COMPONENTS OF STRATEGY

1 ORGANISATIONAL STRATEGY

The mission, vision, values, strategic goals and supporting objectives:

- The organisational purpose: mission, vision, values, and impact statement/ value proposition
- High-level strategic goals and supporting objectives for the next 3 years
- Succinctly captured and communicated in 1 page
- Updated every 3 years

2 THEORY OF CHANGE

The programmatic strategy or theoretical framework for how programmes and services will create impact:

- The programmatic strategy or theoretical framework for how programmes and services will create impact
- This is distinct from the organisational strategy as a whole but refined during strategic planning to ensure alignment with changing environment
- The "weeds" of this level of strategy are typically worked out by the staff and approved by the board

3 MONITORING DASHBOARD

The KPIs or performance measurements for monitoring by the Board:

- The KPIs or performance measurements for each objective
- May be updated annually depending on the changing environment
- Reporting to and monitoring by the Board should occur frequently (ie. quarterly)

4 FINANCIAL PLAN

The high-level resources required to deliver the strategy:

- The high-level resources required to deliver the strategy
- This will inform the annual budget but is distinct from annual budgeting
- It supports long-term financial planning, growth projections and fund development targets

5 ACTION PLAN

The one-year operational plan for implementing the strategy:

- Includes timelines and person's responsible
- This is updated annually
- Depending on size of organisation, can include many different plans (Board committee workplans, Department workplans, Marketing and communications plan, Programme delivery plan, Fund Development plan)

6 RISK MANAGEMENT PLAN

- The key risks facing an organisation, and mitigation strategies
- Considers where are there internal weaknesses or external threats that post a risk for area of strategy
- Lists the mitigation strategies
- Reporting to and monitoring by the Board should occur quarterly

7 STRATEGIC PLAN DOCUMENT

The consolidated branded document that incorporates key components:

- The consolidated document that includes key components, such as the strategy, theory of change and financial plan
- It may also describe the strategic planning process followed, and some background information on the organisation
- It does annual include action and operational plans

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