

Global Vaddo Charity



Strategic Plan 2009

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ABN 750 11408 833

PO Box 145, South Hobart, TASMANIA, Australia 7004

Telephone 03 6223 4420

Overseas callers +61 3 6223 4420

Internet www.gvc.org.au

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1. Executive summary

This document outlines Global Vaddo Charity's (GVC's) strategic plan. The plan aims to:

- provide focus and strategic direction;
- drive improvement at a strategic level;
- ensure immediate and longer-term goals are met; and
- guide the allocation of resources.

2. Organisation overview

GVC was established in March 2007 with the aim of working together with the people of Goa to provide opportunities for underprivileged children and families to develop to their full potential. GVC has a focus in regional areas where access to community services and funding is not readily available for the underprivileged.

GVC will soon offer unique, customised and innovative facilities to deliver a range of educational programs that have been designed to target identified community issues. Its services and programs have been designed to produce self-sufficient communities by 'helping people help themselves'.

2.1 Vision

GVC's vision is to ensure that children and their families in regional areas of Goa are given the best opportunity of living a meaningful life free from poverty.

2.2 Values

At GVC, we:

- work fairly, equitably, openly and honestly with local communities to achieve positive change in the lives of the underprivileged;
- create a positive learning environment for children so that they can develop the skills and knowledge required to experience a life free from the issues of poverty; and
- ensure that all of our actions are guided by the utmost integrity and transparency.

2.3 Structure

GVC is a not-for-profit registered Trust in India and Australia. The organisational structure is as follows:

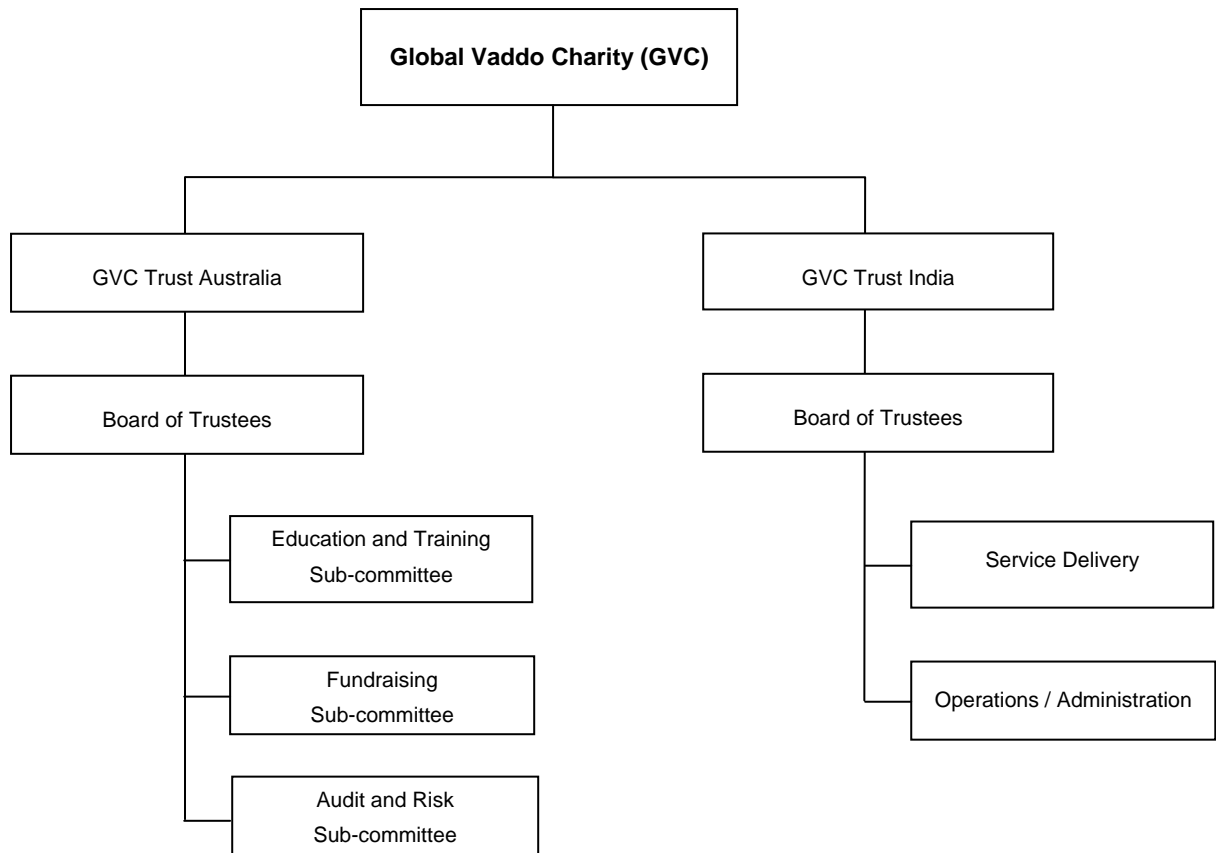


Figure one – organisational structure

3. Environment

3.1 Goa

Over the past 25 years, Goa has experienced a period of significant growth, particularly in the area of tourism. Along with the opportunities that accompany periods of growth, a number of issues have developed that have negatively impacted on the lives of vulnerable members in local communities. In particular, the increasing number of migrant workers arriving in Goa looking for new opportunities has resulted in additional pressure on community services and infrastructure, which has in turn resulted in increasing levels of poverty and health-related issues. In addition, underprivileged families are struggling to cope with the pressures of adapting to the modern way of living that requires individuals to have a basic education or appropriate industry skills in order to gain employment that will sustain an acceptable standard of living. This has left a large number of families living below the poverty line as they do not have access to the necessary resources and assistance required for them to adequately provide for themselves and escape the poverty cycle.

3.2 Tivim

The regional area of Tivim in north-eastern Goa is an area that is struggling to cope with the effects of poverty within its local communities. Along with other regional areas in Goa, community services within the Tivim area are unable to support the influx of migrant workers and the increasing number of families in need. This, together with limited employment opportunities available to low-skilled workers, means the likelihood of entering a life of poverty is significantly increased.

Inevitably, it is the children in poorer communities that are the most vulnerable to the debilitating effects of poverty. In particular, underprivileged children who are living in regional areas such as Tivim are severely disadvantaged as they do not have the same access to the facilities and funding that are available to struggling children and families in major centres in Goa.

3.3 Issues summary

The following list provides a summary of the major issues facing children and families in Tivim and surrounding areas:

- large number of families living below the poverty line, particularly those with a migrant background;
- lack of educational assistance for underprivileged children;
- lack of industry-specific prevocational training programs available in the area;
- increasing trend for educated students to leave regional areas to seek employment opportunities;
- lack of opportunities for low income families to access funds for new business initiatives; and
- lack of infrastructure and amenities in local communities, which is resulting in health and hygiene related issues.

4. Objectives and strategies

GVC's key objective is to work together with local communities in Goa to provide opportunities for underprivileged children and families to develop to their full potential.

4.1 Strategic focus areas

GVC aims to achieve this key objective by targeting four strategic areas, including:

- community;
- operations;
- public relations and funding; and

- governance and management.

Appendix A provides further details on specific strategic initiatives associated with each strategic focus area.

Community

- we seek to understand and meet the needs of communities in Goa, acting impartially regardless of religion, race, ethnicity or gender;
- we provide free educational assistance for underprivileged children in key learning areas;
- we promote the importance of education by actively involving the broader community;
- we provide prevocational training and support to achieve employment outcomes;
- we provide access to financial support for low income families within the local community; and
- we ensure that basic health and hygiene standards are promoted within communities.

Operations

- we provide a healthy and safe environment for children and workers; and
- we ensure that we utilise the right resources to achieve our key objectives.

Public relations and funding

- we ensure adequate ongoing funds are available to support GVC's strategic goals and initiatives;
- we demonstrate accountability to sponsors and donors; and
- we seek to maintain local community trust and confidence.

Governance and management

- we ensure prudent management and financial controls to allow us to maintain our commitment of good stewardship and accountability to our donors; and
- we ensure compliance with all applicable government legislation and regulations.

4.2 Summary of key strategies

GVC's key strategic initiatives include:

- **Establishment of a learning centre** to provide the following services for the underprivileged:
 - early childhood learning program for children aged three to five (including one meal per day)
 - targeted educational assistance program, particularly in the areas of English, maths and computer-based learning for all ages; and
 - industry-specific prevocational training program for suitable candidates.

- **Financial assistance packages** for underprivileged children in the following areas:
 - primary and secondary education – assistance with school fees; and
 - tertiary education – annual scholarship for suitable candidate.
- **Vocational sponsorship program**, which provides financial assistance for local industry to employ local young adults for a period of time (this program will be run in conjunction with the industry specific prevocational training program).
- **Micro-bank loan packages** for low-income families with a low asset base to fund new business initiatives.
- **Health and hygiene program** aimed at improving community awareness and standards, particularly in the areas of general hygiene and alcohol and drug abuse.

To achieve our objectives, GVC has targeted its strategic initiatives at different stages of a child's development to ensure that interventions make a real difference in local communities and help break the cycle of poverty in the long term. Figure 2 shows the various strategic initiatives in relation to a child's age.

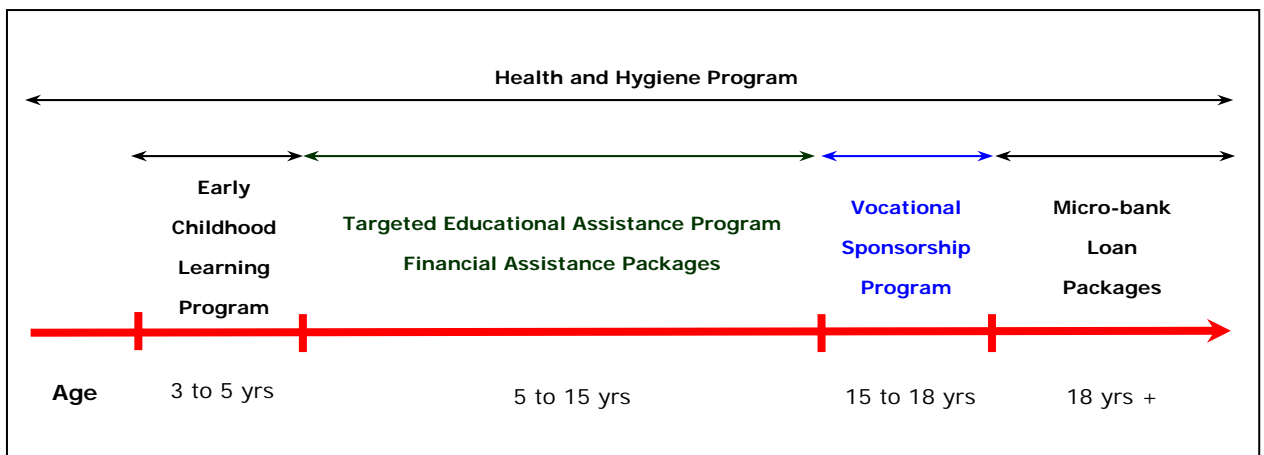


Figure two – GVC's targeted initiatives

Appendix A – 2009 Strategic plan details

Strategic focus area	Key objective	Key strategies/initiatives	Measures	Responsibility
Community	We seek to understand and meet the needs of communities in Goa, acting impartially regardless of religion, race, ethnicity or gender.	<ul style="list-style-type: none"> Establish a local GVC liaison position in Tivim; Conduct surveys in local communities; Meet with local schools and industry representatives; and Hold periodic public meetings. 	<ul style="list-style-type: none"> GVC liaison officer/representative appointed; Number of surveys conducted; Number of community meetings held; and Participation from schools and industry. 	GVC India
	We provide free educational assistance for underprivileged children in key learning areas.	<ul style="list-style-type: none"> Establish Education Committee to oversee education program development and implementation; Establish framework/criteria to assess eligibility of potential candidates for assistance; Establish a learning centre facility in Tivim to deliver: <ul style="list-style-type: none"> an early childhood learning program (years 3 to 5); and Maths, English and computer learning programs (all ages). Establish an educational assistance (scholarship) program in Tivim; and Provide assistance with school fees. 	<ul style="list-style-type: none"> Education Committee established; Completion of framework; Number of scholarships awarded; Commence operations of learning centre facility; and Number of children assisted. 	Education & Training Sub-committee
	We promote the importance of education by actively involving the broader community.	<ul style="list-style-type: none"> Hold periodic public open days to 'showcase' GVC's educational programs to the community; Utilise GVC learning centre to conduct needs-based specific educational sessions (eg. computer training for adults); and Conduct a public awareness campaign to communicate success of educational programs. 	<ul style="list-style-type: none"> Number of open days held; and Delivery of specific training sessions. 	GVC India
	We provide prevocational training and support to achieve employment outcomes.	<ul style="list-style-type: none"> Establish framework to assess eligibility of potential candidates for assistance; Establish industry specific prevocational training programs; and Establish employee placement program with local industry. 	<ul style="list-style-type: none"> Number of training assistance programs provided; and Number of employment outcomes. 	Education & Training Sub-committee

Strategic focus area	Key objective	Key strategies/initiatives	Measures	Responsibility
Community (cont.)	We provide access to financial support for low income families within the local community.	<ul style="list-style-type: none"> Establish framework/guidelines for providing financial assistance to sustainable projects undertaken by eligible families; and Provide micro-bank loans to eligible families. 	<ul style="list-style-type: none"> Establishment of financial assistance framework; and Number of loans issued. 	Education & Training Sub-committee
	We ensure that basic health and hygiene standards are promoted within communities.	<ul style="list-style-type: none"> Conduct a review of health and hygiene issues in Tivim; Establish a health and hygiene program to address identified issues; and Undertake specific projects that improve health and hygiene standards. 	<ul style="list-style-type: none"> Finalise a review of health and hygiene issues in Tivim; Establishment of health and hygiene program; and Number of projects undertaken that improve health and hygiene. 	TBC – commencement in 2010
	We provide a healthy and safe environment for children and workers.	<ul style="list-style-type: none"> Conduct a review of health and safety risk associated with GVC's operations in Goa; Establish risk management plans/policies to address identified issues; and Establish accommodation for volunteers. 	<ul style="list-style-type: none"> Completion of risk review; Establishment of appropriate risk management plans and policies 	Audit and Risk Sub-committee
Operations	We ensure that we utilise the right resources to achieve our key objectives.	<ul style="list-style-type: none"> Conduct a review of resource requirements for GVC's operations, including: <ul style="list-style-type: none"> Human resources; and Physical resources (buildings, vehicles etc.). Establish screening policy/process for local and volunteer workers; and Establish maintenance and security requirements for physical assets. 	<ul style="list-style-type: none"> Finalise resourcing review Finalise employment policy Establish maintenance/security requirements for physical assets 	Board
	We ensure adequate ongoing funds are available to support GVC's strategic goals and initiatives.	<ul style="list-style-type: none"> Establish a Fundraising Committee; Establish a marketing plan; Ongoing fundraising initiatives, including: <ul style="list-style-type: none"> Regular donations - targeted advertising campaign for monthly direct debit donations; Major special events, including quiz nights, auctions etc. Minor fundraising activities, including raffles, chocolate drives etc. Corporate sponsorship, including donation of equipment or services (eg. computers, software, books, clothing, travel and transport discounts) 	<ul style="list-style-type: none"> Fundraising Committee established; Completion of a marketing plan; and Amount of funds raised. 	Fundraising Sub-committee

Strategic focus area	Key objective	Key strategies/initiatives	Measures	Responsibility
Public relations and funding	We demonstrate accountability to sponsors and donors.	<ul style="list-style-type: none"> • Provide regular progress reports on strategic objectives; • Ensure that GVC's values and Code of Ethics are communicated to the public; • Ensure that financial information is freely available to the public to demonstrate transparency, including communicating the allocation of funds received through: <ul style="list-style-type: none"> - Annual report; - Website; and/or - Newsletters. • Achieve tax-free status in Australia. 	<ul style="list-style-type: none"> • Regular communication to stakeholders; and • Tax-free status granted. 	GVC India
	We seek to maintain local community trust and confidence.	<ul style="list-style-type: none"> • Conduct community awareness meetings; • Ensure the learning centre is safe and secure; • Conduct background checks on learning centre staff; • Implement a 'whistle-blower' policy for children; • Ensure relationships with stakeholder are maintained (eg. MPs, local businesses); and • Provide sponsorship of local projects, events and community groups. 	<ul style="list-style-type: none"> • Meetings conducted; • Number of unauthorised entries into learning centre; • Finalise 'whistle-blower' policy; • Meetings with local stakeholders; and • Sponsorship of local projects, events and or community groups. 	GVC India
Governance and management	We ensure prudent management and financial controls allow us to maintain our commitment of good stewardship and accountability to our donors.	<ul style="list-style-type: none"> • Annual budgets are approved by the Board; • Regularly review GVC's financial position; and • Establish an Audit and Risk Sub-committee to oversee audit and risk management functions. 	<ul style="list-style-type: none"> • Approval of annual budget; • Regular review of financial performance; and • Establish Audit Committee 	Board and Audit Sub-committee
	We ensure compliance with applicable legislative and regulatory requirements.	<ul style="list-style-type: none"> • Establish an Audit and Risk Sub-committee to oversee legislative and regulatory responsibilities. 	<ul style="list-style-type: none"> • Establish Audit Committee. 	Board