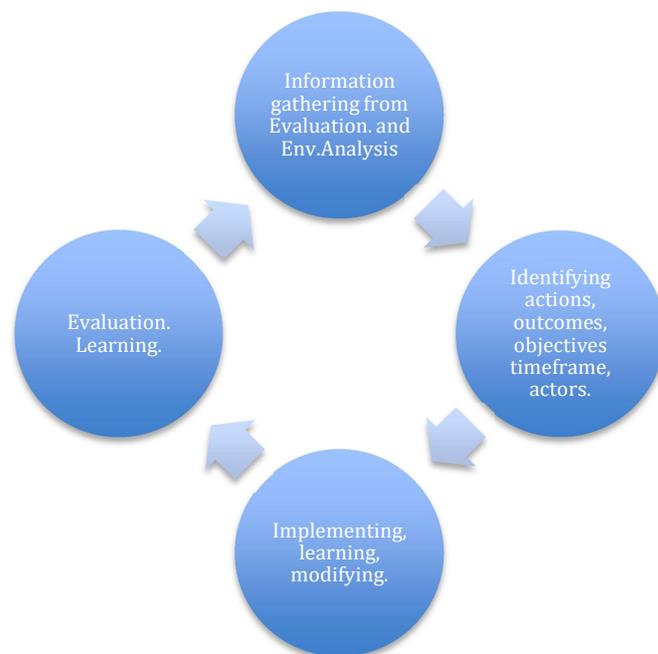


# Strategic Planning and Planning

## PLANNING and LEARNING CYCLE.



There are a number of different levels of planning.

- ❖ **Strategic Planning** – reflection and analysis of environment to develop long term goals and objectives which inform medium and short term plans.
- ❖ **Annual Work Plans** – developed from a strategic plan to organize the work focus of teams and the organisation across departments for a year.
- ❖ **Team and Individual Work Plans** – developed from the annual work plan so that teams and individuals have clarity re objectives, targets, outputs along a timeline and within a budget parameter.
- ❖ **Project Plans** – often these use structures such as a logframe or excel sheet of tasks/timeline to support the implementation of very specifically named tasks in a defined time frame.

Organisations often develop particular, thematic, plans. For example, advocacy plan; fund raising plan; communication plan. These should all emerge from the strategic plan.

Inherent in every plan should be the EVALUATION plan. This can include monitoring, learning opportunities and should also include feedback mechanisms for the next PLANNING CYCLE.

Essentially these elements are needed in every plan:

**Vision**  
**Mission**  
**Goals**  
**Objectives**  
**Actions**

To support the delivery on the actions organisations adopt **strategies** e.g. communication, advocacy, litigation, public awareness etc.

To further support the focus of the work of organisations **impact outcomes** as well as **outputs** are named and identified. These then become part of the monitoring and evaluation plan.

To support the monitoring and evaluation of performance organizations develop **targets** and **indicators** which demonstrate attainment of output and outcomes.

Before developing any plans an organisation should undertake a strategic development process – which involves internal work so that the resulting plans, strategies and internal processes are known and agreed by everyone.

## Strategic Development

Strategic development of group and organization involves focus on a number of different elements...broadly

- Strategic Plan...leading to annualized work programmes
- Strategy identification....advocacy, lobbying, communication, awareness raising, education of professionals, community empowerment, litigation, funding, community sustainability
- Problem statement
- Potential and possible solutions
- Mission
- Goals and objectives
- Resources available
- Analysis of environment
- Analysis of opportunities available
- Identification of allies, partners
- Analysis of negative force
- Discussion and planning
- Decisions and choices based on analyses
- Exploration of resource requirements and identification of sources
- Formulation into project/programme/organizational plans
- Formulation into more specific strategy plans

Wish list.....strategic plan.....annual work programme

- Brainstorm
- Brainstorm some more
- Reflect
- Cluster the ideas
- Look for congruence to initial ideas for the group/organization
- What's not in
- What's possible
- Discuss and explore
- DO NOT DECIDE
- Think again about clusters/patterns
- Try to make a set of priorities
- Work up to writing goals with objectives – and make sure it is not a list of actions
- Strategic plan writing – think of 5 year goals
- Annual work programme
- Specific project plans
- Evaluation built in and the time for it
- Reflection and review time throughout the life of a plan
- Brainstorming and planning again for the next cycle

## Planning to Plan.

Before undertaking a planning process groups/organisations should:

- Agree this is an issue that needs some planning and thinking.
- Assign someone to bring the process forward
- Gather information about the topic/issue – why is it an issue?
- Gather thoughts, reflections and opinions together
- Present the issue and how it relates to the organisations' work
- Discuss and explore how this issue is relevant
- Decide if the organisation is going to proceed to plan actions etc around this issue.
- Take time to explore the impact on other areas of work if you were to take up this issue in a focused way
- What are the environmental factors that impact on your organisation taking up the issue
- Who might be allies
- What resources would be needed – people, time, money if the organisation was to take up the issue
- Only if a positive decision is taken to proceed should you move in to a planning phase.