

Strategic Plan 2013 - 2016



Food Plant Solutions Rotarian Action Group

(Incorporating Learn♦Grow)

Solutions to Malnutrition and Food Security

PO Box 363
DEVONPORT TASMANIA 7310
AUSTRALIA
☎ (03) 6334 3990
☎ (03) 6334 0725
✉ info@learngrow.org

A project of Rotary Club of Devonport North, D9830 & Food Plants International

Table of contents

1. Message from the Chairman.....	3
2. Our vision: what we want to achieve	4
3. Our mission: why we are here.....	4
4. Our values: the way that all who are part of Learn♦Grow and Food Plant Solutions Rotarian Action Group do things	5
5. Critical success factors: those things on which our success depends	7
6. Strategic priorities: where we will focus our efforts.....	8
7. Strategies.....	9
7.1 Organisational structure	9
7.2 Service delivery	10
7.3 Financial resources	12
7.4 Marketing, branding and communications	13
7.4 Governance and people resources.....	15
8. Reporting under the strategic plan	16

1. Message from the Chairman



The creation of a strategic plan is an exciting development in the life of any organisation. It is exciting because its focus is about building on strengths, listening to feedback from stakeholders and those we are serving and creating something new to address identified shortcomings and meet emerging needs. It's about an organisation shaping its future and that, indeed, is a dynamic process.

This strategic plan is the result of feedback from an online survey conducted with a range of stakeholders and a one-day workshop in which members of Learn♦Grow and Food Plant Solutions Rotarian Action Group participated. Thanks and appreciation are extended to all who helped to create it.

The plan identifies five strategic areas where we will focus our efforts over the next three years. Wherever possible, linkages have been built with Rotary International's areas of focus, in particular, maternal and child health, basic education and literacy and disease prevention and treatment. We are most heartened and grateful for the continued support from the Rotary community around the world. It is not taken for granted.

Over the last 12 months, we have been able to expand our reach and develop a number of collaborative relationships which will enhance service delivery in the future. Also, many of the tasks completed during the year have been non-recurring in nature. The time invested in their development has been most worthwhile, for they have set us up with the tools, protocols and delivery model to service our target markets with more vigour, greater efficiency and increased professionalism.

How do we propose to measure our success? At the end of the term of this plan, it is our goal that Learn♦Grow and Food Plant Solutions Rotarian Action Group will be operating in at least 15 countries and can show a demonstrable reduction in infant mortality in at least five local communities that have embraced the Learn♦Grow solution. We now invite you to join us in this challenge.

It will be noted that one of our greatest needs over the life of this plan is to recruit and retain committed volunteers. There are opportunities open for anyone who possesses and is willing to share the three Es – expertise, experience and enthusiasm! Honorary positions continue to exist in areas like journalism, information technology management, project management, agronomy, technical writing, media relations and fundraising.

This plan maps a pathway to create hope and tangible benefits to those most in need on this earth. Service excellence will now be pursued by Management Committee members, staff and volunteers alike who are committed to our vision of being “recognised and sought after as a provider of meaningful and professional support services that empowers the world's least advantaged peoples to overcome poverty and malnutrition, through the better use of natural resources”.

Buz Green, Learn♦Grow Chairman

2. Our vision: what we want to achieve

To be recognised and sought after as a provider of meaningful and professional support services that empower the world's least advantaged peoples to overcome poverty, hunger and malnutrition through the better use of natural plant resources.

“Learn Grow provides the most important opportunity to combat world malnutrition and hunger.”

Survey response, October 2012

3. Our mission: why we are here

To provide international aid providers, those involved in humanitarian programs and the world's hungry with access to user-friendly information that will empower them to learn about and grow the best local foods to match nutritional needs.

“The greatest good you can do for another is not just share your riches, but reveal to them their own”

- Benjamin Disraeli

4. Our values: the way that all who are part of Food Plant Solutions Rotarian Action Group and Learn♦Grow do things

Our values underpin how we will deliver outcomes. They reflect what we stand for and represent the principles that guide our dealings with our stakeholders. Our values are:

<p>Commitment</p>	<p>We are committed to the worldwide fight against hunger and malnutrition, and achievement of food security.</p> <p>We are committed to making a difference in the lives of those who go to bed hungry each night.</p> <p>We are committed to upholding the dignity, uniqueness and intrinsic worth of people the world over.</p>
<p>Compassion</p>	<p>We demonstrate both compassion and a commitment to professional excellence in service delivery.</p>
<p>Collaboration</p>	<p>We collaborate and partner with individuals and organisations that have unique local expertise, connections and experience.</p>
<p>Consistency</p>	<p>We implement actions that are consistent with our mission and long term goals.</p>
<p>Employees and volunteers</p>	<p>We encourage effort and recognise quality achievements.</p> <p>We recognise that each employee and volunteer has an important contribution to make.</p> <p>We provide fair treatment of employees and volunteers.</p> <p>We maintain open communication to ensure that employees and volunteers are fully informed.</p> <p>We encourage acceptance of responsibility and accountability for actions.</p>
<p>Ethics</p>	<p>We practise high ethical standards in all our activities.</p>
<p>Integrity</p>	<p>We are trustworthy and strive for consistency in our words and work.</p>

<p>People</p>	<p>We believe in people.</p> <p>We believe that with the right support, encouragement and education, people can work their way out of the hunger-poverty trap and contribute in their own unique way.</p> <p>We serve people who are the most needy in the world.</p> <p>We deliver hope.</p>
<p>Responsiveness</p>	<p>We maintain a co-operative “can do” ethic and deliver services in an appropriate and timely manner.</p>
<p>Trust</p>	<p>We build bridges of respect, support and reliability with all those with whom we come in contact.</p> <p>We acknowledge with thanks and appreciation the trust that our supporters put in us and do not take it for granted.</p>

“Not only will nutritional food be more available, but those most at risk will have the dignity of managing their own needs.”

Dr Eileen Gentilcore, RI Health and Hunger,
2006 - 2008

5. Critical success factors: those things on which our success depends...

The following factors have been identified as being critical to the success of Learn♦Grow and Food Plant Solutions Rotarian Action Group over the life of this plan:

- Clarity around organisational structures and branding.
- Recognition and acceptance of Learn♦Grow and Food Plant Solutions Rotarian Action Group as offering relevant and worthwhile services in the fight against hunger and malnutrition worldwide.
- Delivery of a high standard of professional service to those who seek assistance and to our stakeholders.
- Ability to attract and retain committed volunteers for the Management Committee and in such supportive fields as journalism, technical writing, fundraising and project management.
- Adoption of a strategic management approach by the Management Committee, observing best practice in governance.
- Identification of and access to funding sources to sustain and develop operations internationally.
- Ongoing implementation of a pro-active and robust communication strategy within and outside Rotary.
- Timely and quality responses by way of practical assistance to individuals and groups seeking support around the world.
- Maintenance of the goodwill of the international community and that of Rotary International.

“The training materials will provide a beneficial impact for the development of the trainees and our centres. Never before has such reliable information been produced.”

Billy Mae, Coordinator, SIAVRTC Office, Honiara, 26
April 2011.

6. Strategic priorities: where we will focus our efforts

Five strategic areas have been prioritised for action over the next three years:

- Organisational structure
- Service delivery
- Financial resources
- Marketing, branding and communications
- Governance and people resources

In each case outcomes are listed in order of priority.

“These publications will give the people of my country access to very valuable information that they have never had access to before. I believe this work is very, very important and I strongly support it.”

The late Joini Tutua, Former member of Solomon Islands Parliament, Co-founder and Chairman Kastom Gaden Association, Founder of Zai Na Tina Organic Research, 30 September 2009.

7. Strategies

7.1 Organisational structure

There comes a time in the life of any organisation when it is valuable to undertake a constructive assessment of progress to date and review strategic direction. This is necessary to identify strategic issues requiring managerial attention or change, address resource issues, examine efficiency and sustainability of service delivery and determine whether the most is being made of collaborations, partnerships and networking opportunities.

Of particular significance in this context are anecdotal comments and feedback from the online survey indicating some confusion over the promotion of two brands - Learn♦Grow and Food Plant Solutions Rotarian Action Group.

Outcomes	Identified strategic actions	Target date for accomplishment
Move to Food Plant Solutions as the brand for communication with Rotary and Rotarians	Identify and implement changes to move to one brand, including requirements to be satisfied from a governance perspective.	March 2013
	Identify and implement changes to ensure all activities of FPS are fully supported and that responsibilities are clearly defined.	March 2013
	Determine requirements for the Rotarian Action Group to fulfil its strategic and operating roles over the term of this strategic plan.	March 2013
Rationalise the operation of Learn♦Grow and entities to function as the financial and delivery vehicle to support food aid programs developed by FPS and other providers.	Prepare business case associated with move to new structure for approval, as required, by Rotary, Management Committee and to satisfy associated governance requirements.	March 2013
	Consider and develop a platform for communication with non-Rotary organisations	March 2013
	Canvass range of resource solutions to fulfil strategic and operating roles.	March 2013

7.2 Service delivery

Learn♦Grow and Food Plant Solutions Rotarian Action Group are in the service business. We seek to play a key role in the fight against hunger and malnutrition, and achievement of food security, worldwide. Our primary focus will continue to be on the 1 billion people in the world who are at the lowest level of subsistence in sustainable food production, and particularly the 80 countries with the highest levels of infant and child mortality.

The immensity of the problem is recognised and appreciated. In view of this, with only limited resources available, care needs to be exercised in managing community expectations. As Learn♦Grow does not have the resources, expertise or established networks in countries in need, its primary objective is to build capacity to support existing food aid providers. Such support will include:

- **guidance in developing programs**
- **provision of technical information to support programs**
- **assistance in the development of educational materials**
- **technical support**
- **other support as may be determined**

Both entities actively seek opportunities to bring together parties of common interest, such as like-minded service providers, to facilitate communication. and integration with allied Rotary projects worldwide. At all times we will encourage all involved to strive to work through and empower local people in a way that is consistent with the code of conduct, as detailed in our Protocol for Engagement.

The need to work smart, embracing new and emerging concepts and technologies to extend and sustain the reach of the solution that is on offer, is readily accepted.

Outcomes	Identified strategic actions	Target date for accomplishment
Efficient management of adhoc enquiries	Ensure that all enquiries are relevant to our target stakeholder base, requirements are clearly understood and mutual expectations are clear to all parties.	Ongoing
	Regularly monitor responses to enquires to ensure outcomes provided to our target audience are consistent with expectations.	Ongoing
A strategic approach is adopted to the creation of resources for countries in need	Review the existing overarching strategy for the creation of resources for countries in need.	Dec 2013

Outcomes	Identified strategic actions	Target date for accomplishment
Activities are co-ordinated with other Rotary projects and other service providers	Maintain a measure of flexibility and balance, in so far as limited resources allow, in dealing with ad hoc requests for assistance.	Ongoing
	Pursue funding opportunities with prospective sponsors, based on this strategic approach.	June 2013
	Actively pursue and maintain communications with proponents of other projects in Rotary's six areas of focus, offering scope for integrating the Learn♦Grow solution.	Ongoing
Actively consider alternative strategies for service delivery	Identify and develop opportunities for collaboration and partnerships with other service providers.	Aim to engage with one new large provider and five new small providers each calendar year
	Identify successes which demonstrate how the solution is providing tangible benefits for local communities, and its capacity to be adapted and implemented anywhere in the world.	Ongoing
Progress continues to be achieved in enhancing the user-friendliness and outputs from the food plants database	Actively engage with existing food aid providers to seek feedback on existing strategy and suggested enhancements.	Dec 2013
	Actively seek and welcome local feedback on field guides, posters, manuals, DVDs and other supporting resources.	Ongoing
Resource materials as they are developed are made readily available to all parties with a potential interest.	Maintain continual improvement philosophy in all undertakings – there is always a better way; the challenge is to find it!	Ongoing
	Completed documents and educational materials are made readily accessible from our website.	Ongoing
A tangible reduction in infant and child mortality has occurred in at least five countries following the implementation of the Learn♦Grow solution	Resource materials are developed and posted on at least five new countries each year.	Dec 2013-2015
	Monitor programs and seek data on how the solution is working and what tangible benefits are being achieved for local communities.	June 2016

7.3 Financial resources

Finance is the ultimate business reality. Learn♦Grow and Food Plant Solutions Rotarian Action Group are committed to developing sustainable operations, observing prudent financial management and deriving maximum output from available resources.

Outcomes	Identified strategic actions	Target date for accomplishment
A fundraising sub-committee is established to spearhead the fundraising effort	Establish terms of reference as part of governance arrangements.	Early 2013
	Identify suitable people to participate actively in the sub-committee.	Early 2013
	Arrange regular reporting to full Management Committee.	Early 2013
A practical fundraising plan is developed and implemented	Prepare a workable financial plan to address future needs, including consideration of funding submissions, grant applications, sponsorships, corporate membership packages, donors, bequests and other innovative funding packages.	Early 2013
	Develop a range of fundraising tools and packages to support implementation of the plan.	Early 2013
The sum of at least \$120,000 is secured by June 30, 2013 and \$1.0 million is raised over the life of this plan	Brainstorm prospects, including Rotary, AusAid, private ancillary funds, country ambassadors, philanthropists and business and corporate sponsors.	February 2013
	Prepare a prioritised list of targeted individuals, corporates, businesses and other organisations to approach.	February 2013
	Match strategies with prospects.	February-July 2013
	Develop fundraising database.	April 2013
	Develop relationships with major donors	Engage with at least one new major donor every four months.

7.4 Marketing, branding and communications

To fulfil our vision and to be recognised and sought after as providers in our field, Food Plant Solutions Rotarian Action Group and Learn♦Grow need our voice to be heard. We are therefore committed to implementing a practical communication plan and building our brand.

Outcomes	Identified strategic actions	Target date for accomplishment
A robust communication plan, giving focus and direction to future communications, is established.	Establish communication objectives.	February 2013
	Identify target audiences within and outside Rotary.	February 2013
	Develop and test key messages.	February 2013
	Determine how to reach target audiences, including channels and tactics.	February 2013
	Make effective use of technology.	February 2013
	Monitor and review performance.	At least annually
Increased clarity and recognition of the Learn♦Grow and Food Plant Solutions Rotarian Action Group brand.	Review and evaluate the elements which make up the branding of the two entities and their positioning in the marketplace, within and outside Rotary.	March 2013
	Determine a strategic focus for the brand, promoting key consistent messages emphasising what is available, how to access it and opportunities for participation.	March 2013
	Raise awareness and profile within the home market of Rotary District 9830.	March 2013 – March 2014
	Identify innovative ways to build the brand through publicity, strategic alliances, Rotary and non-Rotary networks and the media as part of the development of communication strategy.	March 2013
Learn♦Grow and Food Plant Solutions Rotarian Action Group are recognised by the Australian Government and by stakeholders internationally as a leader for their quality services and innovative delivery model.	Maintain regular liaison with Government and stakeholders.	Ongoing
	Identify, develop, publish and promote case studies to highlight practical on-the-ground success stories.	Ongoing
Individuals on the international stage are engaged in an honorary capacity to fulfil the role of project champions.	Identify up to 20 high profile individuals from varied walks of life (within and outside Rotary) who share the project's core values and vision.	August 2013
	Document a professional presentation, inviting those identified to become project champions, explaining exactly what this entails.	September 2013

Outcomes	Identified strategic actions	Target date for accomplishment
	Maintain regular communications with project champions as part of implementation of the communication plan.	Ongoing
Case studies are identified and promoted to publicise successes and the solution generally	Tell these stories using a variety of communication media, including the latest technologies.	Ongoing

7.5 Governance and people resources

Learn♦Grow and Food Plant Solutions Rotarian Action Group seek to practise the principles of effective governance at Management Committee level and in all our activities. We remain vigilant to improve our standard of governance, including the composition, operation and sustainability of the Management Committee.

Both entities acknowledge the ongoing role and contribution that volunteers make. We strive to implement best practice policies to make the volunteer experience lasting and mutually rewarding.

Outcomes	Identified strategic actions	Target date for accomplishment
Relevant skills are available within the Management Committee and elsewhere to implement this strategic plan.	Identify a range of suitable people with relevant skill sets required by the Management Committee.	Ongoing
	Produce a user-friendly information kit as a professional tool in the recruitment process.	May 2013
	Nurture a pool of people as potential members of the Management Committee.	Ongoing
	Make progress towards attainment of all outcomes listed in the strategic plan reviewable by the Management Committee at regular intervals.	July 2013
The Management Committee is united, productive, motivated and functioning at an optimal level.	Establish key performance indicators against which the Management Committee's performance can be evaluated.	January/February 2013
	Conduct an annual self-assessment of the performance of the Management Committee.	December 2013 and annually thereafter
Greater strategic focus by the Management Committee.	Identify the Management Committee's information needs and supporting systems and arrangements.	June 2013
	Review the nature and purpose of current information flows to the Management Committee and make changes to reflect its increased strategic focus.	June 2013
Succession plan is in place at Management Committee level.	Develop a plan for a successor to the Chairman.	December 2013
	Identify and address the professional development needs of such a person, as required, to enhance their suitability for the role.	December 2013
An active team of volunteers is recruited, retained and managed effectively	Prepare and implement a volunteer management policy that reflects best practice.	May 2013
	Engage with volunteers on an ongoing basis as a vital element of the communication plan.	Ongoing

8. Reporting under the strategic plan

The identified strategic actions in this plan will be used in an ongoing capacity by the Management Committee as a framework for decision-making. The plan is to be considered a living document, requiring priorities to be reviewed, emerging issues to be addressed and new directions to be set, as changes occur in the operating environment.

We will communicate with stakeholders at strategic intervals, using a variety of media, to report progress under this plan.

“The purpose of human life is to show compassion and the will to help others”

- Albert Schweitzer