

Indigo Foundation

2008-2009 Strategic Plan

Authorisation and support of the implementation of 2008/09 IF Plan

<i>Plan presented to Co-Chairs</i>	<i>12th April 2008</i>
<i>Co-Chair comments incorporated</i>	<i>21st April 2008</i>
<i>Plan circulated to MC, Project Managers and key volunteers for comment</i>	<i>21st April 2008</i>
<i>Comments sought and considered by Co-Chairs by the</i>	<i>4th May 2008</i>
<i>Final version tabled at MC meeting</i>	<i>10th May 2008</i>

IF Mission Statement

To respectfully work with the poor and marginalised, recognising they are best placed to generate and enact their own community development solutions.

To positively respond to community-determined priorities and to strongly support community control over all decision making.

To actively encourage the promotion of internationally recognised human rights and the importance of a safe and secure environment as pillars of our community development activities.

To quietly advocate for a more realistic and responsible approach to development that is guided by existing research and ongoing evaluation.

To ethically manage our financial resources, and provide accurate and complete information to the IF membership.

To creatively develop an organisation that values its staff, and promotes a flexible and fulfilling working environment.

Introduction

Over the past year IF has considered the future direction of the organisation. The discussion was both critical and mature in that IF was able to consider a range of options: from maintaining the status quo; to responsibly planning to wind up the organization; to pursuing a growth strategy. The consensus decision was to pursue a managed growth strategy that maintained the essential characteristics of IF, as a volunteer and principle based organisation. We believe the work of IF provides a valuable contribution in the field of community development thinking; and to the lives of the people in the communities in which IF works .

IF has already entered this new organisational phase that will enable us to build on the experience gained over the past eight years and increase our scope. In 2007 we realised the beginning of our growth strategy by recruiting a Patron and a Coordinator. Both positions support IF to set out on a path of organisational growth.

2012 Vision

The 2008 planning process included a five-year visioning exercise. Whilst this is simply an initial starting point to the longer term visioning of IF, it did provide direction in which to base the 2008 plan on. In determining the 2008 course of action, it was agreed that a 2012 IF would feature: ;

- IF as a strong, professional and well regarded not-for-profit organisation
- IF supporting more high quality projects consistent with IF's mission statement;
- IF operating as an effective 'virtual' organisation with integrated communications and management systems;
- IF as a strong and inspired volunteer-based organisation with some core paid staff positions
- IF's income increases to at around \$250 000 per year;
- Where possible, IF has a consolidated country focus with established in country specialists (liaison officers);
- IF has a good public and industry profile and is recognised as an organisation engaged in best practice community development approaches;
- IF's Management Committee operate like a board providing strategic direction and accountability oversight.

2008 - A Year of Growth with Integrity

By emphasising integrity we intend to manage growth in a way that upholds the vision, mission statement and principles of IF. IF will set meaningful and realistic objectives which are attainable within the current context of human and financial resources. Furthermore, IF will ensure that our fundraising is well aligned to our project plans and that most funds raised are invested straight back into IF community projects.

Summary of Key Objectives for 2008/09

1. To identify and approve at least two new international projects
2. To identify and approve one Aboriginal Australian project
3. To implement new systems and tools that will improve administrative and financial management
4. To develop and or revise key policies including updating induction information for new volunteers and developing a climate change policy.
5. To secure the volunteer services of two-three Project Manager Advisors
6. To recruit additional Project Managers as required by the new projects
7. To increase the active volunteer base to 10% of overall supporters
8. To review core staffing requirements after six months
9. To develop a fundraising strategy with the aim of raising \$150 000 during 2008/09
10. To take and create opportunities to increase the sense of connectivity between IF's key volunteers.

IF will have a growth strategy that will enable us to maintain our commitment to our vision; expand our field work and build the IF community in Australia.

The three pillars of IF's growth strategy are;

- **Projects**
- **Structure**
- **Resources**

These pillars are interdependent and will be developed concurrently throughout 2008/09.

The three pillars all rest on a key theme of IF – **relationships**. The theme of relationships permeates everything IF does. One of the features that sets IF apart from many other development organisations is its relational approach to its project partners, to its volunteers, and to its supporters. For example, the aim of IF's structural changes, as set out below, is to facilitate relationships and communication among people and systems with the ultimate aim being to enhance IF's assistance to, and solidarity with, the people among whom we work.

PROJECTS GROWTH STRATEGY

IF was established out of the belief that there were alternative ways to 'do' international community development with a more innovative, principle-based and responsive approach. Eight years on and we are successfully managing projects (some multiple) in six countries and our driving commitment remains that we support and empower marginalised communities.

OBJECTIVE 1 – TO IDENTIFY AND APPROVE AT LEAST TWO NEW INTERNATIONAL PROJECTS

This is an exciting growth component as it enables IF to provide increased support to the poor and marginalised communities. Whilst IF prides itself on not being overly prescriptive, we will ensure that new and additional projects will build on our learnt experience in the fields of education; health and advocacy.

OBJECTIVE 2 – TO IDENTIFY AND APPROVE ONE ABORIGINAL AUSTRALIAN PROJECT

IF will aim to realise a long-standing aspiration to do work in Australia, in support of an Aboriginal community. To-date, we have found it difficult to find a project to support. We have tried many routes but to no fruition: due perhaps to the complexity of relationship building with communities, and the limitations of IF's contacts to remote areas. However, in 2008 we are again placing a priority on providing support to an Australian indigenous project. We already have some interesting initial leads. To support this aim, in 2008, IF will also apply for Gift Deductibility Status for projects based in Australia.

STRUCTURAL GROWTH STRATEGY

The emphasis of this growth strand will be to develop systems, tools and processes that enhance our effectiveness as a volunteer-based organisation with a virtual office structure. This model permits ongoing flexibility and reduces operating costs to ensure the bulk of our income is allocated directly to our core community development work.

OBJECTIVE 3 – TO IMPLEMENT NEW SYSTEMS AND TOOLS THAT WILL IMPROVE ADMINISTRATIVE AND FINANCIAL MANAGEMENT

IF will improve the flow of communication and information (including financial information) between existing and future stakeholders by updating our systems. There will be a review of all systems related to the administrative management of IF to ensure we are working efficiently and effectively. The intended outcome of this review process is to ensure that IF has a solid administrative foundation that will support the overall growth strategy.

This will include, but is not restricted to, design and delivery of a new website; introduction of online credit card facilities (internal and supporter use); database upgrade for members/supporters; setting up a central online repository for record keeping and integrated communications; transition away from APHEDA administrative dependency and gain Deductible Gift Recipients (DGR) status for Australian projects.

OBJECTIVE 4 – TO DEVELOP AND OR REVISE KEY POLICIES INCLUDING UPDATING INFORMATION FOR NEW VOLUNTEERS AND DEVELOPING CLIMATE CHANGE POLICY

This is partially carried over from the 2007 strategic priorities when IF initiated a review of the Policy and Procedures manual. This commitment will continue during 2008/09. In addition to updating the policy and procedures manual, IF will also;

- Ensure IF processes are clearly and simply documented
- Review and update induction processes, with a particular focus on MC and PM roles
- Develop first IF Communications Strategy (including Style Guide and Image Guidelines)
- Draft IF's operational principles which will support the guiding principles and mission statement.

It is well documented that climate change impacts will have the most severe effects on the most vulnerable communities. The effects of extreme weather events; rising sea levels and glacial retreats will impact on health, housing, water and access to food. For some communities it is already too late¹ as they are 'relocated' due to the developed western nations slowness to take real action in reducing greenhouse gas emissions. IF will develop and implement climate change policy that we believe will

¹ The first 'climate refugees' have been relocated in Bangladesh and Papua New Guinea

provide best outcomes based on our organisational footprint, capacity and commitment to the well-being of people in vulnerable communities.

HUMAN AND FINANCIAL RESOURCES GROWTH STRATEGY

A snapshot of IF current human resources² shows that we could maintain the status quo in terms of existing projects only. To increase the number of projects from eight to eleven during 2008/09 will require additional human resources. By looking within and outside of the organisation we can activate a new generation of IF volunteers to support and promote our work.

OBJECTIVE 5 – TO SECURE THE VOLUNTEER SERVICES OF TWO-THREE PROJECT MANAGER ADVISORS

The present IF model requires that each project is overseen by a member of the Management Committee. This MC representative is responsible for advising the MC on the progress of projects and assisting the Project Manager when required. The introduction of Project Manager Mentors will provide IF with more flexibility to expand the number of projects whilst ensuring quality support and advice is made available to Project Managers. Project Manager Mentors will have a strong body of knowledge and experience in community development project management and will aid IF to increase capacity.

OBJECTIVE 6 – TO RECRUIT ADDITIONAL PROJECT MANAGERS AS REQUIRED BY THE NEW PROJECTS

The process of the recruitment of additional Project Managers will run concurrently with the increase in number of active projects.

OBJECTIVE 7 - TO INCREASE THE ACTIVE VOLUNTEER BASE TO 10% OF OVERALL SUPPORTERS

IF currently has 8% of overall supporters³ (financial and non-financial) engaged as active volunteers. In order to continue to be a volunteer-lead organization, we will aim to increase this to 10%⁴ to support IF's growth. To do this, we will aim to understand our current supporters better while increasing supporters (financial and non-financial). To achieve this we will use existing and new communications to invite financial supporters to activate as volunteers and take advantage of organisations that match skilled volunteers to not-for-profit organisations.

OBJECTIVE 8 – TO REVIEW CORE STAFFING REQUIREMENTS AFTER SIX MONTHS

In keeping with a commitment to growth with integrity, it has been acknowledged that the Management Committee will consider the progress of growth strategy against the staffing and volunteer capacity after six months. This is in line with a broader review about how IF is tracking in relation to all objectives, but is specific to the existing role of Coordinator and the potential additional role of Finance Administrator.

OBJECTIVE 9 – TO DEVELOP A FUNDRAISING STRATEGY WITH THE AIM OF RAISING \$150 000 DURING 2008-2009

A Strategy is being devised by the recently convened Fundraising Strategy Group. The fundraising strategy will include a range of streams such as increased membership; project specific fundraising (via events & appeals) and accessing grants. This will ensure that we have project based (tied) funding and general funds

² IF is currently functioning with full Project Management teams for all eight IF Projects

³ At April 2008, IF has 290 recorded supporters, of which 23 people are in active voluntary roles including MC, Projects and key volunteers.

⁴ Based on current supporter numbers

to cover non project based costs; new and additional projects and projects that are not self fundraising.

OBJECTIVE 10 – TO TAKE AND CREATE OPPORTUNITIES TO INCREASE THE SENSE OF CONNECTIVITY BETWEEN IF'S KEY VOLUNTEERS

IF's key volunteers are spread throughout many cities: Sydney, Canberra; Wollongong; Melbourne; Hobart; Adelaide; and across continents (ie. USA). In an effort to support the relational aspects of IF, we will aim to ensure greater connectivity between all volunteers (particularly project managers; project advisors and management committee representatives). Basecamp is one system to help give a greater sense of virtual connectivity. However, we will also not lose sight of the importance of telephone and face-to-face meetings. When MC representatives and/or the Patron are travelling around Australia, we will seek opportunities to meet up with key volunteers. IF's Co-chairs and IF coordinator will also seek to be in reasonably regular contact with PM. All MC representatives will communicate regularly with their respective PM. IF will continue to hold an annual planning workshop, and the, now quite popular, social event around attendance at the Sydney Peace Prize. In addition, IF will aim to organise one additional social event to bring key volunteers together.

ANNEX 1:

COMMUNITIES IF CURRENTLY SUPPORTS:

The Indigo Foundation is currently working in six countries and is supporting education, health and advocacy projects.

Afghanistan – Set up a girls high school in Borjegai; building a new primary school and providing school books and teachers' salaries.

Congo – Supporting a health initiative in Kokolopori to prevent malaria through health promotion and distribution of mosquito nets.

East Timor – Assisting in the development of a breast feeding program through the hospital and establishing a tobacco control program.

India – Setting up an education program in Tamil Nadu for Dalit children.

Indonesia – Supporting the development of a high school with scholarship program, and water programs in Rote

Solomon Islands – Established and supporting a rural adult training centre.

ANNEX 2:

TABLED ACTION LIST

You can view the Action List via the IF Basecamp account

OBJECTIVE	RELATED TASKS/ACTIVITIES	RESPONSIBLE
1. To identify and approve at least two new international projects	1.1 New project proposals presented at MC meeting 10 th May	PS, KL,
2. To identify and approve one Aboriginal Australian project	2.1 Project Criteria Assessment for Munarra Project 2.2	
3. To implement new systems and tools that will improve administrative management	3.1 Design and delivery of a new website 3.2 Introduction of online credit card facilities (internal and supporter use) 3.3 Database upgrade for members/supporters 3.4 Set up a central online repository for record keeping and integrated communications 3.5 Transition away from APHEDA administrative dependency 3.6 Gain Deductible Gift Recipients (DGR) status for Australian projects.	KL, LB KL KI KL KL KL
4. To develop and or revise key policies including updating induction information for new volunteers and developing a climate change policy.	4.1 Update Policy & Procedures manual 4.2 Ensure IF processes are clearly and simply documented 4.3 Review and update induction processes, with a particular focus on MC and PM roles 4.4 Develop first IF Communications Strategy (including Style Guide and Image Guidelines) 4.5 Draft IF's operational principles which will support the guiding principles and mission statement. 4.6 Develop Climate Change Policy	JN, ZMJ, SC, KL KL KL, JN, ZMJ, LL, LH JN, KL
5. To secure the volunteer services of two-three Project Manager Advisors	5.1 Recommend potential Project Manager Advisors 5.2 Develop TOR 5.3 Inductions	ZMJ, PD, SC
6. To recruit additional Project Managers as required by the new projects	6.1 Collate and present potential new PMs at MC 10 th May	ZMJ
7. To increase the active volunteer base to 10% of overall supporters	7.1 Regular volunteer newsletter 7.2 Active recruitment via GoodCompany & existing networks 7.3 Supporter survey 7.4 Website section volunteer engagement	KL KL LB, KL LB, KL

	7.5 Growth in PMs and Project Mgr Advisors	ALL
8. To review core staffing requirements after six months	8.1	
9. To develop a fundraising strategy with the aim of raising \$150 000 during 2008/09	9.1 Convene FR Group 9.2 Write first draft FR strategy 9.3 Finalise FR strategy 9.4 Develop generic FR presentation	PD, PS, LL, KL PD PD, PS, LL, KL ??
10. To organise one social event for volunteers	10.1 IF to attend Sydney Peace Prize	SC