



The Friendship Manual

A manual for Timor-Australia Friendship Agreements

Strategic Planning

What is Strategic Planning?

Simply put, strategic planning determines where a community group or organization is going over the next year or more, how it's going to get there and how it'll know if it got there or not.

The way that a strategic plan is developed depends on the nature of the group's leadership, culture, complexity of the environment, size of the group, expertise of planners, etc. For example, there are a variety of strategic planning models, including goals-based, issues-based, organic, scenario etc. Goals-based planning is probably the most common and starts with focus on the organization's vision and/or values), goals to work toward, strategies to achieve the goals, and action planning (who will do what and by when). Issues-based strategic planning often starts by examining issues facing the organization, strategies to address those issues, and action plans. Some plans are scoped to one year, many to three years, and some to five to ten years into the future. Some plans include only top-level information and no action plans. Some plans are five to eight pages long, while others can be considerably longer.

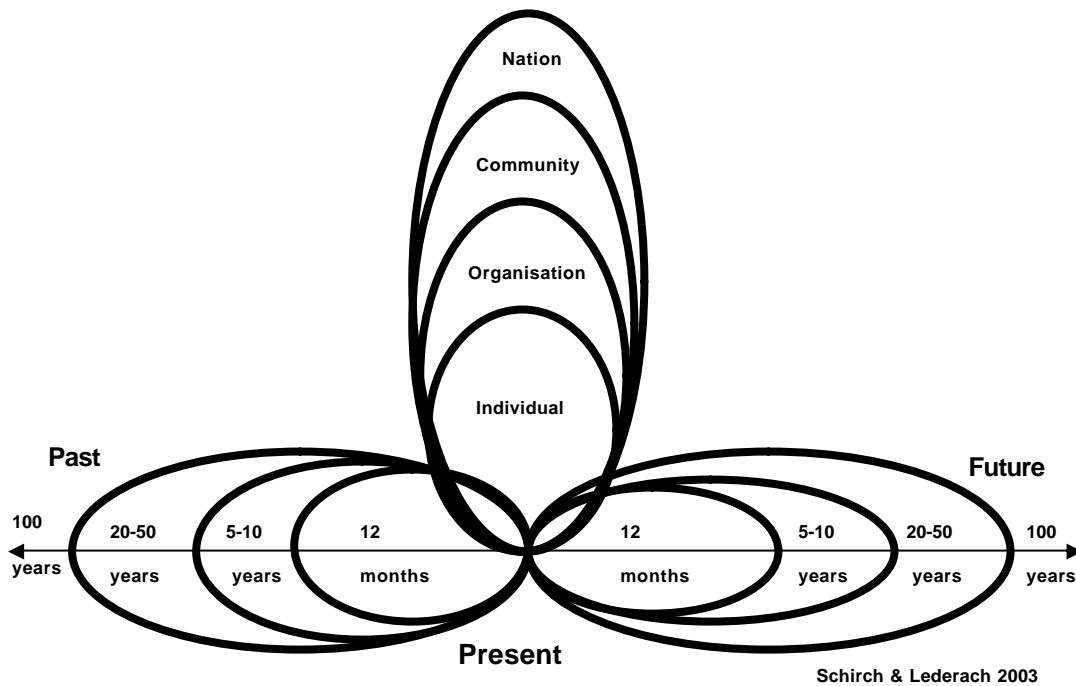
The development of the strategic plan greatly helps to clarify the organization's plans and ensure that everyone is working to the same goals .

Benefits of Strategic Planning

Strategic planning serves a variety of purposes, including to:

1. Clearly define the purpose of the group and to establish realistic goals and objectives consistent with that mission in a defined time frame within the organization's capacity for implementation.
2. Communicate those goals and objectives to the group's constituents.
3. Develop a sense of ownership of the plan.
4. Ensure the most effective use is made of the group's resources by focusing the resources on the key priorities.
5. Provide a base from which progress can be measured and establish a mechanism for informed change when needed.
6. Help build consensus about where an group is going
7. Build strong teams and provide the glue that keeps the group together

Integrated Framework for Peacebuilding



Preparing a Strategic Plan

The preparation of a strategic plan is a multi-step process covering vision, mission, objectives, values, strategies, goals and programs. These are discussed below.

The Vision, Mission or Purpose

The first step is to develop a realistic Vision, Mission or Purpose for the group. What has the group been formed for and what will it try and do? Here are two examples; one of a purpose statement and one of a vision:

Purpose

To work in partnership with the community to enhance the quality of life for each and every person in the community, with a special focus on resourcing those with least personal resources and young people.

Vision

By 2010, the Friends of Aileu will have:

- Established strong links with the District Administration and people of Aileu,
- Developed an enhanced capacity, in both Melbourne and in Aileu, to develop and implement projects to assist the people of Aileu to meet their goals Put in place successful projects, built on our past achievements, based on principles of self-sufficiency, sustainability and mutual capacity building

- Created new initiatives, focused on social investment in young people, in both Melbourne and in Aileu.

The Values

The next element is to address the Values governing the operation of the group and its conduct or relationships with society at large, local group members, the local community and other stakeholders. Here is an example of a Values statement that a Friendship group produced: (Paul: Insert the following paragraph as side bar)

The Community Collective acknowledges that many people within its community are still suffering. In response to this condition the Collective will work towards being responsive to the many community needs and to the long term development of the community through ongoing community consultation. Development processes will be respectful and inclusive of traditional culture. It is important that the activities of the Collective are transparent and that support systems are developed to ensure that the community has access to information that will allow their involvement in community decision making. The Collective is committed to the principles of unity within the community, to a community free from discrimination where all men and women are equal and processes that are free from collusion, corruption and nepotism. The collective will also respect existing human rights conventions. Whilst appreciating the support and resourcing provided by the Australian Friends the community needs to take responsibility for itself and its own outcomes.

The Objectives and Goals of the Group

What does the group want to achieve in the next three to five years? What are its priorities? Objectives and Goals are usually prioritized according to importance. Here is an example of the goals of a Friendship Agreement:

The priority Goals of the Friends of Baucau Strategic Plan 2005-2008 are:

Goal One : assist the realisation of the Baucau Buka Hatene friendship and learning centre

Goal Two: assist the realisation of Friends of Baucau projects in Baucau District

Goal Three: provide effective and efficient participation, management, and governance for Friends of Baucau

Goal Four: effective and efficient sourcing and management of funds

Goal Five: maintain partnerships and where appropriate, develop new strategic partnerships

Goal Six: provide appropriate resources and effective management support to the Friends of Baucau workers

Goal Seven: monitor and respond to changes in the political, economic and social environment

Goal Eight: raise community awareness of Friends of Baucau activities in the Cities of Darebin and Yarra

The Strategies

Next are the Strategies - the activities and action plans by which the purpose and the goals may be achieved. They usually include a list of how the objectives will be achieved, by who and during what timeframe. Insert Baucau Pdf Strategic plan as example of how to set out strategic plan,

The Programs and Activities

The final elements are the Programs or Activities which set out the implementation plans for the key strategies. These should cover resources, objectives, time-scales, deadlines, budgets and personnel.

links to Friends of Same strategic plan: <http://friendsofsame.org/>

link to Friends of Aileu strategic plan:
<http://www.moreland.vic.gov.au/publications/aileu.htm>

link to Friends of Suai collective plan:
http://www.portphillip.vic.gov.au/suai_projects.html