USAID FROM THE AMERICAN PEOPLE | SCALING UP FOR MOST-AT-RISK POPULATIONS

ORGANIZATIONAL PERFORMANCE SUM

Supporting the HIV Response: A Manual for Civil Society Organizations

Module 2 CSO Strategic Planning

April 2011

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SUPPORTING THE HIV RESPONSE: A MANUAL FOR CIVIL SOCIETY ORGANIZATIONS

Module 2

CSO Strategic Planning

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Abbreviations

CSO	Civil Society Organization
ERA	Expanded readiness assessments
FSW	Female sex workers
HIV	Human Immunodeficiency Virus
IDU	Injecting drug user
MARPs	Most At Risk Populations
MSM	Men who have sex with men
NAC	National AIDS Commission
NGO	Non-Government Organization
OP	Organizational performance
PLHIV	Person/people living with HIV or AIDS
SSCC	Start, stop, continue, change
SW	Sex worker
SWOT	Strengths, weaknesses, opportunities, threats
TC	Technical capacity
TG	Transgender persons
UNAIDS	Joint United Nations Programme on HIV/AIDS
USAID	United States Agency for International Development

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Purpose of this Module

Introduction

This *CSO Strategic Planning Module* is a *how to* guide developed to supplement the four core "best practices" manuals prepared by the USAID Scaling Up for Most-at-Risk Populations (SUM) Program for CSOs working in the HIV response. The four core manuals are:

- *Supporting the HIV Response: A Manual for Civil Society Organizations Working with Men who have Sex with Men*

- *Supporting the HIV Response: A Manual for Civil Society Organizations Working with Female Sex Workers*

- *Supporting the HIV Response: A Manual for Civil Society Organizations Working with Transgender Persons*

- *Supporting the HIV Response: A Manual for Civil Society Organizations Working with Injecting Drug Users*

Version One of these four core manuals were produced in 2011. They each include sections on organizational performance and technical capacity.

A key challenge for *Version One* was *how much to include* and at the same time keep the core manuals to a reasonable length. The decision was made to focus the core manuals on essential best practices and supplement them with a series of *how to* modules. Modules currently available in Indonesian and English include:

- *Module 1 – CSO Start-Up*
- *Module 2 – CSO Strategic Planning*
- *Module 3 – CSO Human Resources Management*
- *Module 4 – CSO Program Planning*
- *Module 5 – CSO Policies and Procedures*
- *Module 6 – Mobilizing for MARPs*
- *Module 7 –Strategies for Effective MARPs-based Advocacy*

Version Two of the four core manuals will be produced in early 2012. Each of the core manuals will be refined and strengthened, benefiting from the results of the 2011 SUM Program expanded readiness assessments (ERAs) in several communities across the country, and from the results of the 2011 SUM Program CSO-specific organizational performance and technical capacity (OP/TC) assessments conducted with a number of CSOs in SUM Program targeted communities.

Also available from the USAID SUM Program are many “how to” organizational performance and technical capacity manuals developed by its predecessor project – the USAID Aksi Stop AIDS (ASA) Project. Throughout the four core manuals these supplemental *how to* materials are referenced as key resources.

Over the coming years, the SUM Program will expand its list of “how to” manuals, technical briefs, and training materials based on needs identified by CSOs and other stakeholders.

The USAID SUM Program manuals and supplemental modules are aligned to the Government of Indonesia National AIDS Commission’s *National Strategy and Action Plan 2010-2014*. A key priority action of the National Strategy is to strengthen the engagement of civil society in the HIV response.

It is the hope of the USAID SUM Program that this *CSO Strategic Planning Module* will help the CSO in bringing wider participation (and good collective thinking) to its planning processes, resulting in programs and services that make a difference in the district-wide HIV response.

1. Introduction[1]

This module focuses on building upon and expanding the capacity of the CSO to engage in strategic planning processes that result in a clear and focused strategic plan that others are aligned behind. In particular, in supporting the HIV response, it is the most-at-risk populations (MARPs) who should be at the center of these planning processes, so that they have input and ownership in the planned services and programs, and are not only *aligned* behind the CSO's strategic plan but also *mobilized* to take action and provide leadership.

Seven steps are described here along with the tools needed to complete each step. This module aims to strengthen the capacity of CSO teams to coordinate and lead the consultation and research process for strategic planning as well participate in the writing, implementation and evaluation of a strategic plan.

Core Competencies in Strategic Planning

Core competencies for successful strategic planning are:

- An understanding of the purpose, steps, and resources needed, and the time required, in developing a strategic plan.
- The capacity to use evidence, research and statistics to inform a strategic plan.
- An understanding of the process for running individual and group consultations – with clients, volunteers, staff and external stakeholders, and how to document these views.
- The capacity to write a strategic plan.
- The skills to launch a strategic plan.
- A basic understanding of how to evaluate a strategic plan.

1.1 Why Develop a Strategic Plan?

A strategic plan describes in written form the goals and objectives of an organization for the coming three-to-five years. The development and publication of a strategic plan can help to build confidence, in both your members and your partners, that the organization is professional and capable but is also open to listening and cooperating with others.

Importantly, it can help to ensure the relevance of the organization to the district-level response to HIV and lead to closer collaboration with partners by involving them in the planning cycle.

Organizations use the planning process to build agreement *within* their organization about its future direction, to include the views of *outside* partners and stakeholders, and then to publish and launch the plan to ensure transparency and to build confidence in the professionalism of their organization. At a later date they then evaluate their plan and publish those results so they and others know whether the organization achieved what it promised.

[1] This *CSO Strategic Planning Module* is based on the work of the AIDS Project Management Group (APMG) in Indonesia and other countries in the region. APMG is a partner organization in the USAID SUM Program.

Moreover, compelling strategic plans can be a magnet for outside resources – volunteers and funders.

1.2 What is Strategic Planning?

Strategic planning is the process in which members of the organization engage in internal and external consultations and collective discussions – with partners and stakeholders – about the future of their organization. Partners and stakeholders include local government departments, the KPAD, hospitals and clinics, local law enforcement, other civil society organizations, and so forth. Stakeholders include clients, volunteers and paid staff.

Strategic planning usually involves reviewing available written evidence and research, listening and talking to clients and other external stakeholders, documenting their views, and writing a three-to-five year plan. Successful strategic planning involves self-examination, facing difficult issues, making difficult choices and setting priorities to resolve these challenges.

An accessible and well-prepared strategic plan will keep everyone on the same page – staff, volunteers, partners and stakeholders – about specific program and service goals and objectives, and therefore enable the tracking and measuring of progress and success over time.

1.3 What does Strategic Planning Involve?

Effective strategic planning is never done by one individual alone, but with the many people who contribute to the organization's work and can help define its future. As already emphasized, it is the most-at-risk populations who should be at the center of the CSO's strategic planning process – to assure appropriately planned and target interventions and to empower and mobilize the most-at-risk to take action and provide leadership in the district-level HIV response.

Strategic planning should also include a literature review to gather relevant facts that describe the health needs of the most-at-risk population with which you are working. This research can include calling on others to describe the strengths and weaknesses of the organization as well as the opportunities available and the potential threats to its future.

...It is the most-at-risk populations who should be at the center of the CSO's strategic planning process – to assure appropriately planned and targeted interventions and to empower and mobilize the most-at-risk to take action and provide leadership in the district-level HIV response.

In most cases, a strategic plan belongs to the Board of Directors, so the first place to start the consultation process is with the members of your board. The goal is to explain the uses of a strategic plan (if that is not clear to them) and seek agreement to engage in the planning

process. You should aim to appoint at least one person from your Board to participate in a strategic planning work team, so this member can report back regularly to the Board on progress.

2. Seven Steps for Strategic Planning

Seven steps for undertaking planning, consultation, research, and the writing and publishing of a strategic plan are described in the table below. On the following pages we describe each of the steps and provide the tools you need to complete them.

Seven Steps for Strategic Planning	
Step 1	Develop a Strategic Planning Work Team and write an Action Plan describing what is to be done, by whom and when
Step 2	Develop a schedule of meetings, announce the strategic planning process, and invite people to participate
Step 3	Do a literature review and analyze this information for implications for your organization's future
Step 4	Hold meetings with MARPs indigenous leaders, government partners, and other stakeholders
Step 5	Analyze the results of your consultations and prepare a first draft of the strategic plan
Step 6	Get Feedback on the strategic plan draft from key people inside and outside the organization – and *revise*
Step 7	Publish and launch your plan!

2.1 Step 1 – Strategic Planning Work Team and Action Plan

The starting point for strategic planning is to bring together a group of people who will work together as a *strategic planning work team* to manage the seven steps. The first task for the work team is to develop an *action plan* for completing the seven steps.

2.1.1 Develop a Strategic Planning Work Team

Strategic Planning Work Team should include:

- A member of your Board of Directors
- The most senior manager or team leader in your organization
- A member of your staff (or if no staffing then a member of your volunteer team)

Note: For newly formed CSOs and CSOs launching new HIV programs, it may be beneficial to appoint an external consultant with expertise in strategic planning to assist the organization with some or all of the seven steps. This person should bring experience in HIV programs and services, and specifically with your most-at-risk sub-population. It can be helpful to appoint someone who is known and respected by your partners in the district and whose reputation will help to enhance your own.

2.1.2 Develop an Action Plan

Once the Strategic Planning Work Team is assembled, their first task is to develop together an Action Plan for the seven steps. A good Action Plan says (a) what needs to be done, (b) by whom and (c) by when.

Action Plan Template

Activity	Who is responsible?	Timeline by Month						Output
		1	2	3	4	5	6	
Develop a list of key partners to invite to and involve in the Strategic Planning process.	List a name of a person who will take responsibility for developing this list.	X						List of key partners
Develop a schedule of consultation meetings and individual appoints.	List a name.	X						Schedule of meetings
Distribute an Announcement re: Strategic Planning.	List a name.	X						Announcement written and distributed

The Action Plan template above is an example you can use or modify. Three preliminary activities are listed to illustrate how to complete the template.

Some people like to develop the Action Plan in steps, starting with the preliminary work to be completed then coming back together with the work team once those activities are done to develop the next set of actions. Others like to complete the entire Action Plan in one step and then get to work.

Strategic Planning Step 1: Form a Team and Make a Plan!

Assemble your Strategic Planning Work Team.
Develop an Action Plan.

2.2 Step 2 – Announce the Strategic Planning Process

Step 2 is deciding who to consult with and when, and announcing the strategic planning process.

First, make a list of the key partners you want to involve in the process. Once that is done and you have agreement from your Board of Directors then you are ready to develop and distribute a written announcement about the process that will help to raise awareness of what you're doing. You may want to place the announcement on your website if you have one or in your group's newsletter.

You may also want to announce it on other sites that you know members and partners refer to regularly. You can distribute the announcement through your email contact lists and through the organizations' membership lists. You can also send personal invitations via email or in writing to particular individuals you'd like to participate. Below is an example of an announcement you can use or modify and an invitation you can use or modify.

2.2.1 Identify Your Key Partners

Your first step is to determine who to involve in the process. You will want to involve those contributing *inside* your organization as well as those who can or could contribute *outside* your organization. Here are some types of people to consider:

Inside your Organization	Outside your Organization
You should include: • Board of Directors • Staff and Volunteers • Clients who are willing to participate • Friends, partners and family of your clients or volunteers	You should consider the following partners who are or might in the future support your work: • Local government, law enforcement, hospital and clinic staff at district-level. • Academics and researchers • Other CSOs, local networks • Donors

2.2.2 Announce your Strategic Planning Process

Your next step is to develop a written announcement about the strategic planning process and distribute it through emails and letters to staff, volunteers and clients as well as to your external partners. Here is an example of an announcement that you can use or modify for use.

Your organization's logo here

Announcing Consultations for the Development of [organization] Strategic Plan from [date] to [date]

[Organization] is pleased to announce the development of our Strategic Plan. [Organization] will engage in consultations with internal and external partners from [month] through to [month], [year]. The Plan will determine our organizational priorities for the period [year] to [year]. In line with our commitment to peer-based leadership and partner involvement, the development process will encourage ownership and participation by staff, volunteers and clients and seek the views of our partners and networks to help us determine our priorities.

Key dates in the program

- Date – Event Description – Venue
- Date – Event Description – Venue
- Date – Event Description – Venue

To find out more call [name], the Director of [organization on [telephone number].

2.2.3 Invitations to Key Individuals

You may wish to send a personal invitation via letter or email to a range of individuals important to your organization's work. This is particularly important to do with government

and other people who are central to the reputation and success of your organization. Here is an example of an invitation letter that you can use or modify.

Your organizational logo here **INVITATION** STRATEGIC PLANNING CONSULTATION YOUR ORGANIZATIONS' NAME Time: Place: Please RSVP by [date] to [name] by return email or by calling us on [your phone number].	Dear [name], As a valued partner of [your organizations' name] I am writing to you personally to request your attendance at our Strategic Planning Consultation on [date]. [Your organization's name] is embarking upon a consultation program with important friends and partners like yourself to produce our organizational Strategic Plan. The plan will help guide our work from [year] to [year]. We are seeking your views on the challenges ahead for our group. We aim to determine the ways in which [your organizations' name] can most effectively help to interrupt HIV transmission as well as support and care for people living with HIV. Please RSVP to [name] at [email address] at your earliest convenience. Yours Sincerely, [Name], [Position], [Organization].

Strategic Planning Step 2: Make Your Announcement!

Identify your key partners for involvement in consultations.
Develop and distribute your Announcement for Strategic Planning to your partners.
Develop and distribute personal invitations to key partners.

2.3 Step 3 – Literature Review and Analysis

A literature review involves gathering written evidence and then considering or analyzing the information you've found. Here are a set of steps for the literature review:

- **Online databases** – through database searches you are seeking articles in peer-reviewed journals and other academic publications specific to the most-at-risk-population you are working with in your area

- **Internet search engines** – by using key words and terms you will be able to identify online articles and posts

- **Contact local and national government** – by liaising with government you will be able to gather epidemiological data on the most-at-risk population

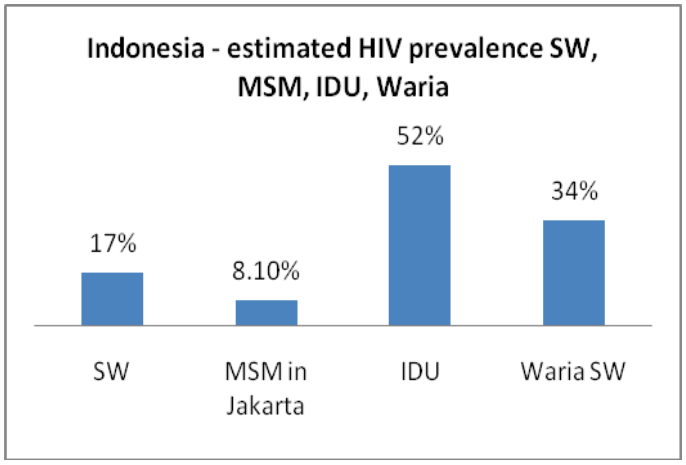
- **Contact local organizations and international non-government agencies** – by liaising with other organizations you will be able to gather reviews and evaluations they have released on the most-at-risk population

Ultimately you should put together a discussion paper that includes the results of this literature review along with the findings from your first consultation with staff, volunteers and clients. See Step 4 for more information on the workshop process and the development and release of a discussion paper that highlights preliminary findings of your research and first consultation with people *inside* your organization.

Note: Some organizations use external consultants to undertake literature reviews, and if this is the case you may also find it useful to participate in the process or to use this process for other programming exercises.

To Begin your Search
Websites on Indonesia's Response to HIV

- Kementerian Kesehatan Republik Indonesia, Ministry of Health Republik Indonesia (www.depkes.go.id)
- Komisi Penanggulangan AIDS Nasional (www.aidsindonesia.or.id)
- Family Health International (FHI) Indonesia (www.fhi.org)
- United States Agency International Development (www.usaid.gov)



Here is an example of an epidemiological description of HIV as it affects men who have sex with men and Waria in Indonesia. This sort of summary focused on your district-level response to HIV is often helpful to then describing why you are focusing on results in particular areas of work.

EXAMPLE: Epidemiological summary for MSM and Waria in Indonesia[2]

[2] UNAIDS Country Profile: Indonesia. http://www.unaids.org/en/CountryResponses/Countries.indonesia.asp (Downloaded June 2010); Indonesian Ministry of Health, Size Estimations for Vulnerable Populations and PLHIV, 2009

According to the Indonesian Ministry for Health estimates made in 2010, there are currently 186,000 people living with HIV in Indonesia (mid-range estimate), representing 0.2% of the total population aged 15 to 49. The rate of increase of the HIV epidemic in Indonesia is one of the fastest growing in Asia.

Originally the HIV epidemic in Indonesia was largely based on transmission through injecting drug users (IDU). However, the majority of new HIV infections are now due to sexual transmission, including significant numbers of MSM and Waria newly acquiring HIV. In terms of MSM and TG persons, the 2008 Integrated Bio-Behavioural Survey (IBBS) Report on MSM estimated that 34% of Waria (many of whom are also sex workers) are already HIV positive. The HIV prevalence rates among MSM are lower, but increasing rapidly. The IBBS showed HIV prevalence rates of up to 8.1% among MSM in Jakarta to as low as 2.1% in Bandung while rectal STI prevalence was between 29%-34% of MSM in Jakarta, Surabaya and Bandung – with Chlamydia slightly more prevalent than gonorrhoea (see footnote above). At a 2010 Jakarta conference, participants reported that recent HIV diagnoses suggest an increase in the numbers of younger MSM and Waria at risk of HIV infection.

Strategic Planning Step 3: Do a Literature Review and Analyze the Findings

Scan for literature and other evidence
Request data from key contacts
Put the findings together in a draft literature review

2.4 Step 4 – Hold Meetings with MARPs Indigenous Leaders, Government Partners and other Stakeholders

There are three suggested steps for completing the consultative process to ensure the active involvement of all your partners in the development of your strategic plan. These steps constitute a 'talking and listening' program with people inside and outside your organization.

Throughout this process it's important to remain unthreatened, open and non-defensive about the feedback you receive. Note that Step 5 provides a definition of Vision, Mission and Values.

Three steps are recommended for your 'talking and listening' program: 1) talking with the people *inside* your organization; 2) seeking feedback from those *outside* your organization; and 3) finally returning again to the people *inside* your organization to explain what you've heard and prioritize with them.

- **Step 1** involves an initial meeting or workshop with those inside your organization – include your Board of Directors, staff, volunteers and clients

Clients	Staff/Volunteers	Board of Directors
• Invite current clients of your services to participate in Step 1 of this process. If needed you can approach particular individuals and ask them to participate.	• Invite all of your staff to participate in both Step 1 and Step 3. • Depending on the number of volunteers, you can choose to involve all or some selected volunteers in both Steps 1 and 3.	• Your Board of Directors are the major stakeholders in your organizational Strategic Plan . You should invite all your Directors to attend Steps 1 and 3. You should invite the key leadership on the Board to attend meetings in Step 2.

- **Step 2** is a series of meetings or workshops with your external partners from key sectors. You need to think carefully about the people to include in these meetings. See the questions for consideration in *Step 2 – Announce the Strategic Planning Process* above.

- **Step 3** is a final workshop with those *inside* your organization to 1) report back to them the findings from your series of meetings with external partners and 2) seek their feedback on the priorities of a future strategic plan.

This process is described diagrammatically below and what follows is advice and the tools needed to undertake each of these steps.

Figure 1: Steps in the consultative process

Sample Agendas for Workshops in Steps 1, 2 and 3

Step 1 **Initial meeting with people inside your organization**	**Step 2** **Series of meetings with people outside your organization**	**Step 3** **Report Back to people *inside* your organization**
AGENDA *Strategic Planning Meeting* Date/Time/Duration: 8 hrs 9.00 Welcome and Introductions 9.30 Strategic Planning Overview Vision, Mission and Values 11.00 SWOT Analysis 1.00 (Lunch) 2.00 Start, Stop, Continue, Change 4.00 Reflections/Conclusions Next Steps 5.00 Thank You	**AGENDA** *Strategic Planning Meeting* Date/Time/Duration: 3-4 hrs 1.00 Welcome and Introductions About Our Organization 1.30 SWOT Analysis 3.00 Break 3.30 Start, Stop, Continue, Change 4.00 Exchanging Perspectives Reflections/Conclusions Next Steps 5.00 Thank You	**AGENDA** *Report Back Planning Meeting* Date/Time/Duration: 8 hrs 9.00 Welcome and Introductions What we did/Who we spoke to What we found Exchanging perspectives 1.00 (Lunch) 2.00 Prioritizing Exercise What's most important? Next Steps 5.00 Thank you

Step 1 Process Notes	Step 2 Process Notes	Step 3 Process Notes
• You have the entire day for this meeting. • A representative of your Board of Directors opens and closes the program. • Your most Senior	• You have only 3 to 4 hours for this meeting because most of your external partners will be unable to spare an entire day. • It may be possible to have	• You have the entire day for this meeting. • A representative of your Board should open and close the meeting. • Your most Senior

Manager describes strategic planning, why it is important, the steps that will be followed in writing the plan and how it will inform the work of the organization • Vision, Mission and Values should be an interactive process with participants and result in written feedback about each of these elements. • We recommend two exercises to illicit the views of participants – SWOT and SSCC.	a representative from your Board open and close the series of external consultation meetings. • Note that the agenda is the same except that you have much less time. • Note the omission of item two from your step one agenda (it is assumed most external partners will understand what strategic planning is) and the inclusion of an introduction to your organization.	Manager describes who you spoke to and what you did. • Then also presents (or your consultant) "what we found" and facilitates a discussion with the participants. • The Manager (or consultant) then leads an exercise to prioritizing and further describes the prioritized points. • Board, managers, staff and volunteers identify and agree on next steps.

EXERCISE 1: Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis[3]

Steps 1 and 2 above involve engaging in a SWOT Analysis with partners both inside and outside your organization.

<u>Exercise Procedures</u>

1. Place flipchart paper up on the walls around your meeting room. On one flipchart, write 'Strengths.' Repeat for 'Weaknesses,' 'Opportunities' and 'Threats.'

2. Hand out Post-It Notes to the participants – some may need more Post-It Notes for one element than another.

3. Explain to the participants that you are asking them to describe each of these elements as they relate to your organization.

4. Here are a set of questions for you to prompt participants with (also on flipchart or a handout):

   Strengths – What do we do well? What are the most proud of? What do people want us to do? What kinds of tools or resources we have?

[3] More detailed information about SWOT analysis is available in the USAID SUM Program CSO *Program Planning module.*

Weaknesses – What do we don't like to do or don't do well? What kinds of knowledge and skills do we lack? What kind of resources do we lack?

Opportunities – What is a coming opportunity? What factors or environments bring us benefits? (For example, politics, economics, society, technology, donors.) Who are our allies or supporters?

Threats – What factors or environments bring us negatively effects? (For example, politics, economics, society, technology, donors.) What are our activities that bring us problems? Who disagrees with our works?

HINT: You may wish to demonstrate the exercise by asking 'What is a key strength in our organization?' Then writing the response on a Post-It Note and posting it up on the Strengths flipchart paper.

Strengths	Weaknesses
Opportunities	**Threats**

EXERICSE 2: Start, Stop, Continue, Change (SSCC)

Steps 1 and 2 involve indentifying what people inside and outside your organization think you should start doing, stop doing, continue doing and change within your organization.

<u>Exercise Procedures</u>

1. Place flipchart paper up on the walls around your meeting room and write 'What should we start doing?' on one flipchart. Repeat for:

    - What should we stop doing?

- What should we continue doing?
- What should we change?

2. Hand out Post-It Notes to the participants – note that some may have more Post-It Notes to write for one question than another.

3. Explain to the participants that you are asking them to describe responses to each of these questions as they relate to your organization.

HINT: You may wish to demonstrate by asking "What is one thing you think we should start doing in our organization?" Then write the response on a Post-It Note and paste on the relevant flipchart paper on the wall.

What should we start doing?	What should we stop doing?	What should we continue doing?	What should we change?

Process Point: At the end of each of your Step 1, 2 and 3 meetings you should complete a write-up of the Post-It Note responses and produce a meeting report that provides a written overview of each of the meetings. At the end of these three steps you will have between five and seven individual meeting reports that can then be used to develop a first draft strategic plan.

Strategic Planning Step 4: Engage in your Listening and Talking Consultation!

MARPs indigenous leaders
Government partners
Other stakeholders

2.5 Step 5 – Analyze the Results and Prepare a First Draft of your Plan

Step 5 involves the analysis of all the learning you've gained from the process so far. You have a range of written documents at your disposal which include 1) the literature review from Step 3, and 2) a number of meeting reports from Step 4. These should all inform the development of a first draft of the strategic plan.

Your strategic plan aims to unify your organization's vision, mission, values and history, on the one hand, with your future goals and objectives, on the other hand.

<u>Elements of a Strategic Plan</u>

A strategic plan should be tailored to the specific needs of the organization. An agreed-upon, consistent format becomes part of the shared language of the organization. When staff learns this language, they become empowered by the organization to think and plan strategically. The sample format (sample table of contents) below is commonly used by non-profit organizations:

1. ***Statement from Leadership***

   A statement from your President, Chairperson or representative of your Board of Directors is an important element in your plan as it signals to your partners the importance of your elected membership to the leadership of the organization.

2. ***Vision of the Organization***

   A description of the organization's vision, in the opening section in a strategic plan, provides a unifying framework for strategic priorities and goals. The vision description should be limited to 2-3 paragraphs to assure that it is memorable. It describes the

change you wish to be part of for your community or communities. A good vision statement should be short, clear, vivid, inspiring and use uncomplicated words and language.

3. *Core Values*

Organizational values are a composite of principles, higher ideals and commitments that staff strives to operate by. They state what you believe, how you agree to treat others, and how you intend to engage others in the work you do. They describe acceptable standards of behaviors by individuals in your organization.

Identify 4-6 core unifying values and put them up front and center as what matters most in the work of the organization. This unifying set of values helps guide choices of action regardless of the situation.

4. *Mission*

Mission statements (often confused with vision) define the purpose of the organization and its primary stakeholders – clients, partners, and alliances. It describes how the organization provides value to these stakeholders, for example, by offering specific types of programs and services.

5. *Strategic Priorities/Context of the HIV Epidemic*

A strategic priority is a broad statement of response to a challenge or opportunity that is fundamental to achieving the vision. Under each broad statement of the strategic priority, include a brief description of **the context of the HIV epidemic** in your district, as a rationale for the strategic priority. It can be taken from your literature review in Step 3 which should have provided you with a clear picture of the challenges you face.

Also describe the **gap** between now and the future – where the strategic priority is now compared to where you hope it will be in 3-5 years' time; what your organization needs in terms of resourcing and support and other issues in getting you to the stated goals (which are tied to the strategic priority).

6. *Goals*

A goal defines one of the outcomes required to address a strategic priority**.** A set of goals may be implemented concurrently or successively. The timeframe for completing this set of goals – concurrently or successively – should be specified.

Examples of Strategic Plan Elements

CSO Vision for FSW

HIV transmission is slowing throughout the district. FSW have access to quality, friendly and comprehensive health services. HIV policies and practices are harmonized with new local ordinances and law enforcement. Public awareness is high that a focused, unified and coordinated HIV response is benefiting all citizens, as demonstrated by their support for local government budget allocations for HIV programs and services. Etc.

CSO Core Values

- ***Collaborative Leadership**: Promoting collective strategies and a unified, coordinated HIV response across local government, other CSOs, MARPs champions, and health services practitioners.*
- ***Participation of MARPs:** Build trust and positive relationships with MARPs, and promote their full participation in CSO service design, delivery and evaluation.*
- ***Sustainability of HIV Programs and Service:** Commitment to local sustainability of HIV programs and services.*

CSO Mission Statement

We are a non-profit, community-based HIV education and outreach organization dedicated to creating district-wide awareness and compassion for people most-at-risk of HIV, particularly female sex workers. We are also committed to providing multi-faceted programs that help develop emerging leaders from most-at-risk populations. We commit ourselves as an organization to provide leadership and work collaboratively with government and other partners in the district-wide HIV response.

Strategic Priority #1: Increase MARPs Outreach and Education Activities

Include here a description of the **context of the HIV epidemic** in your district and the **gap** between now and the future.

Goal 1: Cadre of CSO volunteers capable of delivering HIV prevention messages and effective education sessions targeted at FSW.

By December 2011

Objective 1: Twenty CSO volunteers have graduated from the 2-day *HIV Prevention and Education Session Targeted for FSW* – a course based on national guidelines for FSW prevention and education interventions.

Key Milestones in 2011:

- Training plan completed by September 2011.
- Course design and materials finalized October 2011.
- Volunteers identified by October 2011
- In-house training-of-trainers held and course preparation completed by November 2011.
- Two courses of 10 volunteers each held by December 2011

What Success looks like:

- Participants rate the course as excellent in the course evaluation.
- Participants are able to demonstrate effective communication of prevention messages and skills in using prevention materials (condoms and lubricant).

Estimated Budget: IDR 6-8,000,000

7. ***Objectives***

   An objective defines one of the interventions required to achieve a goal. Objective statements are SMART – Specific, Measurable, Action-Oriented, Realistic, and Time-bound.

8. ***Key Milestones***

   A milestone defines one of the actions or deliverables required to meet an objective.

9. ***What Success Will Look Like (Indicators of Achievement)***

   The statements of success describe the results of the met objective.

10. ***Resources***

    Tied to the key milestones identified to meet a specific objective

See an illustrative example of these strategic planning elements in the above text box.

[Hint**:** Go to the website of UNAIDS, Amnesty International, Save the Children, Care International and the International Lesbian, Gay, Bisexual, Trans and Intersex Association (ILGA) to read examples of vision, mission, values, etc., in their strategic plans.]

In addition to the above elements, your strategic plan can include the **history** of the organization.

Strategic Planning Step 5: Prepare the First Draft of your Strategic Plan

Analyse the information you collected through your literature review
Analyse the information you collected through your listening and talking program
Prepare a first draft of the Strategic Plan

2.6 Step 6 – Get Feedback on the Draft from Key People, and *Revise*

You have produced a draft strategic plan and you are ready to seek feedback on from people inside and outside your organization. We recommend that you seek feedback from the following groups:

- Board of Directors: Seek feedback from all members of your Board of Directors. It is often best to present the draft by setting up a meeting and delivering a verbal presentation to the Directors with copies available for them to look through. A staff member can take notes on the feedback you receive.

- Key partners outside your organization: Strategically seek feedback from partners outside your organization. This should include government as well as any donors and partners significant to the achievement of your stated future goals. Usually no more than five external partners should be engaged in providing feedback in order to keep the process as simply and quick as possible.

To facilitate the feedback process it can be helpful to provide the draft strategic plan along with a short questionnaire asking for written responses. A sample questionnaire is provided below that you can use or modify for use according to your own preferences.

Sample Feedback Questionnaire

Feedback on Our Draft Strategic Plan:

1. Do our stated vision, mission, and value describe us accurately? Yes/No. If no, what more would you add or what would you change?
2. Does our history accurately reflect the organization's past? Yes/No. If no, what more would you add or what would you change?
3. Is our reflection on the context of HIV accurate and appropriate? Yes/No. If no, what more would you add or what would you change?
4. Do our future strategic priorities and goals accurately reflect what was discussed and prioritized in our consultation meetings from your point of view? Yes/No. If no, what more would you add or what would you change?
5. Do the key result areas adequately describe measurable outcomes that we can measure over time? Yes/No. If no, what more would you add or what would you change?
6. Please rate the quality of the draft Strategic Plan:

1	2	3	4	5	6
Low quality		Medium Quality			High quality

Please explain your reasons for the rating above:

_____

_____

_____

Incorporating the Feedback

From your Board of Directors you will have taken notes from the feedback to your verbal presentation. From people outside your organization you may have electronic feedback in which people have used the 'track change' function on their computer to add comments of changes (we recommend you request this so that you can easily incorporate changes). In other cases you will have written responses through the above questionnaire. Still other partners will have provided feedback through email responses. You and your external consultant should work to incorporate the feedback in to a final draft for publication.

Strategic Planning Step 6: Seek and Incorporate feedback!

2.7 Step 7 – Publish and Launch your Plan!

The final step in the process is the publication and launch of your strategic plan. This is a great opportunity to raise awareness of the work of your organization and to demonstrate the professionalism of your leadership and service delivery.

Publishing your Plan

A few issues to consider in the publication of your plan:

- Include photos of your organization, your team 'in action' or printed materials you've produced. They can help the reader feel closer to the work you do and to the spirit of your organization.

- Head pictures of any announcements or introductions by members of your Board of Directors or your management should be considered.

- Some organizations choose only to publish their plan as an electronic document and available online. This is particularly the case for organizations that have a website. Others will publish online but produce a small number of printed copies for circulation during the launch. While still others will produce the plan in printed form only. The right choice for you depends upon the needs and expected uses of the plan by your organization.

Launching your Plan

Most organizations launch their plan with a celebration – a party or gathering of people inside and outside your organization. You might choose to launch the plan at your organizational premises or at an outside venue that might attract community members and a broader group of partners, depending on the preferences of your organization.

The steps to consider for a launch:

- Select partners to invite (see Step 1 above).
- Produce and distribute invitations and request an RSVP.
- Ask a particularly notable individual to speak at the launch, such as the head of the District-level response to HIV in government.
- Ensure that the Chair of your Board of Directors leads the program.
- Consider issuing media releases to local and targeted media to announce the launch of the plan – you may want to consider whether it is appropriate to have the media attend the launch, depending on the presence of clients for example. Also, you may wish to arrange an article in the local newspaper about the launch of your plan that describes the important work of your organization.

Strategic Planning Step 7: Publish and Launch the Plan!

Next Steps

Once you have published and launched your plan you need to develop an Operational or Business Plan for your organization using the Strategic Plan as your guide. Please see the CSO Program Planning Module of this manual for more detailed advice on program planning.

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