



**Rotary Opens  
Opportunities**

# Rotary Club of Karen

Chartered 30<sup>th</sup> January 2007

**Club Meetings: Every Wednesday at 6.30pm  
at Karen Country Club**

## 3rd Strategic Plan 2020 – 2025



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## **LIST OF STANDARD ABBREVIATIONS:**

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<b>AG</b>	<b>Assistant Governor</b>
<b>COTS</b>	<b>Club Officers Training Seminar</b>
<b>DCA</b>	<b>District Conference and Assembly</b>
<b>DGE</b>	<b>District Governor Elect</b>
<b>DRFC</b>	<b>District Rotary Foundation Chair</b>
<b>DTTS</b>	<b>District Team Training Seminar</b>
<b>IPP</b>	<b>Immediate Past President</b>
<b>KShs.</b>	<b>Kenya Shilling (Currency)</b>
<b>MGs</b>	<b>Matching Grants</b>
<b>MOU</b>	<b>Memorandum of Understanding</b>
<b>PAGs</b>	<b>Past Assistant Governors</b>
<b>PDG</b>	<b>Past District Governor</b>
<b>PETS</b>	<b>President Elect Training Seminar</b>
<b>PP</b>	<b>Past President</b>
<b>PR</b>	<b>Public Relations</b>
<b>RCC</b>	<b>Rotary Community Corps</b>
<b>RCK</b>	<b>Rotary Club of Karen</b>
<b>RFDG</b>	<b>Rotary Foundation District Grant</b>
<b>RFGG</b>	<b>Rotary Foundation Global Grant</b>
<b>RI</b>	<b>Rotary International</b>
<b>SP</b>	<b>Strategic Plan</b>
<b>SWOT</b>	<b>Strength, weakness, opportunity, threat</b>
<b>TRF</b>	<b>The Rotary Foundation</b>
<b>USD</b>	<b>US Dollar (Currency)</b>
<b>VTT</b>	<b>Vocational Training Teams</b>

## CLUB LEADERSHIP

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**Rtn. Anne Mbogori**  
Club President, 2020-2021  
Rotary Club of Karen



**Rtn. Daniel Kanyoro**  
President Elect, 2020/21  
Rotary Club of Karen



**Rtn. Lorraine Kirigia**  
Vice President 2020/21  
Rotary Club of Karen

## FOREWORD

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I am deeply honoured to be part of important exercise of writing our strategy to guide the growth of our Club for the next 5 years and set the pace into the future.

The true measure of success is not how much we promise, but how much we deliver for those who need us most. Given the enduring purpose and inspiring principles of our Organization, we need not shout its praises or preach its virtues. We simply need to live our values every day: *step by step, program by program, mandate by mandate*.

I will work diligently with the Leadership Team and RCK Members as we materialize our responsibility to protect the most vulnerable members of humanity. Monitoring and evaluating every step of the way to ensure we are agile and responsive to the dynamics that our current times demand.

I take this opportunity to thank all who have contributed to this process, in coming up with the Strategic Plan, and wish us all joy and utmost fulfilment as we all work to actualize it.

**Rtn. Anne Mbogori**

**President, 2020-2021. Rotary Club of Karen**

### STRATEGIC PLANNING TEAM

**Chair:**

PP. Leonard Ithau

**Members:**

PP. Protus Lumiti

PP. Janet Mathenge

Pres. Anne Mbogori

PE. Daniel Kanyoro

VP. Lorraine Kirigia

Rtn. Benda Kithaka

Rtn. Evelyn Gitau

Rtn. Jacinta Nyachae

Rtn. Margaret Gitonga

Rtn. Andrew Kabugua

Rtn. Lucy Mwai

# PREAMBLE

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## STRATEGIC PLAN PURPOSE

This document represents the third strategic plan for the Rotary Club of Karen (RCK) for the period from July 2020 – June 2025. The Strategic Plan provides a framework for the way Rotarians in RCK will engage, utilize resources and their abilities over the next five years in meeting the obligations of the Club. Our Strategic Plan will guide the Leadership, Board and Members during the period 2020 - 2025 in formulating Annual Programs.

## ABOUT THE ROTARY CLUB OF KAREN

The Rotary Club of Karen was chartered on the 30th of January 2007 with 36 members.

Since inception, membership has grown to 65 members. The Club is led by a Board of Directors that is appointed from the Membership to provide leadership and strategic guidance in meeting its mandate. Members meet every Wednesday evening for Fellowship and in the conduct of Club Official Affairs. The members also meet at other designated times for Committee led activities, service projects and social engagements that encourage member engagements.

## SUMMARY OF PREVIOUS RCK ACCOMPLISHMENTS

Since inception, RCK has focused its attention to meeting the needs of the communities in and around Karen as well as outlying areas as far as the need arises.

Karen is a suburb in an area with a wide variety of needs. We are surrounded by two major slum areas, with most of the residents living below a dollar a day and facing immense challenges such as limited access to clean water, education and health issues including Non-Communicable Diseases, HIV/AIDS and risks associated with Covid-19 pandemic.

In previous years, RCK identified and completed several projects which attempted to address some of the issues in the surrounding areas. Some key milestones made include running the largest Rotary Driven Community Project for health under the **Kenya Smiles Dental Care Project** involving 72 clubs, three Districts and a \$250,000 grant. This project reached over 5,000 Children in Kenya. And through two VTTs, impacted skills partnerships and trainings for 600 doctors and health experts.

The Club has also built an **Annual Charity Fundraising Golf Tournament** which is a collaborative effort with the Karen Golf Club, Corporate Sponsors, Businesses, Golfers within the club and RCK Members. Annually, the Charity raises funds to support RCK projects, some of which are outlined as Annex 1.

# 1. OUR VISION, MISSION AND VALUES

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## VISION

A club where ALL members unite and take action to create lasting change within us, in our community and the world over.

## MISSION STATEMENT

To provide service, promote integrity, and advance world understanding, goodwill, and peace through our fellowship of business, professional, and community leaders.

## CORE VALUES

Our core values represent the guiding principles of the RCK's culture, including what guides and inspires members to fulfil its Vision and Mission.

1. We are **Welcoming** and prioritize this from the initial invitation to RCK.
2. We are an **Engaging**, service driven Rotary Club that creates opportunities for all members to engage, and value everyone's contribution
3. We encourage **Effective Communication** within RCK membership and externally to our beneficiaries, partners and fellow Rotarians
4. We are **Dependable**, action oriented to **deliver value** in all our interactions
5. We aspire to have a positive **Lasting Impact** and **Legacy** through our actions

## OUR STAKEHOLDERS:

RCK stakeholders include the following:

- 1.1.1. Our Members
- 1.1.2. RCK Sponsored Clubs
- 1.1.3. Rotaract, Interact, Rotary Community Corps and Rotary Alumni
- 1.1.4. The communities within Nairobi and other Counties in Kenya through strategic partnerships
- 1.1.5. Rotary International and the Rotary Foundation
- 1.1.6. Other Strategic Partners

## 2. ENVIRONMENTAL SCAN

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Following an assessment of the environment in which RCK operates, the following were identified as areas that present opportunities and challenges in the community that could be used to inform the strategic areas of focus for the RCK. Below is an outline of these challenges and the opportunities they present:

### **DIGITAL REVOLUTION:**

- a) The need to adapt to online learning due to the Covid-19 Pandemic, coupled with past relationships with publishers in Kenya presents an opportunity to bring change to the community through adoption of Literacy Projects that bring digital learning to students.

### **DISEASE PREVALENCE AND NEED FOR INTEGRATED APPROACHES:**

- b) The current prevalence of Non-Communicable Diseases (NCDs), coupled with the risks posed by Covid-19 requires an integrated and holistic approach to health. RCK is located in a place with many diverse health institutions which offer an opportunity to foster development of capacities at facilities level to showcase best practice on integration.

### **MENTORSHIP FOR LEADERSHIP AND ECONOMIC EMPOWERMENT:**

- c) Within our Rotaract, Interact Clubs and RCCs, we have an opportunity to grow mentorship programmes that will empower our youth with leadership skills.
- d) The vulnerable communities around Karen could benefit from Income Generating Programmes.

### **STRONG BUSINESS COMMUNITY WITHIN THE KAREN LOCATION:**

- e) This presents opportunities to form strategic partnerships that address the needs of the communities around us.



### 3. CURRENT ASSESSMENT

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#### CLUB MEMBERSHIP SURVEY

A member satisfaction survey was carried out in the mid-month of July to assess areas that members are satisfied and areas of greatest dissatisfaction with the Club affairs.

The survey was conducted between 14th and 20th July 2020, through an online survey link from Survey Monkey. A total 57% of the members participated in the survey.

Below is an outline of the survey results:

#### SATISFACTION WITH CLUB AFFAIRS:

- Members consider the Club to have a professional approach to all matters. They are happy with the diversity of membership, variety of speakers, and overall organization of the club meetings.
- Members are happy that the Club has great potential in fielding leadership at the district level, and that the club seems to be focused, dedicated and committed to service project, which are the core business of Rotary.
- The venue and timing for meetings is well coordinated

#### SATISFACTION WITH MEMBERSHIP:

- Members consider the Club to have a mature, vibrant and fun crowd, who share a warm camaraderie and concern for others.
- The members agreed that the club has a great networks, action oriented members with great knowledge of all matters Rotary.

#### MEMBERS AREAS OF DISSATISFACTION:

- The greatest source of member dissatisfaction stems from the low level of member participation in Club activities, lack of engagement and retention in the Club.
- The respondents felt that many members appear disengaged, new members lack a consistent mechanism for induction, and older members are left to their own devices.
- Many members expressed concern that there are not enough activities to involve family members, so as to nurture the interest of the children to join Rotary as they grow.

## STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT MODEL)

A SWOT Analysis of the Rotary Club of Karen perceived Strengths, Weakness and opportunities; as well as potential Threats. These are outlined below:

### STRENGTHS

1. Meetings location (Karen Country Club) has strong business and residential community
2. Quality of current members
3. Membership comprises pool of past District and Club Officers
4. Diversity in experience, networks, culture, demographics and gender
5. Provides opportunities for members with leadership abilities to rise in hierarchy of Rotary
6. Dependable in delivering service projects so can attract local and global partners
7. Strong past performance on Global Grants

### OPPORTUNITIES

1. Club has wealth of information to demonstrate value to past and potential partners for more growth
2. Meeting Location is a great catchment area for new members and service projects
3. Meeting Location has many schools where RCK can start Rotaract and Interact Clubs
4. Increase training to equip Members with knowledge for leadership at District Level
5. Mentorship of existing Rotaract and Interact Clubs for active engagement
6. Capacity for Twinning Projects with Local (Baby Rotary & Rotaract Clubs) as well as International Clubs

### WEAKNESSES

1. Low, inconsistent and adhoc members' engagement on club projects/activities
2. Slow follow-up on visitors and responses to prospective members application
3. Inconsistent on-boarding & induction processes for new members
4. Club lacks long term engagement mechanisms (MOUs) leveraging Government, UN Agencies and other NGOs within Karen areas, as well as partners / Past Sponsors
5. RCK lacks visibility on service projects (*strategic signage especially around Karen*)
6. Sporadic / poor utilization of Club Communications Platforms communications tools including website and other available media

### THREATS

1. Many competitors for local fund raising (including other Rotary Clubs)
2. Perception of Rotary as a "rich man's" club
3. Expectations and dependency attitude by some social projects beneficiaries
4. Risk of member fatigue due to demands on time and finances
5. Uncertainty / risks to businesses and personal lives due to COVID-19 Pandemic

## 4. RCK STRATEGIC PRIORITIES AND ACTIVITIES

Based upon the Mission, Vision, Values, Previous 5 Year Prior Accomplishments, Members Satisfaction Survey and the SWOT Analysis, the RCK Board and Strategic Planning Team determined and defined the following Strategic Priorities that will assist the Club in getting where it wants and needs to be. Below is an outline of the RCK Strategic Priorities and Activities. Each goal is supported by a set of objectives:

Rotary D 9212 Priority Area	RCK Strategic Objectives	Strategic Goal / Focus	Strategic Targets
1. Increase our Impact	Enhance our capacity to externally fundraise and leverage on RCK legacy through increased Rotary Foundation giving	• Target ten (10) signed Partnerships in 5 years	• Target 2 partnerships per annum.
		• Increase contribution towards the Rotary Foundation through PHF, PHS, Every Rotarian Every Year and Major Donors.	• Target contribution of USD 50,000 for 5 years (USD 10,000 per annum) to the Rotary Foundation (each President to decide priority fund to contribute to e.g. Polio)
		• Few but targeted fundraising activities for RCK	• To raise Kshs. 25 Million in 5 years with at least 5 Million per year
	Focus our programs and offerings in three Core Focus Areas: 1. Water and Sanitation. 2. Basic Education and Literacy 3. Disease Prevention and Treatment	• Develop a needs assessment framework that ensures impact and sustainability of projects	• Expand reach through partnerships with other Clubs and Organizations • Increase formal partnerships
		• Improve our ability to achieve and measure impact	• Mentorship plan for ease of succession in leadership • Annual Grant cycle management training - conduct at least 4 trainings in a year to focus on impact we would wish to achieve.
2. Expand our Reach	Growth and diversity	• Improve on membership recruitment,	• Achieve 100 members over 5 years

Rotary D 9212 Priority Area	RCK Strategic Objectives	Strategic Goal / Focus	Strategic Targets
		retention and participation	
		<ul style="list-style-type: none"> <li>Increase charter Rotary, Rotaract, Interact Clubs and Rotary Community Corps (RCC)</li> </ul>	<ul style="list-style-type: none"> <li>Charter 2 Clubs within 5 years,</li> <li>Charter 5 Rotaract Clubs and Interact Clubs in 5 years</li> <li>Form 3 RCC's in 5 Years</li> </ul>
	Create new channels in Rotary	<ul style="list-style-type: none"> <li>Formation of cause-based Clubs and E-Fellowships</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Twinning with affiliate International Clubs through E-Fellowships</li> </ul>
	Increase Rotary openness and Appeal	<ul style="list-style-type: none"> <li>Build awareness of our brand and impact</li> </ul>	<ul style="list-style-type: none"> <li>Establish and maintain regular, strategic communications with members and partners, within set Rotary Brand Guidelines</li> </ul>
<b>3. Enhance Participant Engagement</b>	Support better engagement of Club Members in Projects	<ul style="list-style-type: none"> <li>Engage members in Strategic Planning and Project Reviews (Annual / Quarterly / Monthly)</li> </ul>	<ul style="list-style-type: none"> <li>Frequent progress reports of Club performance against the strategic plan</li> <li>Utilise Rotary fellowships to share more about Rotary projects and impact</li> <li>Quarterly Online Reporting on Club Achievements and Shortfalls</li> </ul>
		<ul style="list-style-type: none"> <li>Build better understanding of Club Projects</li> </ul>	<ul style="list-style-type: none"> <li>Have an expert talking about development projects and link to Club projects.</li> <li>Engage members to join committees</li> <li>Develop a well-structured Citations program for the Club - Target a minimum of 5 recognition areas</li> </ul>
		<ul style="list-style-type: none"> <li>Provide leadership development and skills training</li> </ul>	<ul style="list-style-type: none"> <li>Invite high profile speakers and opinion shapers to the Club</li> </ul>

<b>Rotary D 9212 Priority Area</b>	<b>RCK Strategic Objectives</b>	<b>Strategic Goal / Focus</b>	<b>Strategic Targets</b>
	Develop a participant centered approach to deliver value		<ul style="list-style-type: none"> <li>• Offer new opportunities for personal and professional connection</li> <li>• Send at least one representative to all District trainings</li> <li>• Support Rotaractors - provide mentorship, include on Board and support RYLA</li> </ul>
		<ul style="list-style-type: none"> <li>• Annual Membership Survey</li> <li>• Annual Partners Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Closely monitor members / Partner Satisfaction and develop mechanisms for improvement</li> <li>• Mentorship of potential Rotarians, buddy system</li> </ul>
<b>4. Increase our Ability to Adapt</b>	Build a culture of research innovation and willingness to take risks	<ul style="list-style-type: none"> <li>• Target member expertise and partnerships that bring new ideas and value</li> </ul>	<ul style="list-style-type: none"> <li>• Involve club member expertise and business people to be speakers, pitch for partnerships and coaching Rotaractors</li> </ul>
		<ul style="list-style-type: none"> <li>• Institutionalise innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint a Director for Strategy and Innovation'</li> <li>• Adopt fundraising models and activities that fit in with times</li> </ul>
	Streamline Governance structures and processes	<ul style="list-style-type: none"> <li>• Enhance financial management system</li> </ul>	<ul style="list-style-type: none"> <li>• Have a standardized financial reporting system</li> <li>• Submit RI and District Dues in good time</li> </ul>
	Streamline Record Keeping and Institutional Memory	<ul style="list-style-type: none"> <li>• Develop and formalise a standard handover process</li> </ul>	<ul style="list-style-type: none"> <li>• Collating all Club governance documentation and store in an easily accessible central location</li> </ul>
	Review governance to foster more	<ul style="list-style-type: none"> <li>• Bi-Annual Audits of RCK Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Invite governance experts to join in and give us feedback at least twice a year</li> </ul>

Rotary D 9212 Priority Area	RCK Strategic Objectives	Strategic Goal / Focus	Strategic Targets
	diverse perspectives in decision making		<ul style="list-style-type: none"> <li>• Review Strategic Plan every 2 years for Quality Assurance</li> <li>• Mentorship of Rotarians and Rotaractors with clear roles when integrating them in board and committees</li> </ul>

## 5. STRATEGIC OBJECTIVES AND IMPLEMENTATION MATRIX

Rotary D9212 Priority Area	RCK Strategic Objectives	Planned Activities	Implementation Targets					Officers Responsible
			Year 1	Year 2	Year 3	Year 4	Year 5	
1. Increase our Impact	Enhance our capacity to externally fundraise and leverage on RCK legacy through increased Rotary Foundation giving	<ul style="list-style-type: none"> <li>Sign Ten (10) Partnerships in 5 years</li> </ul>	2	2	2	2	2	<ul style="list-style-type: none"> <li>Club Fundraising Committee</li> </ul>
		<ul style="list-style-type: none"> <li>Undertake an annual PHF, PHS, Every Rotarian Every Year and Major Donors challenge</li> <li>Target contribution of USD 50,000 for 5 years to the Rotary Foundation</li> </ul>	USD. 10,000	USD. 10,000	USD. 10,000	USD. 10,000	USD. 10,000	<ul style="list-style-type: none"> <li>Club Foundation Committee</li> </ul>
		<ul style="list-style-type: none"> <li>Identify targeted fundraising initiatives for RCK.</li> <li>To raise Kshs. 25 Million in 5 years in the form of cash, goods or services</li> </ul>	Kshs. 5.0M	Kshs. 5.0M	Kshs. 5.0M	Kshs. 5.0M	Kshs. 5.0M	<ul style="list-style-type: none"> <li>Club Fundraising Committee</li> </ul>
	Focus our programs and offerings on three Core Focus Areas: 1. Water and Sanitation.	<ul style="list-style-type: none"> <li>Develop a needs assessment framework that ensures impact and sustainability of projects</li> </ul>	50%	100%	100%	100%	100%	<ul style="list-style-type: none"> <li>Projects Committee</li> </ul>

Rotary D9212 Priority Area	RCK Strategic Objectives	Planned Activities	Implementation Targets					Officers Responsible
			Year 1	Year 2	Year 3	Year 4	Year 5	
	2. Basic Education and Literacy 3. Disease Prevention and Treatment	<ul style="list-style-type: none"> <li>Members to attend trainings on leadership and on how to measure impact</li> <li>Develop a mentorship program to ease succession</li> <li>Form partnerships needed to deliver on the programs</li> <li>Expand reach through partnerships with other Clubs and Organizations</li> <li>Increase formal partnerships</li> <li>Mentorship plan for ease of succession in leadership</li> <li>Annual Grant cycle management training - conduct at least 4 trainings in a year to focus on impact we would wish to achieve</li> </ul>						<ul style="list-style-type: none"> <li>President</li> <li>Club Membership Committee</li> </ul>
2. Expand our Reach	Growth and diversity	<ul style="list-style-type: none"> <li>Undertake a 1-rotarian 1-new member campaign to boost membership growth</li> <li>Undertake an assessment of</li> </ul>	20% increase	20% increase	20% increase	20% increase	20% increase	<ul style="list-style-type: none"> <li>Club Membership Committee</li> </ul>



Rotary D9212 Priority Area	RCK Strategic Objectives	Planned Activities	Implementation Targets					Officers Responsible
			Year 1	Year 2	Year 3	Year 4	Year 5	
		membership profile in terms of vocation, gender etc to ascertain <ul style="list-style-type: none"> <li>• Achieve 100 members over 5 years</li> <li>• gaps that will advise targeted recruitment of new members</li> <li>• Undertake annual membership satisfaction surveys to identify areas of improvement to ensure retention and participation</li> </ul>						
		<ul style="list-style-type: none"> <li>• Charter Rotary, Rotaract, Interact Clubs and Rotary Community Corps (RCC)</li> <li>• Charter 2 Clubs within 5 years,</li> <li>• Charter 5 Rotaract Clubs and Interact Clubs in 5 years</li> <li>• Form 3 RCC's in 5 Years</li> </ul>	20%	20%	20%	20%	20%	<ul style="list-style-type: none"> <li>• President</li> <li>• Foundation Committee</li> </ul>
	Create new channels in Rotary	<ul style="list-style-type: none"> <li>• Member interests and vocations will be identified</li> </ul>	20%	20%	20%	20%	20%	<ul style="list-style-type: none"> <li>• Club PR Committee</li> </ul>

Rotary D9212 Priority Area	RCK Strategic Objectives	Planned Activities	Implementation Targets					Officers Responsible
			Year 1	Year 2	Year 3	Year 4	Year 5	
		<ul style="list-style-type: none"> <li>Quarterly Twinning with affiliate International Clubs through E-Fellowships</li> </ul>						
	Increase Rotary openness and Appeal	<ul style="list-style-type: none"> <li>Showcase RCK works through aggressive PR campaigns in the relevant media (social media platforms; newsletters etc)</li> </ul>	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> <li>Club PR Committee</li> </ul>
<b>3.</b> Enhance Participant Engagement	Support better engagement of Club Members in Projects	<ul style="list-style-type: none"> <li>Frequent progress reports of Club performance against the strategic plan</li> <li>Utilise Rotary fellowships to share more about Rotary projects and impact</li> <li>Quarterly Online Reporting on Club Achievements and Shortfalls</li> </ul>	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> <li>Club Board Members</li> </ul>
		<ul style="list-style-type: none"> <li>Quarterly newsletter.</li> <li>Weekly Social media updates.</li> </ul>	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> <li>PR Director</li> <li>Speakers Director</li> </ul>

Rotary D9212 Priority Area	RCK Strategic Objectives	Planned Activities	Implementation Targets					Officers Responsible
			Year 1	Year 2	Year 3	Year 4	Year 5	
		<ul style="list-style-type: none"> <li>Quarterly Club Social with external invited guests</li> <li>Use all avenues of communication to share our club activities.</li> <li>PR Campaigns for our projects.</li> <li>Utilise social media channels to talk about Club initiatives, fellowships</li> <li>Each member will be assigned a committee every year</li> </ul>						<ul style="list-style-type: none"> <li>Membership Committee</li> <li>ALL Directors</li> </ul>
	Develop a participant centered approach to deliver value	<ul style="list-style-type: none"> <li>Quarterly progress reports will be shared with members</li> <li>Done throughout the life of the strategic plan</li> </ul>	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> <li>Speakers Director</li> <li>President</li> <li>Foundation Committee</li> </ul>
		<ul style="list-style-type: none"> <li>Undertake an annual Membership Survey</li> <li>Undertake an annual Partners Survey</li> <li>Done throughout the life of the Strategic Plan</li> </ul>	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> <li>PR Committee</li> <li>Membership Committee</li> </ul>
4. Increase our Ability to Adapt	Build a culture of research	<ul style="list-style-type: none"> <li>Involve club member expertise and business people to be</li> </ul>	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> <li>Speakers Director</li> </ul>

Rotary D9212 Priority Area	RCK Strategic Objectives	Planned Activities	Implementation Targets					Officers Responsible
			Year 1	Year 2	Year 3	Year 4	Year 5	
	innovation and willingness to take risks	speakers, pitch for partnerships and coaching of Rotaractors • At least 4 coaching sessions will be held a year						
		• Appoint a Director for Strategy and Innovation' • Position to be added in year 2	0 %	100%	100%	100%	100%	• President
	Streamline Governance structures and processes	• Have a standardized financial reporting system • Submit RI and District Dues in good time • Financial reporting system to be planned in year 1	50%	100%	100%	100%	100%	• Club Treasurer
	Streamline Record Keeping and Institutional Memory	• Develop and formalise a standard handover process • Collating all Club governance documentation and store in an easily accessible central location • This will be done in year 1	100%	100%	100%	100%	100%	• President

Rotary D9212 Priority Area	RCK Strategic Objectives	Planned Activities	Implementation Targets					Officers Responsible
			Year 1	Year 2	Year 3	Year 4	Year 5	
	Review governance to foster more diverse perspectives in decision making	<ul style="list-style-type: none"> <li>• Undertake bi-Annual audits of RCK governance</li> <li>• Invite governance experts to join in and give us feedback at least twice a year</li> <li>• Review strategic plan every 2 years for quality assurance</li> <li>• Mentorship of Rotarians and Rotaractors with clear roles when integrating them in board and committees</li> </ul>	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> <li>• Treasurer</li> </ul>

## 6. MONITORING AND EVALUATION.

Implementation of the strategic plan will be monitored on an annual basis in line with the yearly planning guide for the club. Specific indicators to be reported upon in a given year will depend on the annual work-plan for the year but the table below outlines key indicators for the areas of focus.

ROTARY D9212 PRIORITY AREA	RCK STRATEGIC OBJECTIVES	BROAD STRATEGIES	ASSUMPTIONS	OFFICERS RESPONSIBLE
1. Increase our Impact	Enhance our capacity to externally fundraise and leverage on RCK legacy through increased Rotary Foundation giving	• Number of partnerships signed annually.	• Annually	• Fundraising committee
		• Amount raised during Annual PHF, PHS, Every Rotarian Every Year and Major Donors challenge	• Annually	• Foundation committee
		• Amount raised from targeted fundraising initiatives	• Quarterly	• Fundraising committee
	Focus our programs and offerings on three Core Focus Areas:	• Develop a needs assessment framework that ensures impact and sustainability of projects	• Annually	• Service Projects committee
		• Number of Members attending trainings on leadership and on how to measure impact	• Quarterly	• V- President

<b>ROTARY D9212 PRIORITY AREA</b>	<b>RCK STRATEGIC OBJECTIVES</b>	<b>BROAD STRATEGIES</b>	<b>ASSUMPTIONS</b>	<b>OFFICERS RESPONSIBLE</b>
	1. Water and Sanitation. 2. Basic Education and Literacy 3. Disease Prevention and Treatment	• Mentorship program developed	• Annually	• Club membership committee
		• Number of partnerships formed to deliver on the programs	• Quarterly	• Service Project/PR Committees
<b>2. Expand our Reach</b>	Growth and diversity	• Number of new members	• Quarterly	• Club membership committee
		• Membership satisfaction assessment survey undertaken	• Annually	
		• Number of Rotary, Rotaract, Interact Clubs and Rotary Community Corps (RCC) chartered	• Annually	• President /Foundation Committee
	Create new channels in Rotary	• Number of cause-based Clubs and E-Fellowships formed.	• Annually	• PR Committee
	Increase Rotary openness and Appeal	• Number of times we engage the public on social media platforms	• Weekly	• PR Committee
		• Contributions made to newsletter	• Quarterly	
		• Number of signage/branding our projects	• Quarterly	
<b>3. Enhance Participant Engagement</b>	Support better engagement of Club Members in Projects	• Frequency of progress reports of Club performance	• Quarterly	• Board members
		• Number of times we share information about Rotary projects and impact	• Quarterly	

ROTARY D9212 PRIORITY AREA	RCK STRATEGIC OBJECTIVES	BROAD STRATEGIES	ASSUMPTIONS	OFFICERS RESPONSIBLE
		• Number of members joining and participating in committees and club projects	• Quarterly	• Membership committee
		• Establishment of a Citations program for the Club	• Annually	• Board members
	Develop a participant centered approach to deliver value	• Caliber of speakers invited during fellowship	• Quarterly	• Speakers Director
		• Number of networking opportunities for members	• Quarterly	• President/Membership Committee
		• Number of representatives attending District trainings	• Quarterly	• Foundation Committee
		• Number of Rotaractors supported with mentorship and training	• Quarterly	• New Generations Committee
		• Membership & Partner's survey undertaken	• Annually	• PR & Membership committee
4. Increase our Ability to Adapt	Build a culture of research innovation and willingness to take risks	• Number of partnerships and coaching of Rotaractors	• Quarterly	• Speakers / New generations committees
		• Appoint a Director for Strategy and Innovation'	• Annually	• President
	Streamline Governance	• Standardized financial reporting system	• Annually	• Club treasurer



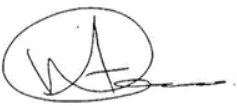
<b>ROTARY D9212 PRIORITY AREA</b>	<b>RCK STRATEGIC OBJECTIVES</b>	<b>BROAD STRATEGIES</b>	<b>ASSUMPTIONS</b>	<b>OFFICERS RESPONSIBLE</b>
	structures and processes			
	Streamline Record Keeping and Institutional Memory	• Standardized handover process	• Annually	• President/Board
		• Standardized central storage of Club's governance documentation	• Quarterly	• Secretary
	Review governance to foster more diverse perspectives in decision making	• Audits of RCK financial governance structures	• Bi- Annually	• Treasurer
		• Governance expert reviews	• Bi- Annually	• Board members
		• Review strategic plan for quality assurance	• Annually	• President/Board members

## 7. ADOPTION OF STRATEGIC PLAN:

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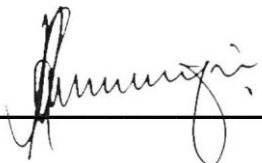
### President 2020/2021

Name: \_\_\_\_ANNE W. MBOGORI\_\_\_\_

Signed  Date: \_\_\_\_18.08.2020\_\_\_\_


### President Elect

Name: \_\_\_\_DANIEL K. KANYORO\_\_\_\_

Signed  Date: \_\_\_\_18.08.2020\_\_\_\_

### President Nominee

Name: \_\_\_\_LORRAINE K KIRIGIA\_\_\_\_

Signed  Date: \_\_\_\_18.08.2020\_\_\_\_

## 8. ANNEX 1. PAST ROTARY CLUB OF KAREN PROJECTS

### Annex

YEAR	PROJECT	BENEFICIARIES	IMPACT
2020	Cervical Cancer Prevention in Kenya - Four Counties	Over 1,000 Women and 20,000 10yr old girls	Underway
2020	Sabatia Eye Clinic Vihiga	Children and families	Underway
2020	Teachers Training Program	VTT Computer training Program for Teachers in Makueni	16 VTT Teachers to USA and from USA to Kenya for exchange program
2020	Rotary Oxford University Press Books Project	43,000 books to 500 public Primary Schools in Kenya	43,000 books distributed to 40 counties to 500 Public Primary Schools, worth 10 Million Kshs.
2020	Rotary Longhorn Books Project	400 Schools	400 schools
2019	Karen Technical Training Institute of the Deaf- Nairobi	Students with hearing impairment	1,200 students with hearing impairment and 200 students
2019	Rotary Oxford Books Project	Primary and Secondary Schools	47 counties received books to distribute to Schools
2018	Ndori Water Project – Kisumu	Primary and Secondary School	6,000 beneficiaries accessed fresh water and hygiene
2018	Karen C Primary School – Nairobi	Digital Content and Laptops	1,200 Primary school pupils
2017	Nyumbani Diagnostic Laboratory – Nairobi	Health and Disease Prevention	4,000 HIV positive Beneficiaries and community members
2017	Peace Scholar to Upsala Sweden	One Scholarship	Two years master's students in Upsala University
2016	Rotary /Oxford University Press Books	Primary and Secondary Books to 47 Counties	47 Counties received books to various Schools
2016	Kuwinda Project	Bins and Sanitation	Bins and Sanitation to 2000 beneficiaries

<b>YEAR</b>	<b>PROJECT</b>	<b>BENEFICIARIES</b>	<b>IMPACT</b>
<b>2016</b>	Rotary Longhorn Publishers Books	Primary and Secondary Books	47 Counties received books to various schools
<b>2016</b>	Nkaimurunya School Kila Mwezi Project	Dignity Program for girls and boys	Dignity Packs for 400 students for 2 years
<b>2015</b>	Karen Police Station	Library and Play area for children	50 police officers and their children
<b>2014</b>	Karen Health Centre	Water supply and medical equipment	3,000 patients benefitted from the Health Centre
<b>2014</b>	Literacy Support	Adhoc project to support two students	Raised Ksh 70,000 to support the student
<b>2014</b>	Ubuntu for Boys in Gilgil	Economic Empowerment – Irrigation Project	80 boys benefitted from the farm supply
<b>2013</b>	Oloolokitikosh water project – Kajiado	Water and Dignity for Girls- A Rescue Centre for Girls	200 Girls supported from Female Genital Mutilation FGM
<b>2013</b>	Karen Hospital Heart to Heart WALK	Heart to Heart Run	Participated in Heart to Heart Walk
<b>2013</b>	Rhino project Conservation	Peace /Conflict Initiative	Contributed to the animal conservation
<b>2013</b>	MAAP – Masai Association Program Kajiado	Spring Water Project	Spring Water treatment for 50 households
<b>2012</b>	Kenya Smiles Dental Care Project	Dental Care for Children in Kenya	5,000 Children reached in Kenya. Conference presentation two VTTs, Partnerships and trainings to 600 doctors and health experts. Involving 72 clubs, three Districts and a \$250,000 grant
<b>2012</b>	Fistula Project	In collaboration with Australia clubs to support FDSA Kenya at Kenyatta Hospital	Over 166 Fistula Surgeries reached

<b>YEAR</b>	<b>PROJECT</b>	<b>BENEFICIARIES</b>	<b>IMPACT</b>
<b>2011</b>	EmbulBul - Bausang Community School	Bio Digester and Water Re-cycling	1,800 children from poor resource area around Ngong in Kajiado
<b>2011</b>	Nyumbani Village in Kitui	Literacy – Furnishing of Library and Books	1, 400 children in – Primary, Secondary and Technical Institute supported access literacy and
<b>2011</b>	Rafiki Wa Maendeloe Community Program – Bondo Kisumu	Water Supply, borehole, access road and Sanitation	3,200 Children and youths supported to access fresh water and access to livelihood
<b>2011</b>	Loitoktok Lombo Maili – Kajiado	Hospital Equipment and Mosquito Nets	50 households received mosquito nets
<b>2011</b>	Bethany for Kids Centre, Kijabe Hospital – Naivasha	Hospital Machine - Endoscopy	Endoscopy machine to Kijabe Hospital
<b>2010</b>	Mukuru Kwa Reuben Centre - Nairobi	Sanitation and Hygiene, installation of Toilets	Over 250 households access services at the Centre
<b>2010</b>	Hekima Place – Kajiado	Dignity pack for girls	50 girls benefitted from Dignity packs
<b>2009</b>	Nkaimurunya Borehole – Kajiado	Water Supply Borehole, Sanitation and Electrification	Fresh water supply, electrification, fish farming and food to 1,800 children
<b>2009</b>	Wandumbi School for the Deaf –Nyeri	Wood work Machine	Woodwork Machine for the Special Unit School of 150 students
<b>2009</b>	Lea Toto Nairobi Slum Program	8 water Tanks in 8 Sub County clinics in Nairobi	Water and Sanitation to 3,500 households in Nairobi County



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## Rotary Club of Karen

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**@RotaryClubKaren**