

## MGAP Strategy Proposal for AGM 27 April 2019 – Where are we in 2, 5 & 10 years?

MGAP is moving through the early stages of our development and, whilst we have been successful to date, this has been against an undefined longer-term strategy. We have proven that there is a need for such an organisation and that we are able to do some serious work. Support for what we have done is there, as evidenced by the people who attend our events join as members and become partners.

However, as is to be expected and quite normal, we are now undergoing “growing pains” as we try to consolidate what we have achieved and move to our next stage of development. At the extremes, we could either continue to do what we have done so far or create a larger strategy and grow what we are doing – it is up to the Association’s members to decide and the Board to implement. If we are to grow, this will need a more structured strategic approach than we have had in the past as we grow in complexity and scale. For us to know if we have been “successful”, we need to be able to define what we need to measure this against.

From the perspective of three nominees for Board posts, listed at the end of this paper, below where we believe MGAP should aim to be, in 2, 5 and 10 years time.

Area	Detail	Current Position	2 Years	5 Years	10 Years
<b>Management</b>	Representation	1 Portuguese national on Board	At least 2 Portuguese nationals on Executive and Management Board	At least 3 Portuguese nationals on Executive and Management Board	Majority Portuguese nationals on Executive and Management Board
	Board Meetings	None have been fully focussed on strategy since inception	At least one per annum focused on strategy		
	Roles	Roles have been defined for most positions, but outcomes not clearly defined. Formal acceptance of role definitions have not been requested.  Treasurer currently does both this role and book keeping	Real clarity of the different Roles, Responsibilities, activity and its outcomes needs to be defined and people taking on these Roles need to commit to these.  Separate Treasurer and Book-keeping roles (possibly external accountant?)	Part-time administrator employed, possibly also used as gardener at Botanic Garden	
	Sub-Board meetings	Some sub-groups formally in place, but often they have brought detail back to Board for discussion rather than having full responsibility within defined limits	Sub-Groups formed for specific topics, led by person reporting to Board, so that detail does not need to be discussed by the Board. Groups and their remit to be defined		
<b>Social</b>	Membership	100 members	120 Members	150 Members	200 Members
	Events	Approx. 5 events in Algarve. Every 3 years International Conference, sometimes in other parts of Portugal	6 events per annum in Algarve	6 events per annum in Algarve, 3 in rest of Portugal	6 events per annum in Algarve, 6 in rest of Portugal

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Area	Detail	Current Position	2 Years	5 Years	10 Years
	Plant Fairs	Spring Fair approx. 500 visitors (2018) number for 2019 not known, possibly 1,000 in new venue Autumn Plant fair 2018 had 1,400 visitors	Spring Fairs has 750 visitors Autumn Plant Fair has 2,000 visitors, possibly over 2 days	Spring Fairs has 1,000 visitors Autumn Plant Fair has 2,500 visitors over 2 days	Spring Fairs has 1,250 visitors, possibly over 2 days Autumn Plant Fair has 3,000 visitors over 2 days
	Gardens Open	Several gardens open to members in 2019 for first time. No formal ongoing scheme in place	Initial scheme in place with 10 gardens	Scheme with 15 gardens	Scheme with 20 gardens
	International Links	Bursary Scheme defined, but not yet used. Informal support for UK based gardeners through RHS and PGG, but nothing for Portuguese gardeners	Launch of Bursary Scheme to support young or new gardeners	At least 5 Portuguese gardeners benefit from Bursary scheme	At least 10 Portuguese gardeners benefit from Bursary scheme
<b>Silves Botanic Garden</b>	Site Agreement	10-year Agreement signed November 2018 to protect use of land. Option to buy in place and protection for MGAP if land sold by QdF owners	Current agreement continues	Current agreement continues	Site owned by MGAP
	‘Capital’ Works	All costs have been paid from funds raised through current activities. More major investments have not taken place, but Agreement permits external funding opportunities.	Site Secured, Car Park created with initial hard-standing, Info cabin on car park, initial signage in place	Site fenced and secured. Main pathways and roadways created and made all weather. Long Term information boards in place	Permanent “Visitor Centre” on site
	‘Revenue’ Works Barrocal Botanic Garden	Initial Barrocal native Plants area created by volunteer activity and minimal funds from current activity	Ongoing Maintenance of existing area Final pathway layout created and covered to make all-weather 2 Seating areas created	Ongoing Maintenance of existing area All pathways consolidated to provide easy disabled access Viewpoints and 2 more seating areas created	Ongoing Maintenance of existing area Plant nursery growing appropriate plants Structure of Training Centre set up, based on QdF facilities

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	'Revenue' Works other areas	Nothing else yet started in the rest of the 2.3 hectares covered by the Agreement with QdF	<p>"Mediterranean Dry Garden" area laid out, cleaned, initial pathways created, and early planting done</p> <p>Area for School Gardens defined, and first school(s) involved</p> <p>Shaded area created in garden for use in possible events</p>	<p>Ongoing Maintenance of existing area</p> <p>"Mediterranean Garden" area completed.</p> <p>School Gardens area in use by at least 5 schools</p>	<p>Ongoing Maintenance of existing area</p> <p>"Head Gardener" employed to manage gardens and training activities</p>
	Paid-for Courses	None offered	Initial offering of part-time courses at Botanic Garden (20 delegates)	part-time courses at Botanic Garden (100 delegates)	part-time courses at Botanic Garden (200 delegates)
	Partnerships	No sponsors yet identified. Individual donations have been received to support the Botanic Garde, amounting to about €4,000 over last 2 years	<p>At least 1 partner to sponsor Botanic Garden</p> <p>Build relationship with Silves Camara, Silves Freguesia and UAIG</p>	<p>At least one major and 1 other partner to sponsor Botanic Garden</p> <p>Be recognised by Silves Camara as key facility in their area</p>	<p>At least 2 major and 2 other partners to sponsor Botanic Garden and our other major activities</p> <p>Be recognised by Algarve Tourism Board as key facility in their area</p>
<b>Finance</b>	Reserves	€3,000 in a savings account	€5,000 Botanic Garden Purchase Reserve	€10,000 Botanic Garden Purchase Reserve	€20,000 Botanic Garden Purchase Reserve (if not owned by then)
	Fundraising	Nobody identified to do this work and no funds raised from external sources	<p>Key Volunteer or "Pay by Results" consultant for Fundraising on board</p> <p>€25,000 raised from external sources</p>	€200,000 raised from external sources	€500,000 raised from external sources
<b>Web Site</b>	Design	Initial web site still in use but needs to be made easier to manage and use. Rob Peddle currently keeps existing design up-to-date when time available amongst other things.	Full revamp of layout and design completed to modernise site	Paid support for building and maintaining web site	

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	Multi-language	Capability for multi-language exists, but not implemented as heavy on work to do this. Translators need to be identified who can commit to supporting this.	Portuguese language area of site including Home Page and limited content	Full Portuguese site available including all new content	
	Botanic Garden area	Currently a single sub-page on the main site in English only. This really needs to be created on a sub-site and separately managed. Multi-language (English, Portuguese, French & German at least) will be essential.	Sub-site created in Portuguese and English. Basic garden purpose and Plant information pages also in French and German	Full Garden purpose, development plant and layout information in 4 languages, accessed from Q codes in signs at the Garden itself and on publicity	Further languages added as necessary
<b>Publications</b>	Books in Portuguese and other languages	2 books already published and paid for through MGAP in Portuguese (“Orchideas Selvagens no Algarve” & “Flores Selvagens no Algarve”, both translated from the First Nature books).	At least 3 books in Portuguese published or sponsored At least 1 Online publication in third language 2 of our Portuguese language books in all Algarve school libraries Complete feasibility study for Olivier Filippi books in Portuguese	At least 5 books in Portuguese published or sponsored At least 2 Online publications in French and German 4 of our Portuguese language books in all Algarve school libraries	Continued increase in publications in 4 languages, possibly other languages added as needed All our Portuguese language books in all Algarve school libraries

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Updated with Current Position 24 April 2019