



# FOOD PLANT SOLUTIONS ROTARIAN ACTION GROUP

## Strategic Plan 2018 - 2021



P.O. Box 690

DEVONPORT TASMANIA 7310

E: [info@foodplantsolutions.org](mailto:info@foodplantsolutions.org)

W: [www.foodplantsolutions.org](http://www.foodplantsolutions.org)

*Solutions to Malnutrition and Food Security*



## Contents:

<b>Introduction</b> .....	1
<b>Our purpose</b> .....	2
<b>Core values</b> .....	3
<b>SWOT analysis</b> .....	4
<b>SWOT analysis (continued)</b> .....	5
<b>Goals</b> .....	6
<b>Strategies</b> .....	7



## Introduction:

This Strategic Plan was developed by the Project Management Committee and our Executive Officer, Karalyn Hingston, with the assistance of Daryl Connelly, Business Advisor at Switch Tasmania. The process was very comprehensive, involving regular meetings between Mr Connelly and Ms Hingston, a pre-planning survey of committee members and a half day strategic planning workshop, facilitated by Mr Connelly and attended by Ms Hingston and the Committee.

## Our purpose:

To enable people to understand the nutritional value of local food plants through our educational materials and support services, because every minute of every day, five children under the age of five die from malnutrition.

*“To enable people to understand the nutritional value of local food plants through our educational materials and support services, because every minute of every day, five children under the age of five die from malnutrition.”*

## Core values:

Value	What we mean by this
Integrity	<p>We will say what we mean and mean what we say.</p> <p>We will provide a transparent, audited annual report.</p> <p>If it's not something we'd like people to know about, we won't do it.</p> <p>We encourage acceptance of responsibility and accountability for actions.</p> <p>We only work with reputable organisations and people.</p>
Collaboration	<p>We will treat everyone as equals.</p> <p>We will seek first to understand, then to be understood.</p> <p>We respect and support all those with whom we come in contact.</p> <p>We have a "can do" ethic and reliably deliver services in a timely manner.</p> <p>We acknowledge with thanks and appreciation, the trust that our supporters put in us and do not take it for granted.</p>
Respecting our volunteers and staff	<p>We recognise that each employee and volunteer has an important contribution to make.</p> <p>We treat employees and volunteers fairly.</p> <p>We maintain open communication to ensure that employees and volunteers are fully informed.</p>

## SWOT analysis:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Dedicated, enthusiastic and professional people form the project management committee.</li> <li>• High quality and integrity of information sources (refereed database).</li> <li>• Access to Food Plants International database.</li> <li>• Good process for assembly of field guides.</li> <li>• Good resources available on website.</li> <li>• A real answer to hunger and malnutrition.</li> <li>• Gaining international recognition amongst key organisations (e.g. Biodiversity).</li> <li>• New processes increase the likelihood of a positive outcome (i.e. Letters of Intent).</li> <li>• We have a good story to tell, with real results.</li> <li>• Able to quantify results.</li> <li>• Technical Team numbers have increased, which spreads the workload.</li> <li>• Processes have become streamlined, more efficient and professional.</li> <li>• Publicity material updated to effectively tell our story.</li> <li>• Gaining a social media presence.</li> </ul>	<ul style="list-style-type: none"> <li>• Small number of active people. Too much for too few.</li> <li>• Difficulty in identifying specific bite sized tasks for volunteers.</li> <li>• Inability to drive uptake in target countries.</li> <li>• Difficulty in identifying key stakeholders in target countries.</li> <li>• Sourcing funding to continue the work of FPS. Too dependent on donations.</li> <li>• Difficulty in attracting new (long-lasting) volunteers.</li> <li>• Lack of succession plan.</li> <li>• Dominant product is still a printed document format – i.e. although available in PDF, we have no searchable, web-based product.</li> <li>• Limited capacity to pay for support resources.</li> <li>• Lacking a fulltime Marketing / Promotions Manager.</li> <li>• Many of the highly digitally aware people are younger and not involved.</li> <li>• Many potential donors prefer something tangible, e.g. wheel chairs, housing, and shelter-boxes.</li> </ul>

## SWOT analysis (continued):

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Links to Rotary programs in donor countries.</li> <li>• Collaboration with Non-Government Organisations and other aid bodies.</li> <li>• New committee members and volunteers, leading to renewed enthusiasm.</li> <li>• Promotion of success stories (i.e. testimonials and case studies) as an example of the way forward, such as the Vietnamese schools program.</li> <li>• New products, e.g. an app.</li> <li>• Philanthropists as sources of funds.</li> <li>• Access to professional and often retired people.</li> <li>• Moving information in a digital / internet age is easy and provides opportunities.</li> <li>• Possibility to form links between schools locally and internationally about school gardens.</li> <li>• Piggy-back onto other Rotary aid programs.</li> <li>• FPS take over from “End Polio” as a key program of Rotary International</li> <li>• Tangible results provide a story to tell / sell.</li> </ul>	<ul style="list-style-type: none"> <li>• On-going funding sources.</li> <li>• Loss of key personnel.</li> <li>• Age of personnel.</li> <li>• Aid budget constraints.</li> <li>• Entrenched views within the aid establishment on what constitutes effective aid.</li> <li>• Unwillingness for aid organisations to work together.</li> <li>• Donor fatigue.</li> <li>• Intra-Rotary competition for funds and projects.</li> <li>• Climate change impacts on geographical range of plant production – i.e. some of the desired plants for given regions may change.</li> </ul>

## Goals:

Goals have been set for each of the four fundamental components of our business:

- Service delivery
- People and governance
- Finance
- Marketing

Goal 1: By 2021, we will increase the number of active volunteers to the organisation by a third and ensure that half of them are less than 45 years old.

Goal 2: By 2021, we will enter into four new formal partnerships (signed Letters of Intent) each year.

Goal 3: By 2021, 50% of all active partners successfully submit an annual report.

Goal 4: By 2021, we will have \$50K of operational funding secured three years in advance.

Goal 5: By 2021, we will have secured one major philanthropic commitment of \$100K.

## Strategies:

**Goal 1: By 2021, we will increase the number of active volunteers to the organisation by a third and ensure that half of them are less than 45 years old.**

Achievement of this goal will help ensure that we have the diversity of skills, knowledge, experience and attitudes required to at least maintain our status quo.

Strategy	Person responsible
Identify where to target a recruitment campaign.	Dale Luck
Key milestones	Completion date
Provide a minimum of three focus areas.	September 2018

Strategy	Person responsible
Undertake recruitment campaign.	Dale Luck
Key milestones	Completion date
Provide information on FPS directly to the Assistant Governors of all nine groups.	September 2018
Follow up on a six monthly basis.	March 2019 and then every six months recurring.
Contact any indications of interest immediately.	September 2018
Provide articles to the editor of DG newsletter every 6 months.	September 2018 and then 6 months recurring
Personal approaches to Rotarians and others.	6 months after adoption of the plan.
Have actual applications for committee membership come forward.	Continual after adoption of the plan.

Strategy	Person responsible
Ensure we remain attractive to new and existing volunteers.	Dale Luck
Key milestones	Completion date
Publicise real results.	June 2021
Do the above with locally produced videos.	June 2021
Show the videos to District Conferences and Clubs.	June 2021
Place on District and Rotary International websites.	June 2021
Arrange self-funded volunteer group travel to selected places.	June 2021
Back up the above with WHO or equivalent health reports on FPS success.	June 2021

**Goal 2: By 2021, we will enter into four new formal partnerships (signed Letters of Intent) each year.**

Achievement of this goal will ensure that we are continuing to increase our program partners and therefore the spread of FPS.

Strategy	Person responsible
Identify and document attributes of potential partners.	Karalyn Hingston
Key milestones	Completion date
Review our current partners, identifying common links between each of them.	July 2018
Create guidelines on what to look for in potential partners.	September 2018

Strategy	Person responsible
Identify potential partners.	Karalyn Hingston
Key milestones	Completion date
Use guidelines to determine potential partners.	January 2019

**Goal 3: By 2021, 50% of all partners successfully submit an annual report.**

Achievement of this goal will allow us to better measure and communicate our impact, provided that reporting methods adequately capture qualitative and quantitative information re: the level of adoption / positive change.

Strategy	Person responsible
Review annual report pro-forma.	John McPhee
Key milestones	Completion date
With input from FPS Board members, identify key information required by FPS in the form of an annual report from partners	30 April 2018
Revise existing annual report pro-forma based on above feedback	31 May 2018

Strategy	Person responsible
Establish annual reporting process with partners.	John McPhee
Key milestones	Completion date
Use FPS Status Report to compile a list of partners ranked according to past communication successes	30 June 2018
Test drive annual report pro-forma on a selection of partners most likely to respond	30 September 2018
Use FPS Status Report to compile a list of partners for a communications schedule	31 October 2018
Develop annual reporting schedule	30 November 2018
Instigate communications to solicit annual reports from identified partners	31 January 2018
Collate first annual reports	30 June 2019

**Goal 4: By 2021, we will have \$50K of operational funding secured three years in advance.**

Achievement of this goal will ensure that we can continue to operate as is and plan accordingly.

Strategy	Person responsible
Develop a compelling prospectus / sponsorship package.	Rick Campbell
Key milestones	Completion date
Development of a publicity program outlining the program and its achievements.	12 months after adoption of plan
Refine existing package of promotional material	6 months from adoption of plan
Develop material which can be used for a personal approach to potential benefactors. Review material every 6 months	12 months from adoption of plan

Strategy	Person responsible
Identify potential sponsors.	Rick Campbell
Key milestones	Completion date
Identification of potential supporters from Rotary International, philanthropic organisations.	12 months from adoption of Plan
Development list of potential supporters	6 months from adoption of plan

Strategy	Person responsible
Create a sponsorship approach procedure.	Rick Campbell
Key milestones	Completion date
Develop a protocol to ensure there is a consistent message when potential supporters are approached, so that the contact could be outsourced.	12 months from adoption of plan
Review protocol every 6 months based on feedback from people/groups contacted.	

Strategy	Person responsible
Develop sponsorship schedule with review / results.	Rick Campbell
Key milestones	Completion date
Development of revised promotional material and complete validation trials. Review and update material, if needed, every 6 months.	6 months from adoption of plan
Identify a short list of potential supporters and have them ratified by the FPS Board	12 months from adoption of plan
Distribute promotional material and sponsorship packages to short list of individuals/Companies	18 months after adoption of plan
Conduct a major evaluation of plan.	2 years after adoption of plan

**Goal 5: By 2021, we will have secured one major philanthropic commitment of \$100K.**

Achievement of this goal will enable us to undertake tasks that are currently cost prohibitive.

Strategy	Person responsible
Develop a compelling prospectus / sponsorship package.	Una Hobday
Key milestones	Completion date
Identify personnel with the expertise to assist in the review.	April 2018
Review current package.	November 2018
Create up-dated prospectus / sponsorship package, include; Be direct in what we ask for. Why are we asking – what will this money do. What does the sponsor get – why should they do it.	March 2019

Strategy	Person responsible
Identify potential sponsors.	Una Hobday
Key milestones	Completion date
Determine target audience considering: Mining companies, organic food producers, multi-national companies.	May 2019
Identify potential Ambassadors – someone with a presence who can help to sell us.	May 2019

Strategy	Person responsible
Create a sponsorship approach procedure.	Una Hobday
Key milestones	Completion date
Determine the process, including how to approach and what to include.	September 2019

Strategy	Person responsible
Develop sponsorship schedule with review / results.	Una Hobday
Key milestones	Completion date
Determine who will be approached and when.	October 2019
Document follow-up process.	October 2019
Record progress, including who has been approached and feedback.	October 2019