



Rotary Australia World Community Service Ltd (RAWCS)

Strategic Plan

2015 - 2019

HEAD OFFICE: 3RD FL, 43 HUNTER STREET, PARRAMATTA NSW 2150 AUSTRALIA

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Background

In 2011, the Board of Rotary Australia World Community Service Limited (RAWCS) determined that it was time for RAWCS to embark on a new strategic direction. The Board sought to have RAWCS become self-funded and to actively engage the philanthropic and corporate sector.

This direction required the company to operate as a national organization with efficient administrative systems capable of supporting our Rotarian and Rotary Club base, the corporate sector and the anticipated growth in activity.

Current Context

Today much of the back office administrative work has been accomplished. The company has introduced a service fee, centralized its accounting and banking functions, all projects are registered nationally, and the restructure of the company into a national organization is underway.

The external environment has also changed and humanitarian aid organizations are now required to provide more accountability and outcome reporting on their activities. RAWCS in responding to these challenges has sought to comply with the Department of Foreign Affairs and Trade guidelines for organizations undertaking work in developing countries in our region.

The Vision

The vision of RAWCS remains:

“To support Australian Rotarians and Rotary Clubs in assisting disadvantaged communities and individuals with humanitarian aid projects.”

The Objectives

The company objective is to manage the:

- Rotary Australia Overseas Aid Fund
- Rotary Australia Benevolent Society and
- Developed Country Disaster Fund

to enable Rotarians, the public and the corporate sector to deliver humanitarian aid and charitable support through:

- Projects
- Rotarians Against Malaria
- Donations In Kind and
- Australian Charitable Support.

To facilitate Rotarians undertaking voluntary work, the Board has engaged professional support in the fields of information technology and communications and marketing and has established a staffed office to process the administrative, accounting and banking functions.

RAWCS is not an emergency response organization, but rather looks to engage in sustainable, developmental or relief projects.

Strategic Aspirations

In light of its rapid growth, the Board has identified a range of internal issues that need to be progressed in a structured manner.

These issues include:

- Donations In Kind
- Communications – both internal and external
- Volunteer Training
- Compliance with National Standards
- Alliances and Partnerships
- A lack of publicity about what RAWCS does, and
- A verification of the Standard of Quality that RAWCS delivers.

The organization operates around the clock in all parts of the world and must ensure the safety of its volunteers and the need to be accountable and transparent to our funding providers, be they Rotarians, the public or the corporate sector.

Strategic Action Plan

The Strategic Action Plan for the next four years comprises 4 key areas of focus.

Task #1

To review the operations of the company and recommend structural changes that will enable the activities of the company to meet the vision and objectives of RAWCS.

Organizational capabilities

The sheer size of the company has put a requirement on the Board to ensure that it has the right people in the right positions. This includes implementing a skills-based Board and an operating structure that distinguishes between governance, management and operations.

The organization also acknowledges the increasing desire of the corporate sector to discharge their corporate social responsibility by supporting the humanitarian work undertaken by Rotarians. To this end the Board seeks to implement appropriate data and project reporting mechanisms.

Task #2

The current systems are subject to continuous improvement to meet the constant changes facing the company and enable the governance, management and operations of the company to achieve its objective. As a company the Board has to be open to these changes.

Communications and marketing

The Board recognizes the complexity of issues and the range of people and organizations that it is required to communicate with. Communications must be professional and targeted. To address this need the Board seeks to implement a professional marketing and communication package.

There are a vast number of communities that rely on the generous work of Australian Rotary volunteers to deliver humanitarian aid to improve their way of life. The Board seeks ways to acknowledge these volunteers and to publicize this vital work and encourages others to provide financial assistance to support their efforts.

Task #3

To build on vast networks and strengths that Rotary has, to ensure the operations of the company are communicated to Australian Rotarians, the public and corporate sector.

Programs / sustainability and appropriate tools

The Board acknowledges that programs have to align with the policy settings that have been designed to ensure sustainability and the credibility of Rotary's desire to do good in the world. The Board sees a need for ongoing reviews and evaluation of the activities being undertaken by RAWCS and ensuring that at all times Rotarians and Rotary Clubs are provided with the necessary tools and support services to undertake the activities they are working on.

Task #4

To review the programs and policies on a regular basis and recommend changes that will assist Rotarians and Rotary Clubs to continue to provide humanitarian aid to developing countries overseas and within Australia.

The Executive, Activity Management, Operational Management and Administration are all in place to facilitate the work of Rotarians and Rotary Clubs.