

Active Community Initiative

Northern Ireland Action Plan

A report by the Northern Ireland Working Group

CONTENTS

	Page
Glossary of abbreviations used	ii
Definitions	iii
1. Background to the Active Community Initiative	1
2. The Northern Ireland Dimension	3
3. Objectives and principles	5
4. The Northern Ireland Active Community Initiative Strategic Action Plan	7
Research	
Promotion and Publicity	
Policy and Practice	
Volunteering Infrastructure	
Demonstration Projects	
Monitoring and Evaluation	
5. Delivery of the Active Community Initiative	20
Appendix A Membership of the Working Group	21
Appendix B List of organisations and individuals who responded to the consultation	22

GLOSSARY OF ABBREVIATIONS USED

BitC	Business in the Community
CBI	Confederation of British Industry
DSD	Department for Social Development
NICVA	Northern Ireland Council for Voluntary Action
SSA	Social Security Agency
VAU	Voluntary Activity Unit of the Department for Social Development
VBx	Volunteer Bureaux
VDA	Volunteer Development Agency
Volunteer-involving organisations	Those organisations in the statutory, voluntary and community sectors which involve volunteers

DEFINITIONS

Volunteering and Community Involvement

The commitment, whether by individuals or a group, of time and energy for the benefit of society and the community, the environment or individuals outside one's immediate family. It is undertaken freely and by choice and without concern for financial gain.

Leading partner

An organisation which will play a leading role in delivering elements of the Active Community Initiative. The identification of a specific lead partner within the Action Plan does not mean that other people or organisations will not be involved in delivering specific initiatives.

Mentoring

Mentoring is a formal voluntary arrangement where an experienced individual provides one-to-one support and encouragement over a period of time to another person in order to assist them set and achieve goals; develop their skills; manage their own learning and development; and maximise their potential to become the person they want to be.

1. BACKGROUND TO THE ACTIVE COMMUNITY INITIATIVE

1.1 In its pre-election document *Building the Future Together* the Government regarded volunteering and community involvement as essential to citizenship. In his speech to the National Council for Voluntary Organisations on 21st January 1999 the Prime Minister called for people to mark the Millennium with an explosion of giving. This speech effectively launched the *Active Community Initiative*.

Aim and Objectives

1.2 The Government's overall aim for the Initiative is:

“To help rebuild a sense of community throughout the UK, by encouraging and supporting all forms of community involvement”

1.3 Under the overarching aim the more detailed objectives are:

- to recognise and celebrate people's involvement in their community;
- to make it easier for people to get involved (including working with business to achieve this);
- to strengthen people's desires to get involved; and
- to encourage more and higher quality opportunities for volunteering.

1.4 At a United Kingdom (UK) level, the Active Community Unit in the Home Office is responsible for the Initiative. In Northern Ireland the Voluntary Activity Unit within the Department for Social Development has lead responsibility.

The Warner Group

1.5 A UK wide working group, chaired by Lord Norman Warner, was tasked with producing a UK strategic framework. A Northern Ireland representative sat on the Working Group.

1.6 The full findings of the Warner Group can be found in *Giving Time, Getting Involved – A Strategy Report by the Working Group on the Active Community*¹. This report identified a number of key issues that need to be taken forward if more people are to become actively involved in communities and stay involved over time. These are:

¹ This report can be accessed on the internet at www.homeoffice.gov.uk/acu/actcom.pdf

- how to encourage people to get involved both in existing community initiatives and in setting up new community initiatives;
- creating appropriate openings for people wishing to be involved;
and
- sustaining momentum to establish a culture of giving both time and money to the community.

2. THE NORTHERN IRELAND DIMENSION

Background

- 2.1 A Northern Ireland Working Group on the Active Community Initiative was established in July 1999 to develop, within the framework of the overall UK Strategy, a local plan for taking forward the Prime Minister's initiative. The Group was given the following remit:

“Having regard to the objective announced by the Prime Minister on 21 January 1999 of achieving a more active community by increasing public involvement in community life through volunteering time, other forms of community activity and donating money, to develop a three to five year action programme to achieve this objective in Northern Ireland.”

Consultation

- 2.2 In response to these terms of reference, the Northern Ireland Working Group produced a draft Northern Ireland Action Plan which contained principles, objectives and a strategic action plan. The draft Northern Ireland Action Plan was published on the Department for Social Development's web-site and circulated widely for comment in June 2000. In total, fifty-one responses were received; several of these responses represented the views of a number of organisations: the response from the Volunteer Development Agency, for example, was the result of seventeen consultation seminars held across Northern Ireland. The main points from the entire consultation process are listed in the table below. Beside each point is the relevant response from the Working Group.

<u>Consultation view</u>	<u>Working Group response</u>
Clarity – terms need to be clarified and the use of jargon curtailed. Concern that the definitions of volunteering and community involvement concentrate on formal volunteering and overlook areas such as informal volunteering and other types of civic engagement.	A definitions section has been added at the beginning of the report and the Action Plan has been re-written with less jargon. The definition of volunteering and community involvement is broad and includes areas such as informal volunteering.
Evaluation – more needs to be said about performance measurement, including desired outcomes.	DSD will agree an evaluation framework with the new Monitoring Group.

Lines of responsibility – some reviewers were concerned that these were too vague and others that they were too prescriptive.

Resources – need for a more precise financial response.

Policy context – some reviewers were concerned that the report did not take sufficient account of the existing policy context.

Standards - some reviewers stressed the importance of maintaining good practice standards in volunteering and community involvement.

Inclusiveness - need for more volunteers from marginalized communities.

Barriers to volunteering and community involvement – some reviewers were concerned that the Action Plan did not address all the barriers, especially those arising from the benefits system.

The term “delivery partners” has been changed to “leading partners”. These are defined as organisations that will play a leading role in delivering elements of the Active Community Initiative. The identification of a specific lead partner within the Action Plan does not mean that other people or organisations will not be involved in delivering specific initiatives.

Details of the resource position have been provided in section 4 of the report.

The report refers explicitly to the Compact between Government and the Voluntary and Community Sector at section 3. The definition of volunteering and community development is also consistent with that of the Compact.

Good practice standards and the inclusion, where possible, of training and accreditation are vital and will be taken into account in project selection.

The inclusion of people from marginalized communities will be a factor in project selection.

The Department for Social Development is committed to parity with the rest of the UK on social security policy and legislation and is unable to change legislation single-handedly. However, the Action Plan now gives a commitment to work with the Social Security Agency to improve the information available to Voluntary and Community Sector organisations.

3. OBJECTIVES AND PRINCIPLES

Northern Ireland's Objectives

3.1 In response to the terms of reference, the Northern Ireland Working Group established four key objectives.

- Bringing about a change in attitudes to volunteering and community involvement.
- Increasing the numbers of volunteers.
- Broadening the base of volunteers to make volunteering an inclusive process.
- Acting with other initiatives to promote a community empowerment approach.

Underlying Principles

3.2 The NI Working Group's objectives and strategic action plan for the Active Community Initiative are underpinned by a number of key principles. These are:

- to have a very clear Northern Ireland dimension to all aspects of the Active Community Initiative with Northern Ireland representation at UK policy level;
- to build on what is already happening on the volunteering and community involvement front in Northern Ireland to maximise the strategic and financial investment and to harness existing strengths;
- to adopt a strategic, cross-sectoral approach with clear roles and responsibilities defined for the various players, developed in partnership with the voluntary and community and other sectors;
- to have an emphasis throughout on making volunteering and community involvement as inclusive a process as possible; and
- to ensure that arrangements are in place to monitor and evaluate the effectiveness of the actions identified.

3.3 The Active Communities Initiative Action Plan adheres to the values and principles of the Compact between Government and the Voluntary and Community Sector in Northern Ireland. Paragraph 5.3 of the Compact is particularly important in relation to the Active Communities

Initiative (ACI) in that it aims to “encourage active citizenship through volunteering, community involvement and self-help initiatives within all sectors of society and by all age groups”. The Voluntary Activity Unit (VAU), within the Department for Social Development, has responsibility for both the Compact and ACI. VAU will manage the strategic links between the Compact and ACI to ensure continued consistency of purpose and progress towards meeting common goals.

4. THE NORTHERN IRELAND ACTIVE COMMUNITY INITIATIVE STRATEGIC ACTION PLAN

4.1 In order to meet the objectives established, the Northern Ireland Working Group has developed a strategic action plan. The Working Group recognises that this action plan requires the support of all sectors – Government, the private sector, the media and the community and voluntary sector – and should, where possible, be implemented on a partnership basis.

4.2 The proposed actions are structured under the following headings:

- **Research** – to establish the current level of volunteering and community involvement, to identify attitudes towards volunteering, to identify barriers to involvement and to identify those groups who are under-represented.
- **Promotion and publicity** – to recognise the value of volunteering and community involvement and to contribute towards an increase and a broadening of the base of volunteering activities.
- **Policy and practice** – to publicise and incorporate policies and good practice into all sectors so that active communities becomes an underlying principle for the public, private and voluntary and community sectors.
- **Volunteering infrastructure** – to support the volunteering infrastructure in order to identify and match the needs of volunteers with the available opportunities.
- **Demonstration projects** – to encourage and test new approaches to volunteering and community involvement and to transfer best practice lessons.
- **Monitoring and evaluation** – to gauge the success of the Active Community Initiative in addressing its 4 local objectives.

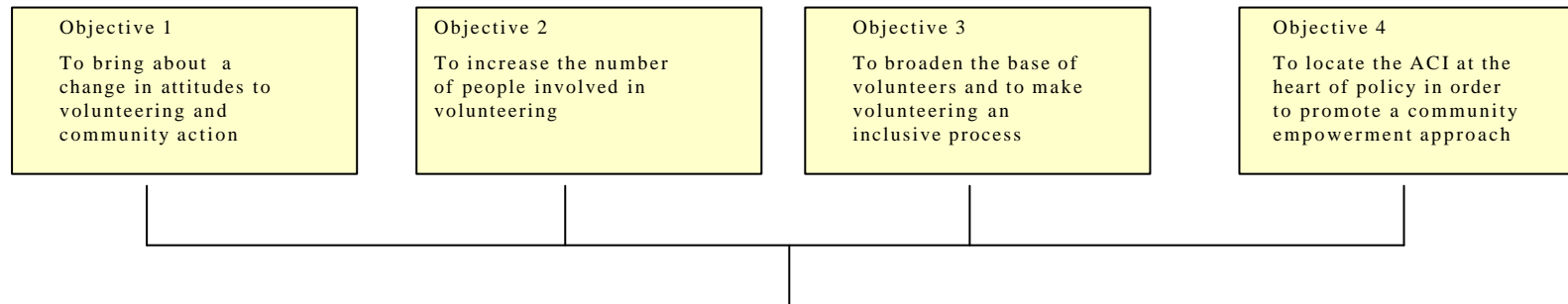
The logical structure of the Action Plan is set out at figure 1 overleaf. This shows the relationship between the proposed actions and the overall aim and objectives of the Active Community Initiative.

4.3 The Department for Social Development was awarded £500,000 per annum over three years in the Spending Review 2000 towards the cost of implementing the Action Plan. The Department will supplement this with an additional £100,000 per annum which it has found from within its existing resources.

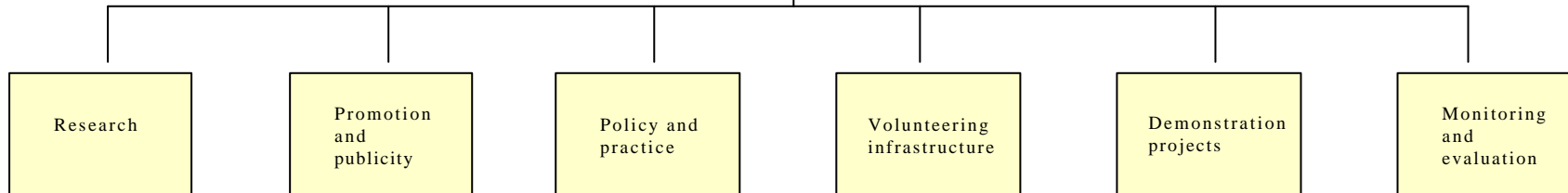
4.4 For each action, the Plan identifies one or more leading partners. This does not preclude the involvement of other organisations in helping to deliver that action. However, given the limited resources available for the Active Communities Initiative, it is vital that money is managed as effectively as possible in order to ensure successful delivery of the actions. This can only be achieved by identifying and allocating clear roles and responsibilities.

Figure 1

The Active Community Initiative in Northern Ireland has 4 key objectives



.....which will be delivered by undertaking a coherent set of actions.



Research

4.5 Research is a key component of the initiative and will help to ensure efficient and effective targeting of resources. A number of research actions will be undertaken under the Active Community Initiative. The mechanism for delivering these research actions may be via a large scale, population-based survey, supplemented by sectoral-specific studies (e.g. within the public sector or the private sector).

Ref.	Action	Leading Partners
4.5.(1)	To research and consider what the general public and people in the public, private and voluntary and community sectors think of volunteering and community involvement.	VAU VDA BitC
4.5.(2)	To identify barriers to volunteering and community involvement in order to develop programmes which will overcome these barriers.	VAU VDA
4.5.(3)	To identify those groups which are under-represented in volunteering and community involvement and to find ways of reaching them.	VAU VDA BitC Volunteer-involving organisations
4.5.(4)	To set out information on the quality and quantity of volunteering and community involvement which can be compared with similar information across the rest of the United Kingdom.	VAU VDA BitC
4.5.(5)	To identify the extent of volunteering in the public sector, in light of the Prime Minister's call for people to mark the millennium with an explosion of giving	VAU
4.5.(6)	To evaluate the effectiveness of volunteering in targeting social need.	VAU
4.5.(7)	To carry out demonstration projects which will provide research on barriers to volunteering and community	VAU

	involvement by people within minority ethnic communities and information on the use and effectiveness of mentoring. (see recommendations 4.9.(2) and 4.9.(3))	VDA
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Promotion and publicity

4.6 Changing attitudes towards volunteering and community involvement, broadening their base and increasing the numbers involved requires extensive promotion and publicity. A number of key actions will be undertaken in this regard.

Ref.	Action	Leading Partners
4.6.(1)	To establish an Active Community Marketing and Media Group to develop an Action Plan which will help in promoting the initiative by using the local media.	NICVA & VDA BITC The Media Organisations which involve volunteers
4.6.(2)	To develop a response to the ONE 20 TimeBank campaign which makes the best use of opportunities and resources both on a local basis and across Northern Ireland.	VDA VBx
4.6.(3)	To raise awareness of the value of, and contribution made by, volunteering and community involvement by highlighting good practice and success stories.	VDA Organisations which involve volunteers.
4.6.(4)	To promote and publicise opportunities for volunteering and community involvement for public sector employees using staff magazines and intranet sites.	VAU All NI Departments
4.6.(5)	To encourage young people to become involved in volunteering and community activities.	VBx/VDA Youth service organisations, educational & training establishments

4.6.(6)	To develop and promote volunteering and community involvement using a range of new methods including mentoring, group activities and volunteering from home.	VDA/VBX Organisations involving volunteers.
4.6.(7)	To develop employer networks (of organisations such as CBI, Chamber of Commerce, Institute of Directors) to work together to promote Employer Supported Volunteering.	BitC
4.6.(8)	To encourage employers to include information on volunteering and community involvement in pre-retirement literature.	VDA BitC

Policy and Practice

4.7 If the theme of Active Communities is to enter the bloodstream of the private, public, voluntary and community sectors, it must be underpinned by policy developments and by the establishment, dissemination and implementation of good practice. The actions proposed in this regard are:

Ref.	Action	Leading Partners
4.7.(1)	To develop volunteering and community involvement as a theme within the Department for Social Development's business objectives.	VAU
4.7.(2)	To prepare and agree guidance on volunteering and community involvement to be included in the new Strategy for Support of the Voluntary and Community Sector.	VAU
4.7.(3)	To develop an extensive Good Practice Guide on volunteering for the information of all sectors.	VDA
4.7.(4)	To encourage the use of good practice Employer Supported Volunteering policies by Government Departments and their agencies.	NI Government Departments & Agencies
4.7.(5)	To develop a set of funding guidelines for Government Departments which include a consideration of the quality and extent of volunteering and community involvement when making decisions on funding applications.	VAU
4.7 (6)	To strengthen communities by influencing the content of the Peace II Programme of EU Structural Funds 2000-2006 with respect to volunteering and community involvement approaches.	DSD
4.7.(7)	To make all sectors in Northern Ireland aware of the outcomes of the current national-level review (as noted in the Prime Minister's Active Community Convention speech) which is looking at how to remove barriers in the benefits system which may discourage people from volunteering.	DSD
4.7 (8)	To work with the Social Security Agency to improve the provision of information to volunteers and Voluntary and	VAU

	Community Sector organisations on the impact of volunteering activities on entitlement to social security benefits	SSA
4.7.(9)	To encourage awareness training on volunteering and community involvement as part of the training given to public sector personnel.	NI Government Departments and Agencies
4.7.(10)	To support the development of an appropriate community infrastructure in those disadvantaged communities where it is currently weakest.	VAU
4.7.(11)	To assess the contribution of the revised Community Volunteering Scheme to building active communities and promoting social inclusion.	VAU VDA
4.7.(12)	To publicise to other funders, such as the National Lotteries Charities Board and the New Opportunities Fund, information on Active Communities with the aim of influencing their strategic and funding objectives.	VDA
4.7.(13)	To work with District Councils in developing a policy framework for involving volunteers and promoting community involvement.	VDA

Volunteering Infrastructure

4.8 To attain the objectives of the Active Community Initiative, it is imperative that Northern Ireland has in place a strong volunteering and community involvement infrastructure. This will stimulate demand for volunteering, identify volunteering opportunities and provide an essential matching service.

Ref.	Action	Leading Partners
4.8.(1)	To support the completion of a comprehensive network of 15 volunteer bureaux.	VAU VDA VBx
4.8.(2)	To support investment in the IT capacity of local volunteer bureaux (e.g. development of web sites, promotion of volunteering and community involvement opportunities on the internet) in order to ensure that any increase in demand for volunteering resulting from media campaigns can be met by an appropriate supply of opportunities.	VAU VDA VBx
4.8.(3)	To support volunteer bureaux to invest in the training and development of their staff at all levels, in order to raise standards, especially in the management of volunteers.	VAU VDA Other volunteer-involving organisations
4.8.(4)	To support volunteer bureaux to improve the quality of volunteering opportunities.	VDA VBx
4.8.(5)	To develop effective partnerships (for example between local volunteer bureaux, Business in the Community, the public and private sectors) at local level to develop Employer Supported Volunteering.	VDA VBx BitC
4.8.(6)	To seek to maintain and develop the Millennium Volunteers Programme.	Department for Education

4.8.(7)	To support volunteer-involving organisations to develop ways to involve volunteers and promote community involvement – to offer more and a wider choice of opportunities.	VDA
4.8.(8)	To encourage public sector bodies to increase the involvement of volunteers and, where appropriate, appoint volunteer management co-ordinators.	NI Government Departments VDA

Demonstration Projects

4.9 To ensure that the Active Community Initiative meets its objectives, it is important to encourage and test new approaches to volunteering and community involvement. Demonstration projects provide the opportunity to create a specific profile for the Active Community Initiative and to test and put in place transferable good practice lessons. A number of Demonstration Projects will be undertaken.

Ref.	Action	Leading Partners
4.9.(1)	To support a demonstration project which will address the Active Community Initiative objectives within a local area and contribute towards a significant change in the extent of local volunteering.	VAU/VDA Volunteer Bureaux
4.9.(2)	To undertake a demonstration project which researches the barriers to the participation of people within minority ethnic communities in volunteering and community involvement. (see recommendation 4.5.(7))	VAU VDA
4.9.(3)	To undertake a pilot study on mentoring with a view to examining it as a model of new practice, and as a means of broadening the base of volunteering and community involvement. (see recommendation 4.5.(7))	VAU VDA
4.9.(4)	To arrange follow-up action to the Community Volunteering Scheme demonstration projects “Tapping the Potential – Older People Volunteering”	VAU
4.9.(5)	To encourage and support volunteer-involving organisations to broaden the types of volunteers they involve by actively targeting under-represented groups where appropriate.	NI Government Departments VDA Volunteer-involving organisations

Monitoring and Evaluation

4.10 It is important to monitor and to evaluate the Active Community Initiative Action Plan to ensure it has delivered its objectives in a cost-effective manner; to ensure that best practice lessons are learnt; and to gauge its impact on key cross-cutting themes such as targeting social need and the fulfilment of statutory equality obligations.

Ref.	Action	Leading Partners
4.10.(1)	To measure trends in volunteering and community involvement within Northern Ireland at intervals.	VAU/VDA
4.10.(2)	To undertake ongoing monitoring and evaluation of each of the Demonstration Projects.	VAU/VDA/VBx
4.10.(3)	To monitor the numbers of volunteers within each Volunteer Bureau and the impact of volunteer involvement within their area.	VDA/VBx
4.10.(4)	To evaluate the results of the Active Community Initiative across public, private, voluntary and community sector organisations.	NI Government Departments and Agencies VDA NICVA BitC
4.10.(5)	To monitor and evaluate the use of partnership approaches to deliver the objectives of the Active Community Initiative.	NI Government Departments and Agencies VDA VBx BitC

5. **DELIVERY OF THE ACTIVE COMMUNITY INITIATIVE**

- 5.1 The Government's overall aim for the Active Community Initiative is ambitious – to rebuild a sense of community by encouraging and supporting all forms of community involvement. Clearly, no single sector can be charged with delivering this aim in full. On this basis, the delivery of the Northern Ireland Action Plan falls to all sectors.

Active Community Initiative – A Monitoring Group

- 5.2 In recognition of this, it is proposed that the Northern Ireland Working Group on the Active Community Initiative (which has representatives from the public, private, media and voluntary and community sectors) be replaced by a core Monitoring Group with representatives from each sector. This Group would be charged, at Northern Ireland-level, with monitoring progress, tracking actions and, if necessary, amending and updating the agreed Action Plan in consultation with key stakeholders.
- 5.3 Equally, it is recognised that active communities are, by definition, essentially localised in nature. It is important that the Northern Ireland Monitoring Group is in touch with local communities in order to obtain feedback on local developments and to take on board local concerns.
- 5.4 It is proposed that local volunteer bureaux work in partnership with District Councils, voluntary and community groups, the business sector and statutory bodies and agencies. The Volunteer Bureaux should report to the Northern Ireland Monitoring Group on local issues; and feedback to local communities the deliberations of the Northern Ireland Monitoring Group.

**LIST OF INDIVIDUALS AND ORGANISATIONS WHO RESPONDED TO
THE CONSULTATION**

Accept, Lisburn
Active Counselling in Training, Lisburn
Age Concern, Cookstown
Ageing Well, Kilrea
Altnagelvin Hospital
Ards Borough Council
Ards Development Bureau
Armagh and Dungannon Health Action Zone
Armagh and Dungannon Health and Social Services Trust
Armagh and Dungannon Trust
Armagh and Dungannon Volunteer Bureau
Bahi Women's Group, Omagh
Ballyduff Community Group, Newtownabbey
Ballymena Borough Council
Banbridge District Community Network
Banbridge District Council
Business in the Community
Cancer Research Campaign
Causeway Health and Social Services Trust
Causeway Volunteer Bureau
CCETSW
Centre for Voluntary Action Studies
Cherrytrees Resource Centre, Portadown
Churches Voluntary Work Bureau
Citizens Advice Bureau, Coleraine
Citizens Advice Bureau, Enniskillen
Coleraine Rural and Urban Network
Colin Glen Trust
Community House, Lisburn
Community Organisations of South Tyrone and Areas
Community Work Education and Training Network
Community Workers Education and Training Network
Compass Advocacy Group, Ballymoney
Confederation of Community Groups Newry and Mourne
Conservation Volunteers Northern Ireland
Conservation Volunteers, Limavady

Cookstown and Magherafelt Volunteer Centre
Cookstown District Council
Cookstown Rural Community Transport
Covenant Christian Playgroup, Newtownabbey
Craigavon and Banbridge HSS Trust
Craigavon and Banbridge Volunteer Centre
Craigavon Women's Aid
Crossroads, Newtownards
Department of Agriculture and Rural Development
Department of Regional Development
Derry City Council
Department of Enterprise, Trade and Investment
Devenish Partnership Forum
Down Adolescent Project
Down and Lisburn Trust
Down District Accessible Transport
Down District Partnership
Down District Volunteer Bureau
Dungiven Community Hall
East Belfast Community Development Agency
East Down Rural Community Network
Eastern Health and Social Services Board
Eastern Health and Social Services Council
Educational Guidance Service for Adults
Equality Commission
Fermanagh Talking Newspaper Association
Fermanagh Volunteer Bureau
Fermanagh Women's Network
Focus, Omagh
Forest of Belfast
Foyle Health and Social Services Trust
Foyle Search and Rescue Service
Gillian Heyworth
Greencastle Area Residents Association
Greysteel Community Association
Harpers Hill Community, Coleraine
HAT, Ballymoney
HAT, Coleraine
Help the Aged
Homefirst/Blind Centre, Magherafelt
Homestart, Bangor
Homestart, Newry

Homestart, Omagh
HTA, Belfast
IEEA, Bangor
International Tree Foundation
Kilcranney House, Coleraine
LEDU
Lenadoon Environmental Forum
Lilac Avenue Community Association, Limavady
Limavady Community Development Initiative
Limavady Community Development Initiative Advice Centre
Limavady Volunteer Bureau
Link Community Association Environmental Group
Lisburn Community Forum
Lisburn Conservation Society
Lisburn Home Accident Prevention
Lurgan Council for Voluntary Action
Magherafelt District Council
MENCAP
Mid-Ulster Community Services
Mornington Enterprises, Belfast
Mountaineering Council of Ireland
Mournes Heritage Trust
Moyle District Council
Moyle District Partnership
Multi-Cultural Resource Centre
National Autistic Society
National Trust
Networx, Banbridge
New Deal, Omagh
Newry and Mourne Concerns Association
Newry and Mourne District Council
Newry and Mourne HSS Trust
Newry and Mourne Women's Group
Newry Volunteer Bureau
Newtownabbey Community Relations Group
Newtownabbey Senoir Citizens Forum
Newtownabbey Volunteer Centre
Newtownabbey Women's Support Group
NEXUS Institute
NI Association for Mental Health
NI Chest Heart and Stroke
NI Tenants Action Project

NI2000
Northern Ireland Council for Voluntary Action
North Down Volunteer Bureau
North Down Borough Council
North Down Community Network
Northern Health and Social Services Board
Northern Health and Social Services Council
Northern Ireland Association for the Care and Resettlement of Offenders
Northern Ireland Environment Link
Oakleaf Rural Community Network
Omagh District Volunteer Bureau
Omagh Ethnic Group
Omagh Forum
Omagh Volunteer Centre
Omagh Women's Area Network
Pathways, Derry
Rathcoole Community Forum
REACH
Roe Valley Women's Network
Ruby House Group, Newcastle
Rural Community Network
Rural Development Council
Social Development Assembly Committee
Social Services Inspectorate
South Tyrone Partnership Board
Sperrin Lakeland Health and Social Care Trust
TACT Wildlife Centre
Telephone Helplines Association, London
The Guide Association
The Link Family and Community Centre, Newtownards
Training and Employment Agency
Transport 2000
Triangle Housing Association
Ulster Angling Federation
Ulster Archaeological Society
Ulster Coarse Fishing Federation
Ulster Society for the Prevention of the Countryside
Ulster Wildlife Trust
URNI, Lisburn
Victim Support NI
Voluntary Service Belfast
Voluntary Service Lisburn

Volunteer Development Agency
Wave Trauma Centre, Armagh
WAVE, Omagh
Western Education and Library Board
Western Health and Social Services Board
Wildfowl and Wetlands Trust
Women's Resource Development Agency