

Rotary Club of Nairobi Strategic Plan Framework

From 23 April 2005 event

What we did

- SWOT
- Vision
- Mission
- Values
- Issues

and teambuilding

SWOT

- What **Strengths** are available – to support opportunities?
- What **Weaknesses** are holding us back?
- What **Opportunities** can we take advantage of?
- What are the **Threats** from which we must protect ourselves?

Strengths (Internal)

- Experienced/Quality members
- Large membership
- Professionals
- Diversity/balance: *Ethnicity/Gender/Age*
- Reputation/Status/Recognition
- Heritage: *History/Track record of good projects*
- Financially stable
- Community links: *Corporate Sector/NGOs/
other Rotary and other Service Clubs*
- Good running projects: *Focus in Health and Youth*
- Outreach to rural areas
- Trust Fund

Weaknesses (Internal)

- Fellowship: *Project participation/cohesion.*
- Projects:
 - Quantity: *can't see the wood for the trees*
 - Quality, and management: *poor/impulsive selection, monitoring & evaluation/exit strategies/continuity/division of responsibilities amongst committees.*
- Communication: *bulletin/programs/annual report/Web/PR*
- Focus, commitment, indifference, interest, motivation: *"Optional"/"Voluntary"*
- RINOs (Rotarians In Name Only): *Have we failed them? Is it because we lack a personal touch?*
- Nurturing new members: *Integration/monitoring/minding. Consequence of size. Members mingle with those they already know, neglecting others.*

More weaknesses

- Maintaining event calendar
- Weekly program quality: *Speaker/topics/diversity. Link with attendance*
- Individual ownership and possession of projects
- Collective consensus & ownership
- Knowledge of members' skills: *strengths/interests*
- Board transparency: *Us and Them*
- Incessant appeal for funds
- RCN knowledge: *Principles/Structure/Education*
- Matching Grants knowledge
- RCN Secretariat
- "Rich man's Club"

Opportunities (External)

- The year of Communication
- 75 years: *Reaching out/District/History*
- RI themes: *Water/Literacy & education/AIDS/Service above Self*
- Awareness: *PR=funds/Members/Web/Bulletin/CD/History/Structure/Project brochure/African Rotary magazine/Booth at RI conference*
- Community needs: *Poor services by GOK*
- Joint projects: *Other Rotary Clubs/Rotaract/Lions*
- Career guidance: *Reaching out to Schools & Universities*

More opportunities

- Untapped resources: *Members' skills/Past Chairmen/Selection in Classifications/Values*
- Chicago 100 year Convention: *Networking*
- Responding to offers of support: *Visiting Rotarians/email*
- Impact through focus: *Members to know top projects*
- Fellowship & fun: *Enjoyment while serving the community*
- New membership

Threats (External)

- Insecurity: *Evening attendance of functions*
- Poor economic situation
- GOK: *Tariffs/Insensitive KRA*

The vision – or dream

The image of *what* our members
want our Club to be/become

The desired future state –
as though it has
already come about

The vision statement must be:

- Unique
- Memorable
- Short
- Simple

RCN Vision

To remain the leading Rotary Club
in Kenya and beyond,
where dynamic members
enjoy bringing great benefit
to their community

The Mission

- *How* the vision is to be achieved
- Unique, memorable, short, simple expression
- No repetition of parts of vision

RCN Mission

To implement
high impact service projects in
education, in health, with youth
and elsewhere,
while members enjoy
each others' fellowship

Values

- How we *behave* with each other and the outside world
- A few core ones (we voted!) essential to fulfilling the vision and mission
- Expressed as clear bullets

NB Actual... or aspirational??
How do we bridge the gaps?

Values

- Commitment
- Care
- Humility
- Friendliness
- Trustworthiness
- Responsiveness

Issues

- **Youth:** Should there be an increased focus on children?
- **Build the buzz.** The Club should be strengthened by increasing attendance, including through having more interesting programming. Should Rotary themes be a topic for weekly programmes?
- **Members' skills awareness:** Should members give talks on "what they do" or any skill they have, in the programming? This way we can learn more about how they can contribute.
- **Project awareness/information and feedback:** Should a regular report of ongoing projects be circulated and discussed in programming?

More issues

- **Project management:** Should be fewer/higher impact. Should be decisive selection and exit; high PR, internal and external, so more awareness; closer and stricter monitoring by board to prevent bad implementation; focus on action and high impact results.
- **Committee terms of reference:** Should have clear division of responsibility amongst committees, with everyone being clear on what they are.
- **Money raisers are:** Fundraising/International and Trust
- **Money spenders are:** Vocational/Community
The two must interface for planning, not least in terms of mutual motivation and cash flow management.

Yet more issues

- **Projects:** should move towards development of sustainable NGOs.
- **Ongoing projects:** should be reviewed. Examples include: SCAW/Jacaranda School/Jacaranda Workshop/KA AIDS fund/Cura Rotary Community Corps/DEPOT/Kenya Rural Blindness Eradication.
- **Communications:** Need major improvement, both internal and external. A clear strategy needed for the new Communications committee.

and...

- **Secretariat:** Needed to handle information flow more efficiently. [Romy kindly agreed to host a person to be hired part time in his offices. There is also the prospect of the common facility for Nairobi Rotary Clubs at Jacaranda. The salary for the person to be financed out of fund raising for projects.]
- **Committee selection:** Should be a process to capitalise on members' skills/allow volunteers. Committee chairs will state their preference for members of their team. Then Eric to meet with all to negotiate equitable distribution.
- **Underutilised resources:** Should capitalise on new members / inactive members / Past Chairmen / Vice Chairman / Directors X 2 / Incoming Chairman.

... and

- **Publicity:** Should be increased dramatically on all fronts. PR = funds. Clear standardised procedures and channel needed.
- **Database:** Should be standardized and made available (with suitable access restrictions) on our Website.
- **75th Anniversary:** Should be Interclub project/Soup Kitchen idea?
- **Theme for the year:** Possibly "RCN year of Communication"?
- **Funds appeals to members:** Should be minimised?
- **Board Transparency:** Minutes will be circulated. New members to be encouraged to attend a meeting.

... and finally

- **Membership growth:** A clear strategy is needed, with more members taking ownership of this vital activity. But... are we too big? NB ongoing losses. Should selection be more rigorous to ensure balance on classifications? Classifications should be tailored to suit desirable new members.
- **Recent members:** Should be a clear nurturing procedure according to RI , including an allocated mentor – maybe the proposer, or not.