

2022 – 2025 Strategic Plan

Purpose

Our purpose is:

“To enhance support services to Australian Rotarians and Rotary Clubs to assist disadvantaged communities and individuals with humanitarian aid projects.”

In other words, “We make it happen” - connecting Rotary and non-Rotary organisations to the local needs on the ground to support wellbeing rather than welfare.

Strategic Intent

- We operate collaboratively to support and provide funding to Rotarians and their Clubs
- We fundraise and curate spending on activities that improve the lives of people and their communities
- We aim to be a Top Tier Australian Charity

Values

The Company embraces Rotary International’s values of providing service to others, maintaining high ethical standards and promoting integrity in all operations while seeking to advance world understanding, goodwill and peace. These values represent the guiding principles of the company's culture, priorities, and actions.

Methodology

RAWCS activities work with the network of Rotary Clubs by having Rotary Clubs, Districts, the public, philanthropists the corporate sector and governments sponsor RAWCS projects. RAWCS is the service provider that supports the Rotary Vision in our Region and has the ability to:

- **initiate** we see opportunities and make things happen
- **facilitate** we have the structures, contacts and credentials to enable projects
- **connect** we bring together people, ideas, organisations and projects
- **curate** we provide quality corporate governance through our systems and procedures.

Donations support

Where tax deductible donations support RAWCS operations, these are processed through the three DGR (Deductible Gift Recipient) funds that RAWCS administers:

- Rotary Australia Overseas Aid Fund – an international activity fund
- Rotary Australia Benevolent Society – an Australian activity fund;
(both of these are endorsed as DGR level 1 for the purposes of providing relief to people in need)
- Rotary Australia Relief Fund – a trust for the Public Ancillary Fund – DGR level 2 - which does not undertake activities.

RAWCS

Activities

The work of RAWCS is undertaken through a regional / district network of Rotarians and their Clubs, organised into specialist teams that manage the following activities:

- Causes (Projects including local, national and international)
- Rotarians Against Malaria (RAM)
- In Kind Donations (IDK) / Equipment Repurposing

Services

Support services we provide include:

- Funding and support to Australian entities and Rotary Regional Leaders
- Provision of backend systems and processes for
 - Funds management
 - Project management
 - People management
 - Donor and Stakeholder Engagement
- Accountability and regulatory compliance through strong governance and quality assurance.

– 2025 Strategic Plan – Goals, Strategies & Actions

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

Goal #1 – Enhance Engagement and Communications with Clubs and Key Stakeholders

Strategies	Projects / Initiatives / Activities / Actions
1. Encourage, Financially Support and Empower Clubs	<ul style="list-style-type: none"> • Build systems and processes to grow engagement with and understanding by Clubs.
	<ul style="list-style-type: none"> • Assist Clubs by providing funding to Clubs to support RAWCS projects.
	<ul style="list-style-type: none"> • Provide support to Clubs for RAWCS activities.
2. Support Clubs to identify local and international humanitarian aid projects that assist disadvantaged individuals and communities.	<ul style="list-style-type: none"> • Ensure Regional Co-ordinators arrange one visit by RAWCS speakers to each Club each year.
	<ul style="list-style-type: none"> • Develop a range of Off-the-shelf projects as templates for Clubs.
	<ul style="list-style-type: none"> • Further develop mentoring to Clubs in support of projects.
	<ul style="list-style-type: none"> • Promote RAWCS activities to Clubs via a range of communication.
3. Build Brand awareness and recognition of RAWCS causes.	<ul style="list-style-type: none"> • Enhance connection with National Media.
	<ul style="list-style-type: none"> • Modernise the RAWCS Website to contemporary standards.
	<ul style="list-style-type: none"> • Build a Brand Management Framework.

Goal #2 – Strengthen Program Development & Delivery

Strategies	Projects / Initiatives / Activities / Actions
1. Formalise Recognition by Government (NRRRA, DFAT, etc.)	<ul style="list-style-type: none"> • Achieve accreditation with the Australian Council for International Development (ACFID) and Department of Foreign Affairs & Trade (DFAT) through the Australian NGO Cooperation Program (ANCP). • Develop sustainable partnerships with the National Resilience and Recovery Agency (NRRRA). • Increase engagement with State Governments in relation to program delivery – e.g., NSW government and MediShare.
2. Support bright ideas with funding for medium term local and international projects.	<ul style="list-style-type: none"> • Establish Bright Ideas campaign for Clubs. • Expand the base of Clubs engaged in RAWCS activities through simplified processes and messaging. • Develop Rotary Australia Compassionate Grant (RACG) model for international projects.
3. Provide funds for disaster relief to targeted Clubs and communities.	<ul style="list-style-type: none"> • Further develop the Disaster Response Committee. • Enable Clubs to punch above their weight through simple to navigate systems and processes. • Develop a Communications Loop for donors (what we will do > what we have done).

Goal #3 – Broaden Impact to Recipients

Strategies	Projects / Initiatives / Activities / Actions
1. Grow funding partnerships with corporates, governments and philanthropists.	<ul style="list-style-type: none"> • Develop the Marketing Strategy.
	<ul style="list-style-type: none"> • Develop a Value Proposition for Corporate partners.
	<ul style="list-style-type: none"> • Develop a range of corporate partnership models.
	<ul style="list-style-type: none"> • Develop a Value Proposition for each Philanthropist.
	<ul style="list-style-type: none"> • Develop a Value Proposition for each agency of Government.
2. Develop the public recognition of the Rotary Australia Relief Fund as a fundraiser of choice.	<ul style="list-style-type: none"> • Develop public fundraising links with media.
	<ul style="list-style-type: none"> • Develop shelf ready projects that can be activated.
3. Partner with organisations for the delivery of services complementary to the Rotary network.	<ul style="list-style-type: none"> • Develop relationships with national organisations to assist Clubs to deliver projects.
	<ul style="list-style-type: none"> • Develop a process for Clubs to assist in utilising networks at a local level.
4. Establish processes and systems with Key Agencies and Organisations to deliver local and international support.	<ul style="list-style-type: none"> • Build and maintain a National map of Clubs
	<ul style="list-style-type: none"> • Add potential partner organisations details to CRM
	<ul style="list-style-type: none"> • Initiate dialogue with potential partner organisations

Goal #4 – Ensure continuous organisational improvement

Strategies	Initiatives and Actions
1. Enhance Capability, Capacity and Systems	<ul style="list-style-type: none"> • Successfully implement Wiise ERP Software, Microsoft Teams, and Flectra CRM capabilities.
	<ul style="list-style-type: none"> • Refine and disseminate Role Descriptions for Regional Positions.
	<ul style="list-style-type: none"> • Further develop Risk Management to encompass financial impact.
	<ul style="list-style-type: none"> • Develop a strategy for Capital Base growth.
	<ul style="list-style-type: none"> • Develop a system of project implementation and review oversight.
2. Improve Funding and Financial Sustainability	<ul style="list-style-type: none"> • Implement bimonthly Risk Management review by the Board.
	<ul style="list-style-type: none"> • Implement monthly oversight of capital base provisions.
	<ul style="list-style-type: none"> • Prepare Provisioning report for Board
3. Ensure Fund and Program Compliance and Audit	<ul style="list-style-type: none"> • Expand and stabilise the Project Review Committee and its Terms of Reference including provisions for a review of projects after 4 years.
	<ul style="list-style-type: none"> • Implement Education and Training for project establishment and compliance.

Status: Final

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