

# ASSISI AID PROJECTS

*breaking the cycle of poverty*



## STRATEGIC PLAN

1ST JULY 2008 – 30TH JUNE 2011

*“Our Vision - Working with the disadvantaged to break the cycle of poverty”*



## Assisi Aid Projects Inc.

Assisi Aid is a Victorian based aid and humanitarian organisation established in 1985. Its donors are evenly spread across rural and city locations and its work is based amongst the poor and disadvantaged villages of Southern India.

Assisi maintains a strategic partnership with Assisi Farm and Training Centre (AF&TC) to deliver projects in Tamil Nadu State. Projects are designed to

assist poor local villagers break the cycle of poverty through initiatives such as Self Help Groups, micro credit support and the provision of basic educational and health services. Volunteers primarily carry out our work in Australia and overseas, and we pride ourselves on delivering effective projects for the greatest value for dollars contributed whilst keeping overheads to a minimum.



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## Our Mission

Assisi will work with partners to empower the poor through the provision of services such as education, training, sanitation and microfinance to support initiatives designed to break the cycle of poverty.

## Our Values

Consult with and respect the views of the people in the areas targeted for development activities.

Support without consideration of the racial and religious affiliations of recipients.

Not support or condone the proselytising of recipients by staff involved in development activities.

## Strategic Goals

Support development projects that will lead to a sustainable positive impact on the lives of recipients and their families, and protect the environment.

Effectively consult and communicate with, and be guided by AF&TC in respect to development priorities and strategies.

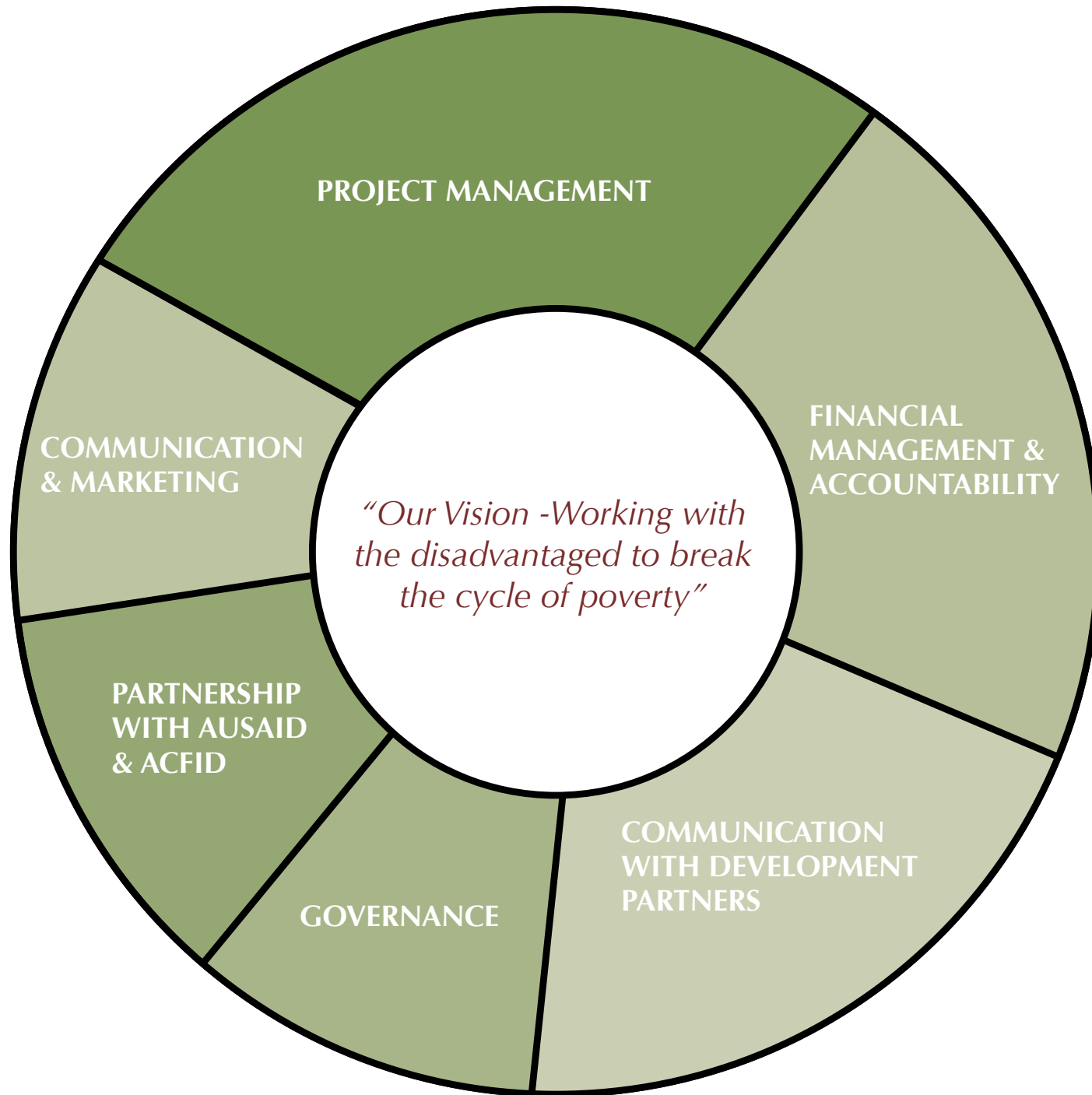
Operate an accessible, supporter friendly and cost effective administration that will be responsive to the needs of AF&TC, donors and AusAID.

Operate at Committee of Management (COM) and administration level in an accountable and transparent manner.

Communicate effectively with the Australian community to inform and foster interest in, and support for, the work of Assisi and AF&TC.

Emphasise the involvement and empowerment of women in development activities, where possible through a Self Help Group model.





# STRATEGIC PLAN

2008 - 2011

## STRATEGIC PRIORITIES 2008-2011

### 1. Governance

**The COM will be accountable and transparent in all its activities and endeavours.**

- 1.1 All COM members will be briefed on matters of strategic importance. E-mail will be utilised, where possible, to cost-effectively circulate information amongst COM members.
- 1.2 Membership of the Australian Council for International Development (ACFID) will be maintained and the ACFID Code of Conduct will form the basis for Assisi operations.
- 1.3 The Manual of Procedures will be kept up-to-date and will form the basis for Assisi's day-to-day operations.
- 1.4 COM members and staff will be encouraged, and where appropriate assisted, to attend forums and conferences where topics including the governance of NGOs will be discussed.
- 1.5 The COM will be mindful of the need for succession planning, including an awareness of the skills of existing members.
- 1.6 A portfolio of roles will be developed and COM members will be allocated to these roles.
- 1.7 The COM will continue to focus on development work in India while exploring the possibility of working cooperatively with other Australian and overseas partners.

### KPI by year

COM members actively involved in setting policies and monitoring by FY09

Policies for management and operations enabling COM to control outcomes by FY09

COM members attend ACFID and other courses by FY09

COM member(s) attend quarterly meetings and present reports by FY09

COM to engage in discussion with other partner(s) by CY08.

# STRATEGIC PLAN

2008 - 2011

## 2. Communication and Marketing

**The COM will effectively promote its work and the work of our partners to the Australian community to inform and foster interest in the work of Assisi, whilst also aiming to increase the supporter and donor base.**

- 2.1 Through effective marketing and networking within the Australian community, the COM will aim to attract donations of at least \$100,000 per annum over the next three years.
- 2.2 Assisi will aim to publish 3 newsletters or equivalent annually.
- 2.3 The Assisi web site is a key communication tool and will be regularly updated to maintain its relevance to donors and supporters, and to create an accessible educational tool for Australian children and their teachers.
- 2.4 Assisi will have on hand, and update as required, tools such as brochures, electronic presentations and a DVD to assist in explaining and promoting the work of Assisi.
- 2.5 The COM will actively seek opportunities to address community service clubs, church organisations and other NGOs to promote Assisi and to share the experience and knowledge gained from its work.
- 2.6 Assisi will continue to maintain a network of regional representatives to assist with informing supporters and potential donors of the work of Assisi and to provide feedback to the COM.

- 2.7 The biennial visits by partner staff will provide an opportunity to provide people with first-hand information on the importance and positive impact of development activities.
- 2.8 The COM will continually explore opportunities to promote itself and its work to new audiences, including the option of paid advertising in appropriate publications.
- 2.9 The COM will develop a history of Assisi.

### KPI By Year

All existing donors contacted by FY09

Grow our donor base in public forums

Develop website and promotional brochure material

Disseminate advertising media to community organisations, and church networks

Conduct visit and “roadshow” with partner NGO’s from overseas by FY10

Implement one cost effective advertising campaign by FY10

Past and present stakeholders contacted by FY10

# STRATEGIC PLAN

2008 - 2011

## 3. Financial management and accountability

**The COM will operate in a manner that is financially prudent, and consistent with its legal responsibilities, with its obligations to AusAID and under the ACFID Code of Conduct.**

- 3.1 The COM will operate an accessible, supporter friendly and cost effective administration that will be responsive to the needs of AF & TC, donors and AusAID
- 3.2 The COM will strive to limit administration costs.
- 3.3 The COM will review at each meeting the workload on administration staff and if required will secure voluntary assistance or adjust the budget allocation for administrative support to ensure that necessary work is completed in a timely manner.
- 3.4 A schedule listing deadlines for the production of financial reports, including those required by ACFID and AusAID, will be established and the COM will strive to meet these deadlines.
- 3.5 Funds will be transferred to partners on time in line with the schedule approved by the COM.
- 3.6 The COM will review the current office location and administrative arrangements by December 2008. This review will include options such as outsourcing, partnering with other agencies and rental of office space.

## KPI by year

Minimum of 80% of funds raised applied to projects by FY11

Maximum 3 part time employees/consultants in Australia by FY08

Minimum project submissions of \$150,000 p.a. by FY11

COM will review office administration and engage potential partners by CY08

# STRATEGIC PLAN

2008 - 2011

## 4. Communication with development partners

**The COM will effectively consult and communicate with, and be guided by, partners in respect to development priorities and strategies.**

- 4.1 The COM will respect differences in development philosophy and approach reflected in the views of partners.
- 4.2 The COM will ensure that partners understand its interest in supporting development projects designed to involve and empower impoverished women.
- 4.3 A methodology, based on the establishment and support of self-help groups (SHGs), micro-finance and small-scale family and SHG-based enterprises, will continue to be the preferred vehicle for alleviating poverty.
- 4.4 The COM will endeavour to ensure that a COM member visits project areas annually to monitor and evaluate development projects.
- 4.5 The COM will endeavour to arrange biennial visits to Australia by a senior project staff member to assist in promoting the work of Assisi and to assist in staff development and succession planning.
- 4.6 Effective communication with project staff will be maintained through the maintenance, and upgrading as required, of computer infrastructure in recipient countries to facilitate e-mail communication.

## KPI by Plan

ADPlan based on partners' direction by FY08

COM members/visit NGO's annually

Conduct visit and 'roadshow' using partner NGO from overseas by FY10

# STRATEGIC PLAN

2008 - 2011

## 5. Project Management

### **Acknowledge and respect the views of the people in the areas targeted for development activities**

- 5.1 The COM will enter into a memorandum of understanding with partner organisations defining each party's responsibilities
- 5.2 The COM will ensure that partners enter into a contract for statutory audit services. Additional project audits will be requested from time to time.
- 5.3 The COM will ensure that partners have adequate policies in place in the areas of child protection, anti-terrorism and anti-money laundering.
- 5.4 The COM will provide constructive and timely feedback on project proposals and quarterly reports received from partners.
- 5.5 AusAID funded project work will be monitored and evaluated by both partner organisations and the COM in accordance with project guidelines. The evaluation process will include a review of inputs, outputs, unexpected issues, outcomes and financial management.
- 5.6 Variations to planned project activities will be reviewed in accordance with the COM's Manual of Procedures and AusAID requirements.

- 5.7 Where relevant skills are available, COM members will provide professional assistance, training and support to management and staff of partner organisations, and will strive to 'add value' to, and build the capacity of, partners.

### **KPI by Year**

Memorandum of Understanding entered by FY08

Audit contract entered by FY09

Partner (s) have adopted policies by FY09

COM provides 100% timely feedback, partners quarterly reports received on time by FY09

100% of AusAid funded projects demonstrate evaluation and review including variations to planned project activities by FY09.

COM members and associates will add value by visiting projects, annually by FY09

# STRATEGIC PLAN

2008 - 2011

## 6. Partnership with AusAID and ACFID

**The COM will strive to maintain AusAID accreditation, and will operate in line with the guidelines and requirements of AusAID and ACFID.**

- 6.1 The COM acknowledges the financial and operational advantages associated with AusAID accreditation and will work to protect and enhance its reputation with AusAID as a provider of quality development projects.
- 6.2 The COM will ensure that interim and final project reports, and financial statements required by AusAID, are completed on time and to the required standard.
- 6.3 The COM will lodge an annual project submission with AusAID, after consultation with our partners.
- 6.4 The COM will aim to be represented at relevant ACFID and AusAID training and briefing sessions conducted in Victoria.

## KPI by year

Assisi agency profile submitted to consultants by March 09.  
Accreditation review conducted July 09

Chart of tasks documented and reviewed by COM by FY08

ADPlan approved by COM and lodged annually

COM members attend ACFID training seminars relevant to portfolios.