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STRATEGIC PLANNING

ECRAN
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Why do Strategic Planning?

Purpose & Value

1. Because something is changing.
2. To check all issues have been covered and in the right order. E.g.: Ensure that analysis comes before strategy.
3. Communication: So we all understand what is happening.
4. To know what to do next.

Why do Strategic Planning?

Too much paper!

Too much talking!

Confusing terminology!

Employment programme for international consultants?

Never leads anywhere.

& because we have to!

- Waste Framework Directive requires:
 - A Waste Management Plan (national or local);
 - A Waste Prevention Programme;
- Landfill Directive requires:
 - Strategy for the Implementation of the reduction of Biodegradable Waste going to landfill.

Strategies, Plans and Programmes are all
outputs of Strategic Planning.

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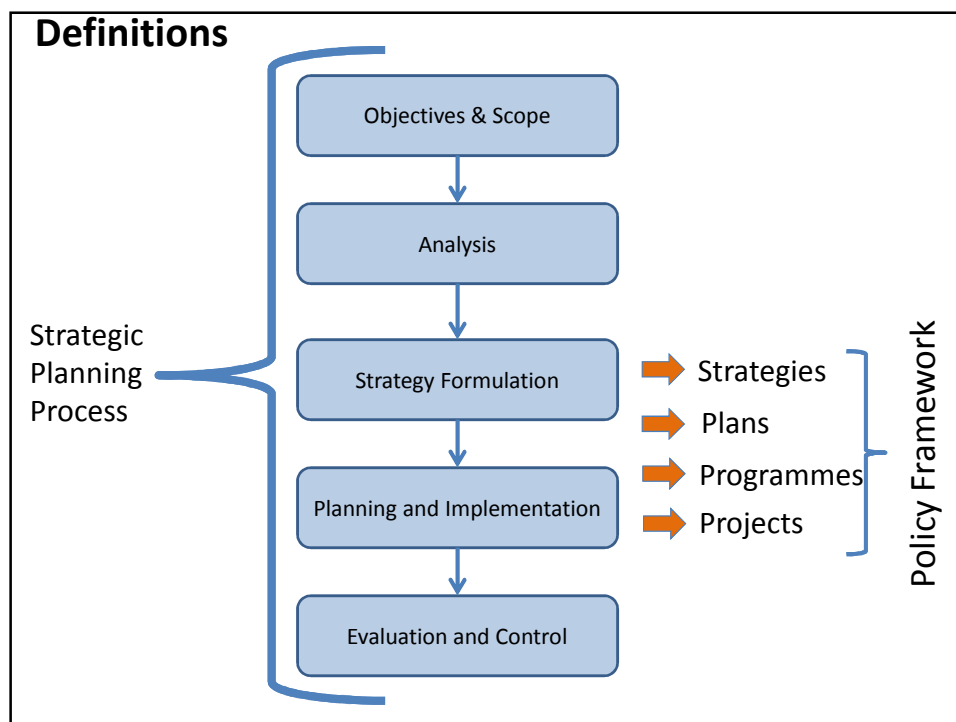
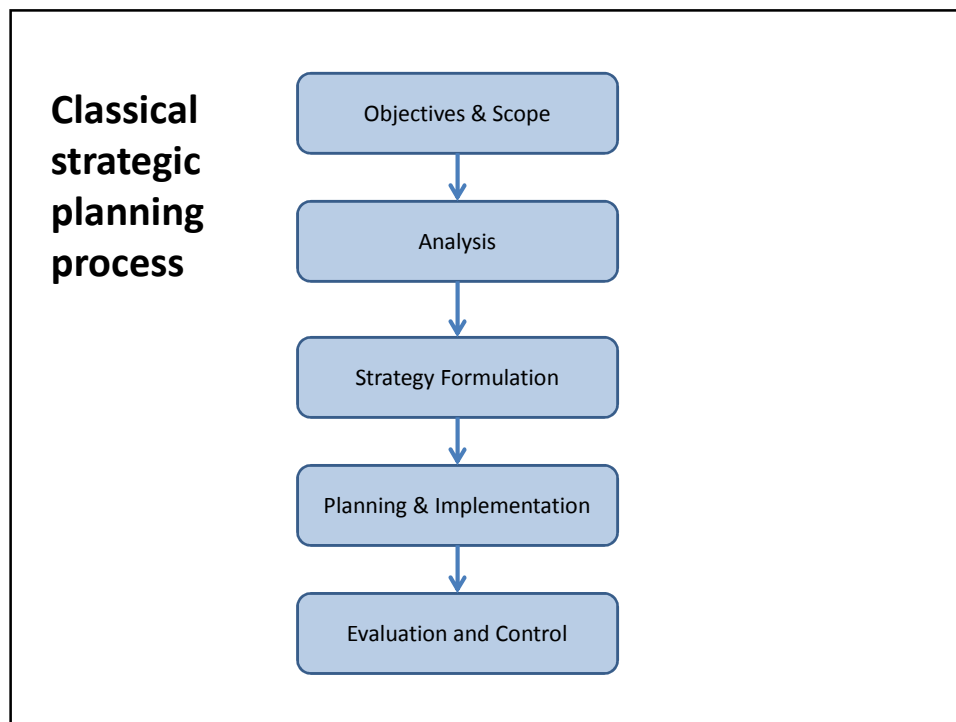
Shared Goal

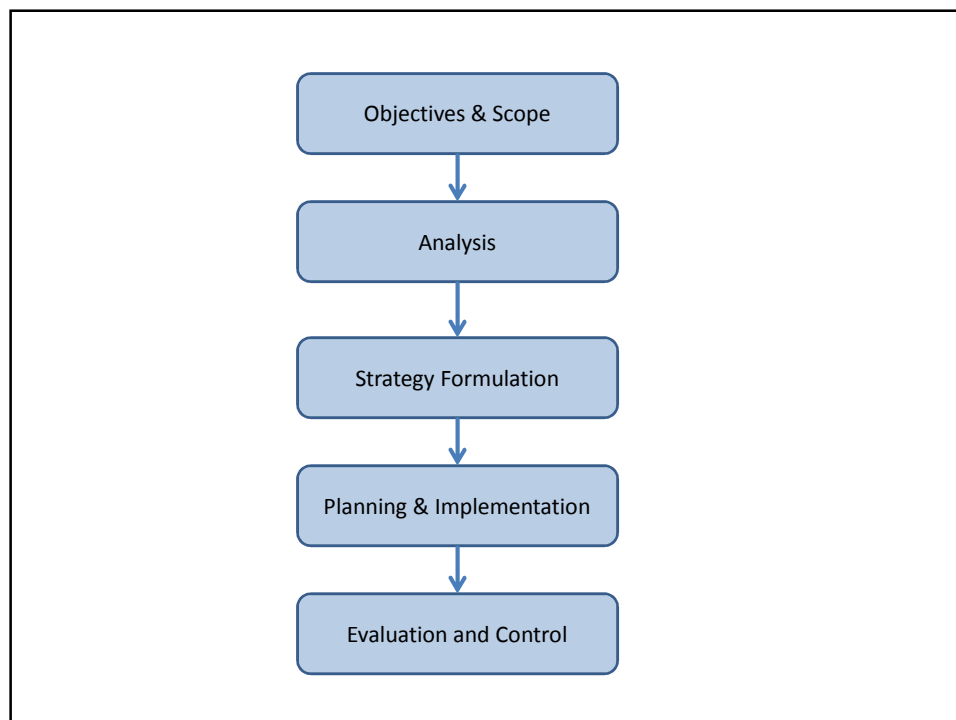
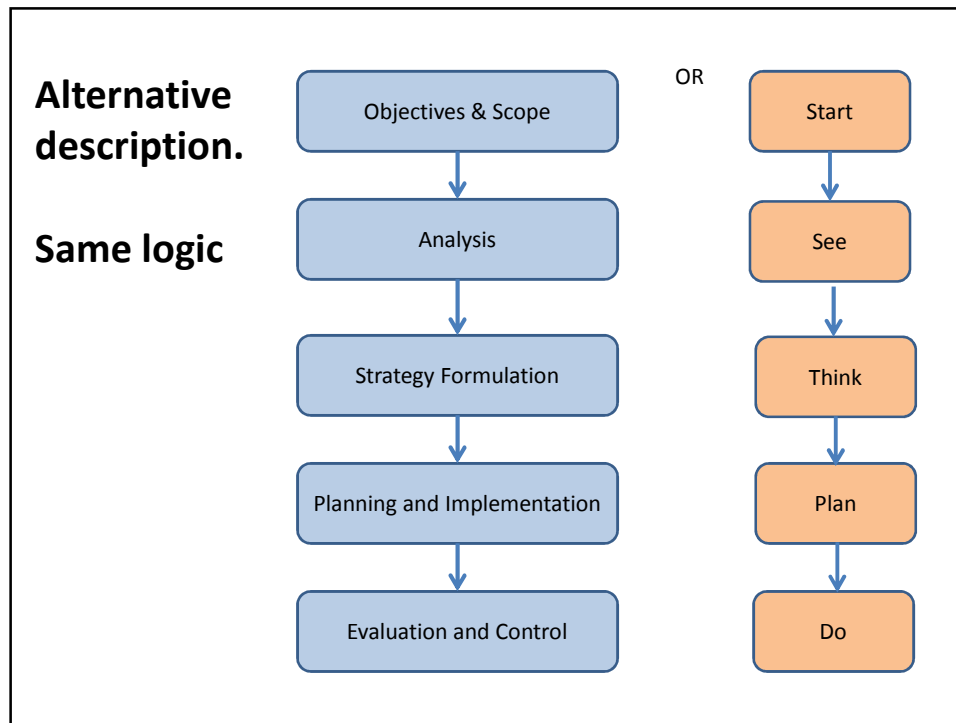
The communication of a shared goal is the basis for all modern strategic planning.

The theories of 'Hoshin Kanri' and 'Auftragstaktik' are examples of the same approach.

To make it work each part of the organisation and each **individual** must understand how the overall Vision, Mission, Values and Goal affect their work.

Introducing SWAp for Environment





Terminology

What is the difference between:

- Strategic, Tactical and Operational levels?
- Programmes and projects?
- Goals, aims, objectives, purpose, targets?
- Strategies and Plans?
- Results, outputs, outcomes?
- Monitoring, evaluation and control?
- Measures and indicators?

Strategic / Tactical / Operational levels

- Strategic affects everything within the scope. e.g.: Ch 27.
- Tactical – the programmes to achieve the strategy.
- Operational level - activities to execute the programmes. E.g.: Projects.

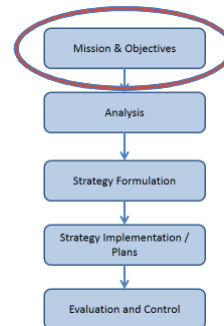


Objectives & Scope

Definition: what do our leaders want?

Consist of:

- Overall Goal;
- Objectives & Indicators;
- The role of this action/institution;
- Limits and Freedoms.



Terms

Vision – the leader’s view of the future.

Mission – the purpose of the institution.

Values – What are the principles by which we operate.

Goal – Overall Objective. What is this activity trying to do and its scope?

Vision, Mission and Values

The **vision** is *'To be a competent, credible and national authority taking care of the Serbian environment in full harmony with EU environmental principles'*.

The **mission** of the Ministry of Environment (MEDEP) is *'To implement Serbian environmental legislation in consideration of the national priorities of current and future generations'*.

The MEDEP* expresses its **values** by the intention to operate with *"openness, competence and transparency"*.

*Stated in 2005 for the Serbian Ministry of Environment, Communications Strategy and used by NEAS.

Analysis

Assessment of the current situation in the context of what the leadership goal and objectives.

Consists of:

- External Analysis: 'PESTLE' tool.
- Internal Analysis: 'People, Systems, Resources or 'McKinsey 7S Framework'.



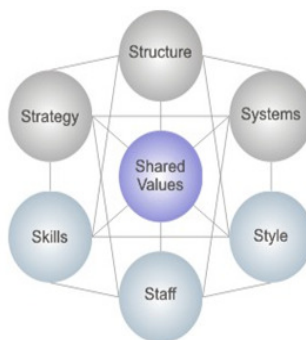
'SWOT'
tool

External Analysis

- **P**olitical
- **E**conomic
- **S**ocial
- **T**echnical
- **L**egal
- **E**nvironmental

Internal Analysis

‘McKinsey 7s’



What are the aspects of your institutions that help (or hinder) the ability to carry out the strategy.

Or, People, Systems and Resources.

SWOT – summary of analysis



Strategy Formulation

Setting a **direction** to achieve the goal and objectives.

Must have:

- **Authority** – where does your guidance come from?
- **Options and conclusions** from analysis;
- Direction – very few words! Priorities.
- **Objectives** – ‘SMART’
- **All angles**: Legal, economic, technical, institutional and financing.
- Action **Plan**



SMART Objectives

In preparation for implementation, monitoring and evaluation objectives should be:

- Specific – what exactly do you want?
- Measurable – where possible: Quantifiable.
- Achievable - realistic
- Relevant
- Time-bound.

Priorities

Unless there is unlimited time and resources one of the most important outputs of strategy is to define priorities;

Clear priorities, based on clear criteria, allow decision making;

Particularly important when allocating large quantities of funding.

Planning & Implementation

Implementing the Strategy (and nothing else).

Basic plan consists of:

- What to do – Goal, Objectives
- How – Programmes and Projects
- Who – Responsible Institutions
- When – Milestones and deadlines.



Programmes vs. Projects

- A programme is a series of activities that aims to achieve an outcome. It is not necessarily time limited.
- A project is a unique, time limited activity to achieve an output. Often less than 6 months.

Types of Planning

Time based:

- Annual – ‘budgeting’.
- Multi-Annual – ‘programming’.

Results-based:

- Programmes (outcomes);
- Projects (outputs).

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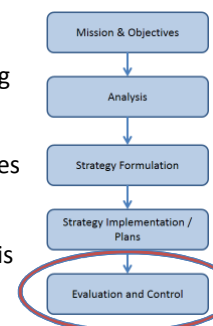
Monitoring, Control and Evaluation

Definition:

- Monitoring: the process (NB: Not a single event) of checking progress against objectives using indicators and measures.
- Control: taking the results of monitoring and making changes where required.
- Evaluation: an assessment of a project/programme after it is complete.

Consists of:

- Project cycle management;
- ‘Kaizen’ approach;
- ‘RACER’ (Relevant, Accepted, Credible, Easy, Robust) measures and indicators;



Introducing SWAp for Environment

Results, Outputs, Outcomes

- Results: covers the whole category. E.g.: Results-based management.
- Outputs: The result from a specific activity. Important for the tactical level: Projects, Auditing and Contracts.
- Outcomes: A change in the wider situation as a result of one or more activities. Important for the operational level: Programmes and Strategy.

Logical Framework Analysis ('Log Frame')

The Log Frame is a tool to examine the relationship between inputs, outputs and outcomes.

- It can be used to design, plan, control and evaluate programmes and projects.
- 2 main uses: Design and Monitoring.

Design Log Frame

	Measures / Indicators	Verifiable Source	Baseline	Assumptions	Inputs	Risks	Comments
Goal							
Objectives							
Activities							
Inputs							

A monitoring 'Log Frame'

	Measures	Indicators	Sources	Baseline (jan 2014)	Data
<u>Goal</u> DSIP for all Ch27 Heavy Investment	Approved by government by end 2014	Publication	National Gazette	None in place	0
<u>Objectives</u> DSIP Waste as model	Approved by May2014	Same process used for other DSIPs	IPA 2013 / 2014	None approved	0
<u>Activities</u> DSIP draft analysis; Studies	Report due.	White Papers approved	Official acceptance	No analysis Missing Bio and Sludge plans	Analysis of DSIP Waste Bio and sludge studies in process

Getting the best from Strategic Planning

- What does the 'Boss' want?
- Do you have the data?
- Have you got full participation?
- Have priorities been set?
- Take Action!
- Are we learning?

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Conclusions

- Strategic Planning is essential during this period of change.
- It must provide clear direction as to what to do next.
- Plan all the way to the end – the citizen.
- The result is not supposed to be paper but action!