of the present without compromising future generations.
- Participatory and cooperative working practices.
- Partner-led project development.
- A therapeutic approach to education.

### Legal Status

Registered Scottish Charity No. SC023976

Company Limited by Guarantee No. SC290434

## 2. Our Approach

Ecologia Youth Trust works in partnership with local organisations around the world to ensure a secure future for vulnerable young people. We are experienced in community-based approaches to sustainable living and in working with children and young people facing disadvantage. Concern for the future of our children and our environment connects our partners and our local community.

We aim to support young people and children to raise their self-belief and aspiration and to grow into their unique and abundant potential, as well as become a positive force for change in their communities.

We are part of the Findhorn Community, an international holistic education centre and United Nations (UN) recognised eco-village, established 50 years ago in Scotland. The Community is known internationally for its innovative models for sustainable living, not only environmentally (e.g., addressing climate change), but also in social, economic and cultural terms.

We place respect for the diversity of individuals, communities, and cultures at the centre of our work. We strive to strengthen community relationships and to meet the present needs of communities without compromising the ability of future generations to thrive.

### **Our Niche**

Our ethos, grounded in the values of the Findhorn Foundation, gives us a unique approach. We seek to plant seeds of innovation, which as they flourish, support children and young people to thrive and ultimately lead their communities to greater sustainability.

We do this in five ways:

- Modelling new approaches to supporting young people. For example, our Scottish-based Growing2gether programme, an early intervention programme that addresses the needs of young people's social and emotional development. Young people gain work experience as mentors to small children in a nursery setting. Whilst supporting the learning of a small child, the young people realise that they have a valuable contribution to make to their community.
- Empowering young people to lead: for example, our Scottish programme Growing2gether in the Community builds young people's relationships with their community by enabling them to design youth-led projects that address local needs.
- Supporting our partners as they develop new models to support vulnerable children in their communities, for example, taking a therapeutic approach to early childhood trauma in Kitezh Children's Community, Russia, and helping children to participate in community life through education and life skills development.
- Building deep personal connections and trust with our partners. We have a strong focus on sharing learning and skills, including with our own wider community, e.g., through our youth exchange groups/international volunteering programme.
- Promoting meaningful sustainability and selecting partners who align with this ethos. Our international partners are identified through our Findhorn and Global Eco-Village

networks, which share our holistic approach to community sustainability. In Scotland, we develop projects in partnership with the local community, including, most importantly, young people. We create sustainability and increase reach to more young people by training school and Local Authority staff to deliver in the future, at no cost to funders. To maintain fidelity of our programmes, ongoing outcome evaluation/quality assurance is provided by the charity.

### 3. Our Work in Scotland

#### **Growing2gether: What we have achieved**

Growing2gether is the only programme in Scotland to pair young people facing disadvantage as mentors to children needing additional support and combine this with classroom training in life skills. This early intervention programme builds well-being, skills and attainment. We tackle the barriers that prevent young people reaching their unique potential, including poor mental health, poverty, challenging behaviour and disengagement from school and society.

The intensive group work that Growing2gether offers is unique and not provided through Curriculum for Excellence. Highland Council's targeted interventions work one to one, and Third Sector options are light touch. 'Learning by doing' and then assessing outcomes, helps young people facing challenges to engage more positively in the community and practice new skills/behaviours with the children, nursery staff, and each other, coached by skilled facilitators using positive psychology. Through mentoring, young people are given an experience of their unique potential and an insight into who they can become. 95% of Growing2gether participants would recommend the programme to others.

*"I finally feel like I am ok as a person, I always thought everyone else was better than me, but being in this group has helped me to try different things."* Susan, who lived in a women's refuge when her mother fled an abusive relationship.

Working in partnership with Highland Council, schools, and parents, Growing2gether was launched in January 2017. Young people also wanted Growing2gether: 86% thought volunteering as a team to mentor a child could build confidence (*Survey, 270 young people, Highland*). They asked for improved mental health/to find solutions to bullying; 92% wanted a qualification (*Survey 120 potential participants, 2017*).

Growing2gether has been delivered in 11 secondary schools taking students from deprived areas of the Highland region (parts of Inverness, Tain, Golspie, Invergordon, Thurso, Dingwall and Grantown). We also piloted a programme in East Lothian for looked after children and were accepted onto the Children and Young People's Framework in Dundee. We have trained 10 Highlife Highland Youth Development Officers, funded by Highland Council, and 10 school facilitators to deliver Growing2gether in future. This sustainable approach shares skills and further embeds the importance of early intervention to the benefit of more young people.

To date, we have reached over 1000 young people and children facing disadvantage.

Outcomes for young people:

- 31% increase in mental health and wellbeing.



- 80% of young people agreed that the programme made them aware of themselves and the consequences of their actions.
- 83% agreed that education provides them with more opportunities in the future.
- 81% agreed that Growing2gether has made them feel more confident in their abilities.
- 85% (programme finishers) received a personal development qualification (Level 3/4 SCQF - Self Awareness and Self in Community Units).
- 88% of parents agreed Growing2gether gave their child clarity about their future.
- Working with our partner Highland Council, who track long-term outcomes, initial studies show that 84% reached a 'positive destination' (work, training, further study).

*"Growing2gether provides an incredibly valuable learning opportunity in our school. We have witnessed pupils at risk of disengaging, develop a real sense of value and worth as a result of the programme. The quality of the provision and the evaluative approach taken by Growing2gether is excellent."* Head Teacher, Dingwall Academy

Growing2gether is unique because it also benefits the mentored children, who are selected by nursery teachers because they have social/communication/personal challenges. The mentoring provided by the teens (reading/numbers/play) builds skills the children need to progress in school and life.

*"The children's self-confidence has increased by being mentored. They build positive bonds with the young people and our more vulnerable children gain much-needed one-to-one time."* Head Teacher, Danleigh Primary

We look forward to developing this programme further, and will focus our ambitions for growth on this new Scottish-based initiative, by expanding our programmes throughout the Highland and beyond. Our vision is to reach 1344 young people and children on the Growing2gether programme and 266 young people on the Growing2gether in the Community programme by end 2023, first in Highland and then in other areas of deprivation across Scotland (e.g., Dundee/Moray/Aberdeenshire).

### **New Programme: Growing2gether in the Community**

Funded by the Scottish Government/European Social Fund (Aspiring Communities), in 2019, we were able to pilot a new programme, Growing2gether in the Community youth-led groups. This new programme was developed because our young people told us that, after mentoring, they wanted to continue giving back to the community. Growing2gether graduates are offered the opportunity to plan/develop their own community project, responding to the needs of their community. Over 15 weeks, the young people learn leadership, project planning and communication skills, increasing their confidence/social inclusion.

To date, we have supported young people to deliver seven Growing2gether in the Community projects, indirectly reaching 14,000 people in the community. As part of the project, we support the young people to find knowledgeable volunteers from the local community as mentors on their community project. As a recent innovation, we also train young people (Young Leaders) to co-facilitate Growing2gether in the Community alongside our skilled facilitator staff.

Youth-led projects delivered so far include films educating on teen pregnancy, the publication of a book addressing self-harm, a joint baking project with homeless people and the design, production and sale of inspirational tote bags addressing mental health issues (See Appendix 1). With support from the National Community Fund and Children in Need, our young people will now be developing projects to respond to COVID-19.

## **Response to COVID**

COVID-19 has had a major impact on our original plans for expansion. Since March 2020, we were unable to deliver our Growing2gether programmes and anticipate that these will not resume until September 2021. We have therefore adapted Growing2gether into a 12-week digital offering for small groups, called Growing2gether Online, which covers important skills such as communications, re-engaging in the community and goal-setting.

It contributes a unit to an accredited Level 4 qualification. Growing2gether in the Community was reviewed with our Youth Participation Board, who highlighted the importance of delivering youth-led projects to address the issues faced by the community due to the pandemic.

COVID also highlighted an urgent need to provide more support to young people: Our two surveys (100 young people) showed that young people were worried about their mental health: 75% said they were experiencing anxiety, worry or loneliness. Already struggling at school, 70% were concerned about returning. 86.7% said support to reach their potential was important. 68.5% wanted follow-on time with a Growing2gether facilitator. To meet this increased need and in response to school feedback, we have developed a new youth-led mentoring service, using the coaching skills of our experienced facilitators. We have begun offering youth-led small group mentoring, with topics determined by young people for each session, depending on their needs. We are also offering one-to-one, youth-led mentoring where needed.

Our new services will be evaluated and we will ascertain if there is a long-term need and access to potential sources of funding. Initial evidence shows a clear need for follow-on mentoring with a trusted adult to ensure that young people can achieve their educational, personal and work goals and build their mental health. *"It is good to have someone who listens and who is not family or school ... it feels safe and I know it helps me knowing there is someone I can talk to." "It would be really good to get a mentor to help build my confidence and find a job for when I leave school."*

Our main focus, long-term, will always be to deliver face-to-face Growing2gether programmes, where we have a track record of impact. To ensure sustainable outcomes for our highly vulnerable young people, our ambition is incorporate follow-on mentoring into our established nursery mentoring programme, creating a new extended programme called Growing2gether Plus. This will allow us to provide a bespoke coaching support to young people, helping them create a formalised development plan to achieve their educational/work potential. This new support will include local careers, further education, work experience and volunteering, working closely with the school and local partners, including corporates. Central to this programme, will be building the mental health and confidence of the young people so they engage in opportunities.

## 4. Our International Work

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 in 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. While now moving towards independent sustainability, we retain close links to share learning and skills, support international exchanges, a volunteering programme for Russian Language students, and encourage further innovation.

#### 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 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 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 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 support permaculture training for young people. Through our Child Sponsorship programme, we support the young people to continue to Secondary and Higher education.

#### Sky Is The Limit - Uganda

Since 2014, we have supported Sky Is the Limit Children's Centre in Fort Portal. Sky Is the Limit School provide Primary education for 370 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. We intend to build the remaining five classrooms over the next three years. For the past six years we have provided 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. We support skills training at the Tailoring Shop and the Farm, and other skills that provide the young people with a means to earn a living. Over the next 3 years we will help to further develop the Farm to enable Sky Is the Limit to become more sustainable and less dependent on outside funding to provide school meals to feed the children.

#### 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 250 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. This project is spear-headed by Trustee, Anne Skene.

## **Volunteer Programmes**

International Volunteering Programme (at Kitezh-Orion and IPI):

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, 7 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 been sending their groups regularly to Kitezh and Orion since 2012 (12 groups). Due to the Coronavirus pandemic, the volunteers and schools' programmes were closed from March 2020, with the aim of restarting in Summer 2021.

Past International projects are listed in Appendix 2.

## **International Response to COVID**

The COVID-19 pandemic has had a major impact on our International work. Lockdowns in our project countries meant that our partners have been inhibited in their work. It was immediately identified that the lockdowns had a negative impact on our beneficiaries, who found themselves in a dire position: people had no means of income, food supplies decreased and prices increased, children were unable to continue with their education. In response, we launched an emergency appeal to:

- Give support packages to the women in our skills trainings, so that they could have food, pay their bills and rent so as not to become homeless, and provide hygiene supplies like soap and masks, so they can stay safe.
- Support the teachers of the schools, whose wages had stopped once lockdown forced the schools to close.
- Support the residential children at Sky Is the Limit, so they can continue to receive medication for their illnesses and continue to eat healthy meals on a daily basis.

As the lockdowns ease in our project countries, we are working with our partners to ensure that they comply with hygiene standards to reduce the spread of COVID-19, and support them so they can continue working with our beneficiaries.

## **5. Strategic Review**

## Opportunities and Threats in Context

In setting our priorities for the coming year, we have completed a detailed review of the internal and external context, and consulted closely with our partners.

### 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), 8 (decent work and economic growth), 10 (reduced inequalities) and 12 (responsible consumption).
- Increasing importance of young people – 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).
- The Scottish government's emphasis on the need for evidence-based, early interventions to support the emotional and mental wellbeing of every child and young person (Mental Health Strategy 2017-2027). Mental health is also strongly linked to inequality/poor educational achievement, as reflected in the Fairer Scotland Action Plan and the Local Poverty Action Plans of NHS Boards. This need has increased due to COVID, with many young people reporting mental health concerns (especially girls, who make up 75% of our beneficiaries). COVID: Mental Health and Recovery Transition Plan 2020 (Scottish government and COSLA)
- 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. Through Growing2gether, Ecologia Youth Trust is well placed to respond to these needs and to provide increased opportunities for young people to build their confidence and skills for learning, life and work.
- 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.
- DFID is now the Foreign, Commonwealth & Development Office (FCDO): Concern across the Third sector that the UK will cease commitment to global development. This reduces options for institutional funding for international projects.
- Climate change, increased migration and increased humanitarian disasters mean that many development achievements are at risk.
- The economic crisis of the past decade continues to have an impact on international development and local funding, with fewer funders and much more focused donor strategies. It is likely that this will be exaggerated due to the financial impacts of COVID-19.

## SWOT Analysis

	STRENGTHS	WEAKNESSES
INTERNA L	<ul style="list-style-type: none"> <li>● 25-year history as solid charity, healthy financial reserves, good track record</li> <li>● Strong evidence of demand and need through 3 years of consultation</li> <li>● Strong values and ethos</li> <li>● Continuity in founder's involvement</li> <li>● Strong relationships with partners, common values and commitment to collaboration</li> <li>● Solid funding base with respected funders (Trusts/National Community Fund/Scottish government/corporate)</li> <li>● Proven ability to manage large grants (e.g., Big Lottery/government)</li> <li>● Willingness to self-reflect and learn through community/youth consultation</li> <li>● Ability to develop and deliver unique, evidence-based, innovative projects (e.g. Growing2gether), which attracts large funders</li> <li>● Focus on programmes which engage and strengthen local communities</li> </ul>	<ul style="list-style-type: none"> <li>● Low brand awareness and promotion</li> <li>● Low individual unrestricted donor base and sources for core funding</li> <li>● Funding base not diversified enough</li> <li>● Limited sharing of learning between partners</li> <li>● Need to broaden Trustee Board; recruit more Trustees with relevant expertise</li> <li>● Need for succession planning</li> <li>● Small staff teams/multiple responsibilities/lack of admin support</li> </ul> <p><u>G2G</u></p> <ul style="list-style-type: none"> <li>● Need to deliver Growing2gether as face-to-face model to cover core/staff costs</li> </ul>

EXTERNAL	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> <li>● New funding sources, e.g., Local Authorities (mental health/looked after), COVID, US</li> <li>● Expansion into new geographies</li> <li>● New funding models: corporate giving, social enterprise, social impact bonds.</li> <li>● Emphasis on community focused interventions</li> </ul> <p><u>G2G</u></p> <ul style="list-style-type: none"> <li>● Proven skills to help mental health needs of young people</li> <li>● New partnerships with other youth-focused organisations (Third Sector/ local Community Planning Partnerships/LA)</li> <li>● Good fit with Scottish government priorities for young people and rural deprivation</li> <li>● Online projects/youth-led mentoring: a new opportunity during COVID-19</li> <li>● Partnering with a research body to increase evidence base/fund projects</li> <li>● Replacement of EU funding</li> <li>● Impact on children (Early Years' focus in Scotland)</li> <li>● Using our skills to train others and increase early intervention impact on young people</li> </ul>	<ul style="list-style-type: none"> <li>● Continuing impact of COVID-19</li> <li>● Poverty of parents/unemployment impacting young people's futures</li> <li>● Local authority, institutional and other public funding much reduced due to austerity/COVID</li> <li>● Funders focused on charities struggling in short-term/not on long-term issues</li> <li>● Some Trusts refocusing on UK due to COVID affects international project funding</li> <li>● Competitors, especially big charities with better contacts and wide reach and those re-focusing on mental health</li> </ul> <p><u>G2G</u></p> <ul style="list-style-type: none"> <li>● G2G may become less attractive to funders once it is no longer 'new'</li> <li>● Loss of EU funding due to Brexit</li> <li>● Misconception that we are part of statutory provision because we work with schools</li> </ul> <p><u>International</u></p> <ul style="list-style-type: none"> <li>● Fast changing national context and priorities in countries where we work.</li> <li>● Debates regarding the best support for vulnerable children: our approach may be misunderstood</li> <li>● Reduced UK government funding for International Aid and Development (FCO-DFID merger)</li> </ul>

## Stakeholders

Stakeholder Group	How We Engage	What We Will Do
Children and Families in our projects	Field visits Therapeutic training School exchanges Focus groups/ Surveys Youth Participation Board Local Community Planning Partnership panels	Seek more qualitative feedback for monitoring and evaluation, and project development Always put young people at the centre Give young people a voice
Partners	Field visits/Regular communications Learning exchanges/best practice	Support them to develop long terms plans and report
Staff	Build personal relationships, staff engagement/satisfaction	Ensure consistent quality feedback to and from staff
Donors – individual supporters/trusts/corporates	‘Thank You’ cards & emails Newsletters/Monthly e-updates 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 Newsletters/Monthly e-updates Social Media Community Events	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)	Regular meetings (Scotland) Utilising our membership with SIDA and SCVO Conferences/PR/consultations	Increase our knowledge of govt. priorities in Scotland/other countries Share best practice
Local government/community (Highland)	Membership of local Community Planning Partnerships - regular mtgs Expand to Dundee/ Aberdeen Expand to Moray/East Lothian	Continue to build a strong partnership with local government Share best practice to increase positive outcomes for young people Train High Life Highland Youth Development Officers (LA-funded) to increase skills/extend reach.
Schools and nurseries	Local panel, regular visits, meetings and financial support received.	Continue to grow our engagement Increase skills of school staff through training to reach more young people
Findhorn Community	Community events Encouraging dialogue	Tell them more about what we do/why
Children’s organisations, Youth Highland, SIDA (NIDOS) and TSIs	Networking Seeking useful new partners Speaking conferences/articles on early intervention	Share good practice Develop fruitful partnerships Combine interventions for greater impact, e.g., Who Cares?

## 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:



- More clearly express priorities and curate internal connections between programmes.
- Adapt our funding model to increase the support we receive from individuals (donations /community fundraising) and corporates, reducing our reliance on institutional funding.
- Grow income from Trusts with different levels of gifts, multi-year grants and a focus on core funders to reduce risk.
- Build our relationship with Scottish government for new opportunities beyond EU funds.
- Strengthen relationships to retain and grow existing funders (e.g. National Community Fund/Robertson Trust/Children in Need/Gannochy/Hilden Charitable Fund/Allen & Nesta Ferguson Trust/Clara Burgess Trust /schools).
- Investigate the potential of major donors through peer-to-peer connections.
- Grow a social enterprise approach in our Growing2gether programme to offer our facilitator training as a tool for working with vulnerable young people in Scotland.
- Further develop our current International programmes through projects leading to sustainable communities and increased environmental awareness.
- Address our internal weaknesses, including strengthening our staffing and governance and developing a succession plan for key staff and Trustees.

## **Risk and Assumptions**

Our assumptions are that:

### **Growing2gether, Scotland**

- Our projects will be able to resume face-to-face by September 2021.
- Trusts will be attracted to the innovation of Growing2gether and will understand the sophistication of the programme's evidence base.
- Funders will understand that the Growing2gether programme is unique with a focus on mental health, filling an important gap in provision and fitting within the charitable aims of Ecologia Youth Trust.
- Highland Council, Education Scotland, schools and other partners will continue to champion the Growing2gether programme.
- Other Local Authorities/schools will be attracted to the Growing2gether programme.
- Funding can be found to support the Director of Fundraising

### **International Projects**

- 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 Trusts, attracting them to fund our activities.

## 6. Aims and Objectives

AIM 1: REACHING VULNERABLE CHILDREN AND YOUNG PEOPLE		
We will have supported a growing number of vulnerable children and young people to reach their potential through tested therapeutic or community-centred models		
OBJECTIVE	INDICATOR/TARGET by 2023	EXAMPLE ACTIVITIES
1.1 We will have rolled out our innovative Growing2gether programmes in Scotland to reach 1,344 children and young people	<p>We will have delivered 84 Growing2gether programmes over three years in 18 schools and nurseries.</p> <p>Our young people have the strong mental health they need to thrive:</p> <ul style="list-style-type: none"> <li>• 75% agree that the programme has made them feel more confident in their abilities</li> <li>• A 30% increase in self esteem</li> <li>• 72% agree that the programme influenced them to make good decisions about their lifestyle (i.e., not drinking or taking drugs)</li> <li>• Growth of Mindset increases by 30% by end of programme</li> </ul> <p>Our young people have the skills they need to succeed:</p> <ul style="list-style-type: none"> <li>• 50% increase in engagement at school, reported by teachers.</li> <li>• 85% young people earn an accredited SCQF Qualification, Level 4, Self in Community and Self Awareness Units</li> <li>• 78% agree that education provides them with more opportunities in the future</li> </ul> <p>Growing2gether Plus: 4 group pilot of extended programme, plus 4 group roll-out over 3 years</p>	<ul style="list-style-type: none"> <li>• Ongoing young people and stakeholder’s consultation to research demand for Growing2gether, review impact and develop programme.</li> <li>• Working with Highland Council, regular review and update of policies and procedures such as child safeguarding including digital safety. Regular update of programme curriculum.</li> <li>• Regular quality assurance and meetings with facilitators to ensure fidelity/efficacy of programme using the Highland Practice Model Guidance for GIRFEC.</li> <li>• Monitoring and Outcome Evaluation: evaluation reports produced 3 months post-programme (Sept and March) and disseminated to stakeholders/others interested in best practice for early intervention.</li> <li>• Networking/consultation in Dundee, Moray and Aberdeen with schools/LAs/local community</li> <li>• Competitor research in new geographies</li> <li>• Expand business development initiatives to reach projected numbers (e.g. through partnership)</li> <li>• Evaluate follow-on mentoring with a view to developing a new follow-on programme beyond Growing2gether to strengthen further</li> </ul>

		<p>the long-term mental health, educational and employment outcomes of young people. (research local opportunities in partnership with local partners/school/careers team; create development plan format; source local community mentors depending on young person's interests).</p> <ul style="list-style-type: none"> <li>● Drive for increased preventative support by sharing our skills and knowledge through: speaking at Conferences, PR (e.g. articles in Children Scotland); responding to consultation calls; collaboration.</li> </ul>
<p>1.2 We will have rolled out our Growing2gether in the Community programmes in Scotland to reach 266 young people and 6 communities with youth-led projects</p>	<p>We will have delivered 30 youth-led projects over three years, with 260 young people (including 25 trained Young Leaders), addressing key community issues.</p> <p>Our young people have the sense of purpose, connection to community, and life skills they need to thrive:</p> <ul style="list-style-type: none"> <li>● 92% have learned valuable skills that they can use in life</li> <li>● 92% feel contributing to the community has been a valuable experience</li> <li>● 76% want to become more involved in their community in the future.</li> </ul> <p>25 Young Leaders will have been trained in employment and facilitation skills to co-deliver projects.</p> <p>Up to 30 Community Mentors (depending on projects) will have been recruited</p>	<ul style="list-style-type: none"> <li>● Ongoing community/young people consultation to research demand for Growing2gether in the Community, review impact and develop programme.</li> <li>● Work in partnership with Third sector mentors on In the Community programmes</li> <li>● Competitor research in new geographies</li> <li>● Continue rigorous outcome evaluation of each Growing2gether in the Community Cohort and publish reports</li> <li>● Expand our business development initiatives to reach our projected numbers</li> </ul>
<p>1.3 We will have reached 84 young people with our newly developed digital Growing2gether, Growing2gether In the Community, and Mentoring pilot</p>	<p>We will have delivered 7 Growing2gether Online programmes run with 56 young people (pilots between January-June 2021)</p>	<ul style="list-style-type: none"> <li>● Ongoing community/young people consultation to research demand for digital programmes, review impact and develop programme.</li> <li>● Run new programmes.</li> </ul>

<p>programmes, in response to the Covid-19 Lockdown, to support targeted young people with increased mental health needs. <b>(Part of 1344 total in 1.1 above)</b></p>	<p>We will have delivered 7 Growing2gether In the Community programmes adapted to digital delivery, reaching 32 young people.</p> <p>768 young people reached with our digital, moving to live, mentoring service.</p> <p>Outcome evaluation outcome targets for each service (e.g., mental health/educational engagement/qualification) to be quantified after pilots</p>	<ul style="list-style-type: none"> <li>● Ensure fidelity/efficacy through QA of every programme</li> <li>● Produce rigorous outcome evaluation of each digital programme and disseminate results</li> <li>● Assess outcomes, develop programmes and decide on roll-out depending on results and funding</li> <li>● Where able to deliver new programmes face-to-face (Covid-permitting), compare digital and face-to-face outcomes</li> </ul>
<p>1.4 We will have supported Sky is the Limit to improve access to a good education for 370 children.</p>	<ul style="list-style-type: none"> <li>● Will have supported SITL to build: <ul style="list-style-type: none"> <li>○ 5 more permanent classrooms</li> <li>○ 1 library</li> <li>○ 1 admin block</li> <li>○ 1 sick bay</li> </ul> </li> <li>● Have supported the purchase of a school bus</li> <li>● Have provided Financial support (sponsorship) to: <ul style="list-style-type: none"> <li>○ 35 orphans who attend primary school.</li> <li>○ 20 Primary school graduates moving onto Secondary Education</li> <li>○ 5 former Students to attend Higher Education or University</li> </ul> </li> <li>● Will have provided school meals every day for 370 children attending the school each year.</li> </ul>	<ul style="list-style-type: none"> <li>● Support 370 children to access a good education at Sky Is the Limit Primary School.</li> <li>● Find funding for buildings/school bus.</li> <li>● Retain and increase Child &amp; school placement sponsorship.</li> <li>● Find funding for school meals to build resilience &amp; concentration.</li> </ul>
<p>1.5 We will have developed our ongoing programme to support 30 children and their education at IPI in Kenya</p>	<ul style="list-style-type: none"> <li>● We will have found sponsorship/funding for: <ul style="list-style-type: none"> <li>○ 20 children to attend Primary &amp; High school</li> <li>○ 5 to attend Higher Education or university</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Develop Child Sponsorship programme.</li> <li>● Seek funding for child sponsorship.</li> </ul>
<p>1.6 We have further supported Tarnos School in Kenya to provide excellent Primary education for 250 children, with specific sponsorship of 75 students in impoverished circumstances.</p>	<ul style="list-style-type: none"> <li>● We will have supported 20 teaching staff to improve their skills, for the benefit of their students.</li> <li>● We will have sponsored 1 senior teacher to upskill in teacher training (university), in order to provide teacher training to Tarnos teachers.</li> <li>● We will have provided financial support (sponsorship) for:</li> </ul>	<ul style="list-style-type: none"> <li>● Teaching staff to develop skills for further excellence</li> <li>● Support a senior member of staff to provide up to date teacher training.</li> <li>● Support 25 children each year to attend the school.</li> </ul>

	<ul style="list-style-type: none"> <li>o 25 impoverished children per year to attend Tarnos Primary School (75)</li> <li>• We will have built a Grade 9 classroom/2 teacher specialist rooms costing £13,000 (necessitated by elementary school going up to age of 15 and increased curriculum demands)</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the infrastructure of the school to increase the elementary school to go up to the age of 15.</li> </ul>
<p>1.7 We will have continued to support innovation and education in our partnership programme in Kitez and Orion, Russia, through the sponsorship of children at the school.</p>	<ul style="list-style-type: none"> <li>• We will have raised sponsorship money for 35 Kitez children to attend Kitez and Orion schools.</li> <li>• We will have financed, in partnership with Sevenoaks and St Paul's schools, 30 Kitez/Orion children over 3 years to travel to the UK &amp; USA on a youth exchange.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide further training for staff in therapeutic methods to heal early childhood trauma. <ul style="list-style-type: none"> <li>o Youth Exchanges to UK &amp; USA</li> <li>o Increase Sponsors and their support.</li> </ul> </li> </ul>

<b>AIM 2: STRENGTHENING COMMUNITIES</b>		
We will have listened to the needs of communities and young people to develop community-strengthening projects, which increase young people's skills and confidence, empower them to achieve their potential and give them a voice to break intergenerational cycles of disadvantage.		
<b>OBJECTIVE</b>	<b>INDICATOR/TARGET by 2023</b>	<b>EXAMPLE ACTIVITIES</b>
2.1 In Scotland, we have regularly listened to the needs of young people and the wider community through our programme consultations and our Youth Participation Board to ensure that our programmes remain impactful.	<ul style="list-style-type: none"> <li>• 100 young people, 10 members of the wider Highland community, 18 schools, 18 nurseries and representatives of 3 local authorities will have been engaged in identifying community need</li> <li>• 6 communities will have benefitted from Growing2gether in the Community projects dealing with local issues.</li> <li>• Community networks will have been strengthened via up to 30 third sector In the Community mentors and six meetings between Young Leaders and local Community Planning Partnerships.</li> <li>• Monitoring has been put in place to ensure our programmes are adapted to meet current local needs in challenging times, (e.g. COVID, mental health, economic instability).</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys/focus groups with young participants and their parents/carers</li> <li>• Regular meetings with Growing2gether nurseries and secondary schools</li> <li>• Community surveys/focus groups led by young people. Past participant presentations to new participants</li> <li>• Quarterly meetings with Highland Council</li> <li>• Advisory panel inc. local people</li> <li>• Networking between CPPs, communities and our young people, including. attending local CPP meetings and supporting the young people's presentations.</li> <li>• Online surveys and bi-annual consultations on community needs, e.g. Covid-19.</li> <li>• Community celebrations</li> <li>• Signposting of local services for young people through a new youth-led section on our website.</li> <li>• Develop Project Cycle Management, to review consultation data, government guidelines, and programme alignment, and adapt/develop programmes.</li> </ul>
2.2 In Scotland, we have ensured our programmes are youth-led, via our Youth Participation Board, which has consulted regularly with young people, supporting them and recruiting them to our programmes.	<ul style="list-style-type: none"> <li>• We have maintained a Youth Participation Board of 5-7 members, mixed gender.</li> <li>• We have received 500 hits on the Growing2gether 'For Young People' webpage.</li> <li>• 40% positive feedback for the 'For Young People' Page</li> <li>• 100 young people have been consulted by Youth Participation Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Youth Participation Board to develop Terms of Reference, participation strategy and decision-making structure</li> <li>• Youth Participation Board consults bi-annually with local young people on needs, and effectiveness of Growing2gether</li> </ul>

		<p>programmes, feeding results to Ecologia board (cf. 5.2).</p> <ul style="list-style-type: none"> <li>• Youth Participation Board quarterly posting on <i>For Young People Growing2gether</i> webpage, reviewing youth services and signposting to important news</li> <li>• Give young people a voice by connecting them to wider initiatives, e.g., Highland Youth Parliament, Highland Council consultations.</li> </ul>
<p>2.3 We will have supported 170 local community members attending International Peace Initiatives in Kenya to develop vocational skills, grow new livelihoods, and improve health and wellbeing in their communities.</p>	<ul style="list-style-type: none"> <li>• We will have supported IPI to train 140 vulnerable local mothers (aged 16-35, 280 children) in new income-generating skills (in hair and beauty and other skills). <ul style="list-style-type: none"> <li>◦ 80% of training graduates will have achieved new employment after intervention.</li> <li>◦ 80% will have self-assessed as enjoying increased confidence.</li> </ul> </li> <li>• We will have trained 30 community members around IPI in new Permaculture skills. <ul style="list-style-type: none"> <li>◦ 100% of graduates will have started their own farming projects using their new skills.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Hair and beauty Skills training (years 2 &amp; 3 of 3-year project: 80 women)</li> <li>• Additional skills training project to support 60 women (soap-making, jewellery-making, etc).</li> <li>• Permaculture Training for young farmers (men and women) at Tiriji Centre</li> </ul>
<p>2.4 We will have supported Sky is the Limit to provide youth-led skills trainings and follow-up support for the livelihood initiatives of its graduates.</p>	<p>We will have supported SITL to develop:</p> <ul style="list-style-type: none"> <li>• Tailoring training and workshop (for 5 graduate apprentices by end 2023) to provide graduates with an income stream, and income for SITL itself (uniforms for 3 local schools)</li> <li>• Motorcycle repair training (with 4 graduate apprentices)</li> <li>• Follow-up financial support for graduates launching their own business</li> </ul>	<ul style="list-style-type: none"> <li>• Support trainings and initiatives to provide a living for graduates of Sky is the Limit.</li> </ul>
<p>2.5 We will continue to support foster families at Kitez and Orion communities to increase in professional skills.</p>	<ul style="list-style-type: none"> <li>• We will have provided a trainer to train 30 local professionals and Kitez/Orion foster parents/teachers in therapeutic methods for healing early childhood trauma, for the benefit of their community.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide further training in therapeutic methods to heal early childhood trauma</li> </ul>

### AIM 3: BUILDING SUSTAINABLE PARTNERS

We will have supported our community-based partners to develop innovative, holistic and child-centred approaches and to become self-sustaining

over time.		
OBJECTIVE	INDICATOR/TARGET by 2023	EXAMPLE ACTIVITIES
3.1 We will have supported partner schools to deliver a sustainable Growing2gether programme, independently of our facilitator team.	<ul style="list-style-type: none"> <li>16 school staff members of 18 participating schools are trained as Growing2gether facilitators (Note: 2 Highland schools unable to provide trainees)</li> <li>16 Youth Development Officers employed by Highland Council have been trained as Growing2gether facilitators</li> <li>8 schools meet our quality control standards for independently providing Growing2gether in schools.</li> </ul>	<ul style="list-style-type: none"> <li>A seven-day facilitator training based on positive psychology and the Growing2gether approach</li> <li>Provide on-going Quality Assurance and outcome evaluation to school staff, with supervision when needed.</li> <li>SLAs with each school, outlining partnership</li> <li>School facilitator co-delivering with a senior lead facilitator for one cohort</li> </ul>
3.2 We will have built a more sustainable portfolio of partners which has increased organisational capacity, social bridging and impact funding in the wider field of youth development.	<ul style="list-style-type: none"> <li>4 partnerships created for consortium on social impact research, including. 1 university partner</li> <li>1 research project undertaken regarding social impact funding possibilities</li> <li>1 research project undertaken re. innovative solution for funding mental health work with young people</li> </ul>	<ul style="list-style-type: none"> <li>Explore and develop a consortium of partners, including 1 University, for social impact research.</li> <li>Research, strategise for and develop portfolio for Social impact bonds.</li> <li>By end 2021 submit bid for SIB support.</li> <li>Carry out comprehensive research and apply for grants to find an innovative solution for funding mental health work with young people.</li> </ul>
3.3 We will have supported our partners to improve their infrastructure, using sustainable practices which consider climate change adaptation requirements.	<p>We will have supported our partners to develop:</p> <ul style="list-style-type: none"> <li>An eco-Farm House, 2 additional fish ponds, and 30% increase in livestock at SITL</li> <li>an ecological Sewerage system, treatment plants, ablution block at Tarnos (KES 2.1m £17,000) to process waste now that the school has a fresh water supply from borehole</li> <li>a fish pond and an organic vegetable garden at Tarnos.</li> <li>Community provisions for clean water (boreholes) at IPI</li> <li>Projects for replenishing local soil (tree planting) at IPI.</li> </ul>	<ul style="list-style-type: none"> <li>Support SITL to create eco-farm and sell surplus</li> <li>To provide good hygiene for health and wellbeing.</li> <li>Enhance the diet of the children thereby promoting health and wellbeing.</li> <li>Support IPI to strengthen local communities through the provision of clean water sources, and promote ecological health through tree-planting.</li> </ul>
3.4 We will have investigated and created new international partnerships.	<p>We will have developed:</p> <ul style="list-style-type: none"> <li>A new project with 1 new partner in either Malawi, Rwanda or Zambia who support disadvantaged children and young people and sustainable communities by year end 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Consider new projects that align with Scottish Government funding.</li> </ul>

AIM 4: INTERCULTURAL EXCHANGE AND LEARNING		
We will have strengthened our programmes of exchange and volunteering with our partners to build intercultural learning and respect.		
OBJECTIVE	INDICATOR/TARGET to 2023	EXAMPLE ACTIVITIES



4.1 We will have grown our overseas youth exchange programme. <i>Dependent on Covid-19 status</i>	<ul style="list-style-type: none"> <li>● Maintained 1 youth exchange every 2 years to UK</li> <li>● Maintained 1 youth exchange from USA to Russia per year</li> <li>● Grown from 2 to 3 UK schools to Kitez/Orion per year</li> <li>● 1 schools exchange with Sky Is The Limit</li> <li>● 1 school/teachers exchange with Tarnos School</li> </ul>	<ul style="list-style-type: none"> <li>● Promote and organise school visits to Kitez/Orion with long term school partners from UK &amp; USA.</li> <li>● Promote and organise youth exchanges from Kitez/Orion to UK &amp; USA.</li> <li>● Promote and organise school exchanges with Scottish schools to Ugandan and Kenyan schools.</li> </ul>
4.2 We will have grown our overseas volunteering programme to 28 over 3 years to 2023. <i>Dependent on Covid-19 status</i>	<ul style="list-style-type: none"> <li>● 6 volunteers in year 1 (4 Russia, 2 Kenya)</li> <li>● 10 volunteers in year 2 (6 Russia, 2 Kenya, 2 volunteer teachers Uganda)</li> <li>● 12 volunteers in year 3 (8 Russia, 2 Kenya, 2 volunteer teachers Uganda)</li> </ul>	<ul style="list-style-type: none"> <li>● Continue to promote volunteering programme to Russia.</li> <li>● Continue to promote volunteering programme to Kenya.</li> <li>● Develop new volunteering programme for teachers to Uganda.</li> </ul>
4.3 We will have shared knowledge and lessons learnt between our International partners. <i>Dependent on Covid-19 status</i>	<ul style="list-style-type: none"> <li>● 3 farmers from Sky Is The Limit have taken part in Tiriji Permaculture Trainings.</li> <li>● 1 expert teacher from Tarnos has led teacher training at Sky Is The Limit</li> </ul>	<ul style="list-style-type: none"> <li>● Sustainable farming is practised across our international projects.</li> <li>● Sharing methodology and school management skills.</li> </ul>
4.4 We will have fostered the values of Global Citizenship between UK primary schoolchildren and those of our international partners.	<ul style="list-style-type: none"> <li>● We will have developed partnerships with 2 or 3 local Scottish Primary Schools to foster the values of global citizenship (with 'penpal' schemes with our international partners, engage fundraising activities etc).</li> </ul>	<ul style="list-style-type: none"> <li>● Visit primary schools.</li> <li>● Connect up international and UK primary children.</li> <li>● Support fundraising activities.</li> <li>● Run penpal scheme.</li> </ul>

<b>AIM 5: BUILDING OUR ORGANISATION</b>		
We will have strengthened our organisation to deliver more for children and young people.		
<b>OBJECTIVE</b>	<b>INDICATOR/TARGET by 2023</b>	<b>EXAMPLE ACTIVITIES</b>
5.1 We will have a strong Trustee Board (including young people with lived experience) who provide robust governance to the charity.	<ul style="list-style-type: none"> <li>● 8-10 board members with diverse and useful skills and a mix of gender and age</li> <li>● Board has received quarterly advisory sessions from the Youth Participation Board, which has fed back the results of its consultations (cf. 2.3)</li> </ul>	<ul style="list-style-type: none"> <li>● Skills mapping of trustees</li> <li>● Trustee recruitment</li> <li>● Trustee development and training</li> <li>● All trustees visit Growing2gether programmes and are introduced to the vision values and ethos of our work and curriculum</li> <li>● Train Youth Participation Board in charity management and governance</li> </ul>

<p>5.2 We will have put in place a succession plan for key staff and trustees.</p>	<ul style="list-style-type: none"> <li>• Succession plan for Trustees in place</li> <li>• Succession plan developed for senior management and founder's roles</li> </ul>	<ul style="list-style-type: none"> <li>• Clarify trustee term lengths</li> <li>• Clarify senior management and founder's role now and in future</li> <li>• Increase Business Development staff time</li> </ul>
<p>5.3 We have increased our restricted/unrestricted income by average 10% by year 3 (cautious due to COVID).</p> <p>See 3 Year Budget</p>	<p>Total charity income £1,756,865 over 3 years (excluding 3-year £178,200 Highland Highlife staff contribution from LA)</p> <ul style="list-style-type: none"> <li>• Total G2G income £1,351, 237 over 3 years (including LA contribution); £1,173,037 (excluding contribution)</li> <li>• Total international: £583,828 over 3 years</li> <li>• Overall Target: 77% restricted/23% unrestricted</li> </ul> <p>See Budget 2021-23</p>	<ul style="list-style-type: none"> <li>• Implement fundraising strategy</li> <li>• Grow new income sources (corporate, LA, trading, major donors and supporters)</li> <li>• Retain existing funders so that they increase donation level</li> <li>• Retain schools and source new schools</li> <li>• Build relationships through outcome-led reporting, project visits and meetings</li> <li>• Increase funding through strategic partnerships, e.g., Who Cares? MCR Pathways</li> </ul>
<p>5.4 We will diversify our income sources, to become 40% less reliant on trust, foundation and statutory funding by end 2023.</p>	<p>10% of income is derived from Social Impact Bonds  5% of income is derived from research partnership funding  5% of income is derived from a new training trading arm  10% of income derived from Corporates  10% is derived from individuals, especially major donors</p>	<ul style="list-style-type: none"> <li>• By mid-2021 research, strategise and develop portfolio for Social impact bonds and, by end 2021, bid for SIB support.</li> <li>• By end-2021 assess innovation and strategic direction of our work through research into how best to support young people facing disadvantage (e.g. social media, new digital programmes, individual/group mentoring).</li> <li>• End 2021, build partnerships for research projects, including Highland and Island Enterprise.</li> <li>• End 2021/2022, apply for research funding.</li> <li>• Mid-end 2021, research possibilities for new corporate partnerships and build portfolio.</li> <li>• Start 2022, begin campaign for engaging new corporate partnerships</li> </ul>

		<ul style="list-style-type: none"> <li>● Start 2021, recruit well-connected Trustee to Trustee Board who can open doors to major donors and corporates.</li> <li>● Develop business plan for development of new training trading arm, including exploring funding potential through partners (e.g., Highland Council/Children Scotland)</li> </ul>
5.6 We will have upskilled staff in order to strengthen the International division.	We will have identified skills gaps and provided relevant Continuous Professional Development training.	<ul style="list-style-type: none"> <li>● Webinars &amp; trainings provided by the Scottish International Development Alliance and other training forums.</li> </ul>
5.7 We will have increased funding for International projects to address post-COVID needs.	We will have increased annual level of funding for international projects by 10% per year.	<ul style="list-style-type: none"> <li>● Address post COVID needs, expand opportunities for current projects and seed capital for new projects.</li> </ul>
5.8 We will build our staff team to deliver this strategy.	<p>We will have recruited 1 new staff (International)</p> <p>We will have maintained a stable core staff:</p> <ul style="list-style-type: none"> <li>● We have had 70% staff satisfaction as measured by PDR.</li> <li>● Standard Staff retention of, on average, two years.</li> </ul> <p>We will have delivered effectively our 3-year strategy and operational plans.</p>	<ul style="list-style-type: none"> <li>● Staffing structure and JDs reviewed</li> <li>● Consistent supervision and support structures</li> <li>● Professional Development Reviews.</li> <li>● Recruitment and training of 3 new delivery staff.</li> </ul>

## Appendix 1: Past youth-led Growing2gether in the Community projects

### Mental Health



The group focusing on mental health consisted of students from Charleston Academy, 2 male, 1 female, aged, 14-15. They were mentored by Mikey's Line, a third sector organisation which runs a text line for people with mental health issues and a drop-in in Inverness called the Hive. After meeting with staff at Mikey's Line, the group were inspired to create a mural exploring mental health for their school grounds. The school was highly cooperative and supportive and they were given permission to do this. After sending out a

google survey to their peers to discover what makes them happy and sad, they 'hired' the services of a fellow pupil and artist to work with them on the design which they painted as a group over a weekend. The mural will now act as a mental health resource, signposting young people who have concerns or questions about mental health issues to organisations such as Mikey's Line, who can provide support.

### Teenage Pregnancy and relationships



This group from Inverness Royal Academy were keen to focus their community project on teenage pregnancy and relationships. The group consisted of 3 female participants aged 14-15. They approached local organisation, WAVE - a sex education service for young people in Inverness. They spoke to Wave's education co-ordinator about their idea of making a film. Staff at WAVE loved their idea, offering to host it on their website once finished. The group hired an actor as the

male lead and were guided by Rhys Campbell from Eden Court on how to make their film. The group showed their film at the Highland Youth Parliament Conference and were interviewed for an article in The Inverness Courier. The group will now go onto work with Jo Sykes from WAVE to develop their film into a sex education resource for the Highland curriculum.

### Substance abuse



Our Invergordon group explored the issue of substance misuse (drugs and alcohol). They felt that an effective way of promoting drug awareness was to create a poster that could be displayed in their school and at locations throughout the community where young people socialise. Their intention is to provoke discussions among young people regarding what impact drugs have on their community. The young people used some of their budget to hire designer Anna Larsson who helped

them transform their initial sketches into finished posters. The young people took the posters to local shops to be displayed in windows. They also sought feedback from their community and peers using a short survey. The group is keen to reach as many people as possible with their project, and now want to explore how this design can be used on Social Media platforms such as Snapchat.

## Appendix 2: International Past Projects

### Georgia (2009 – 2017)

We supported Braveheart Georgia to improve conditions for children and young people with disabilities and gave a severely disabled boy the opportunity of a spinal operation in Edinburgh that has allowed him to become self-sufficient and engaged in wheelchair sports.



### Thailand (2008 – 2015)

Funded by The Big Lottery International Fund, we worked with local organisations to promote human and workers' rights, and improve living and working conditions for Burmese migrant workers and their families in Southern Thailand. There were two significant youth focused activities. The inter-ethnic Peacebuilding for Youth Empowerment camps brought together Thai Christian, Muslim, Buddhist & Mogen (sea people) and Burmese migrant worker youth who had been impacted by the tsunami for reconciliation, friendship and learning. Teachers at migrant worker schools set up in the rubber plantations enabled Myanmar children to get an education and be prepared to join Thai schools.



### Myanmar (2016 - 2018)

With support from The Big Lottery International Fund, we worked with local NGO Kalyana Mitta Foundation on our project, 'We Love Inle Lake', to improve the livelihoods of young people facing disadvantage, while protecting the environment through sound agricultural practices. We gave priority to local youth for long-term impact. The young people involved in our project have become reliable senior staff contributing to new projects. They created a local volunteer group which has become a strong youth CSO at Inle Lake. After the project ended, they have been very active in community empowerment, youth leadership, environmental conservation and advocacy for the rights of local communities in Inle Lake.

