

SUCCESS



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Preparing for the Strategic Process

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Agenda

- ▶ Strategic planning and documents
- ▶ Strategic programming
- ▶ Logic of interventions
- ▶ Road map for strategy development and implementation
- ▶ Performance management components
- ▶ The system of performance indicators
- ▶ Data collection sources

Strategic planning and documents

- ▶ **Key precondition** for successful implementation of all policies
- ▶ **Horizontal coherence** (link between key policies/policy elements).
- ▶ **Vertical coherence** (link between relevant players, international, national, regional, local).


Is strategy really supposed to be the same as planning “business as usual”?



Proposition: in the public sector, “strategic planning” favours business as usual...

- ▶ ...as we confuse **strategic** management with **performance** management
- ▶ ...as we do not get “in front” of the issues but tend to focus on past issues and crisis management
- ▶ ...but even if we do work on proper issues then these tend to be **operational** rather than **strategic**

Strategic or operational?

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- ▶ **Strategic** issue (adaptive, complex, developmental) that alters the organisation and its core business requires:
 - ▶ Knowledge exploration
 - ▶ New concepts
 - ▶ Changes in basic stakeholders (e.g. clients) and/or relations
 - ▶ Radical new technology
 - ▶ **Operational** issue (technical, complicated):
 - ▶ Knowledge exploitation
 - ▶ Refining but not questioning current strategy
 - ▶ Process management and improvement
 - ▶ Use of existing technologies
 - ▶ Maintaining relations with existing stakeholders

Bryson, J.M., Strategic planning for public and non-profit organisations, 2011, p. 58 and 188

Strategic programming...how we understand

A)... is a systematic approach through which

▶ country identifies right answers/coordinated solutions to the questions on:

▶ how to deal with problems/challenges and

▶ how to exploit and enhance the country`s potentials (opportunities).

B)...involves all the steps needed to put strategies and interventions (actions/operations) into place and make them available for beneficiaries and stakeholders.

C)...gives us answers to the following questions:

- ▶ what should be done in certain period of time;
- ▶ who should do it;
- ▶ with what resources

and, most importantly:

- ▶ why?

Programming creates the link between strategy /ies and implementation

- ▶ ensures that the **clear strategy is set**
- ▶ helps to achieve **consistency** of the various programmes at national and/or regional/local levels.
- ▶ systematically identifies **what our needs are,**
- ▶ on what **priorities** to focus,
- ▶ to specify the **objectives,**
- ▶ form **actions** for this to happen.

Components of strategic process and development planning system

Strategic development planning system consists of the components which are equitably important for successful functioning



Data collection sources



Performance monitoring definition



Monitoring is a continuous process of collecting and analyzing information to compare how well a project, program or policy is performing against expected results

Strategic planning

Setting objectives and performance indicators. Concentrates on future performance.

Implementation

Coordination and control tend to rely on performance information. Concentrates on present performance.

Monitoring

Performance data is transferred to usable information and used for various purposes from accounting to learning. Concentrates on past performance.

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Thank you for your attention

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