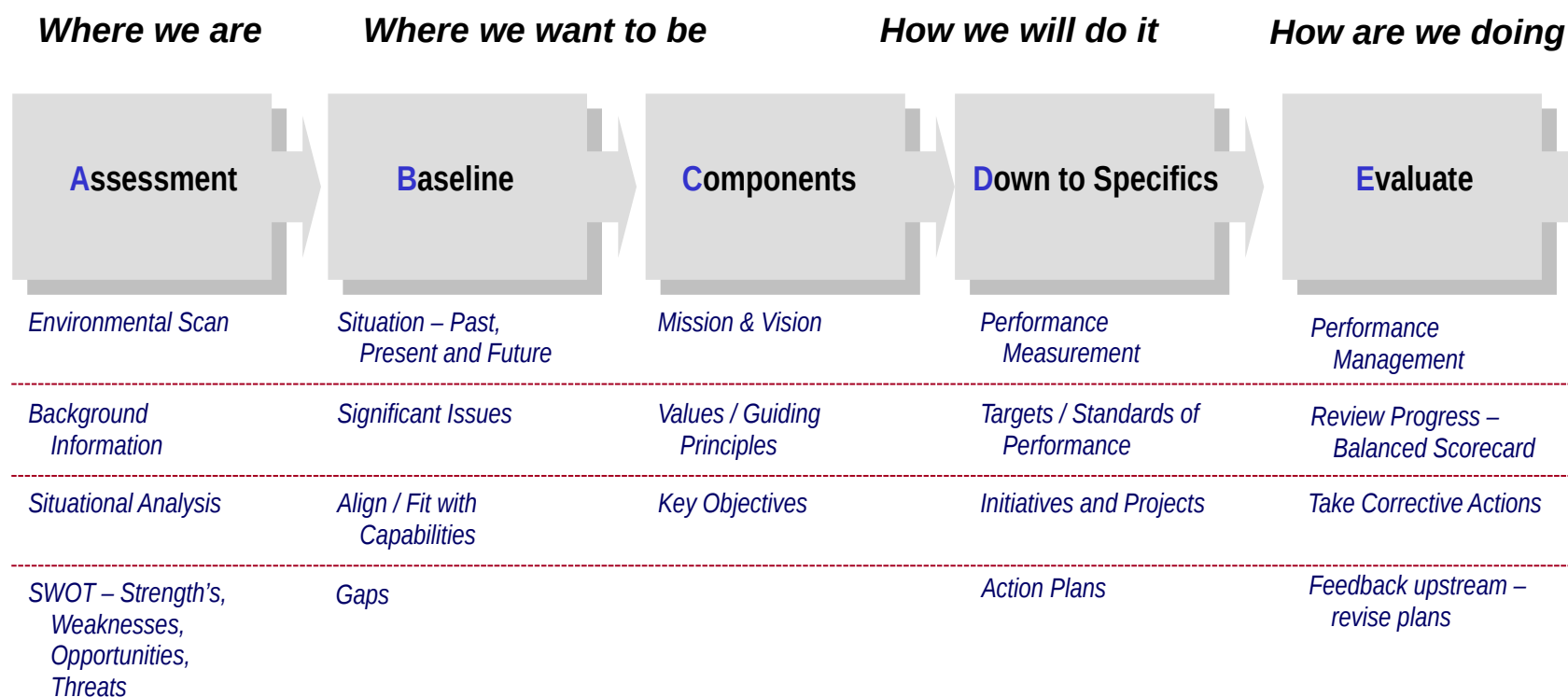


# STRATEGIC PLAN FORMAT & TEMPLATE



# STRATEGIC PLAN FORMAT and TEMPLATE

## Strategy Development Process





Note: All Strategic plan proposals should be accompanied with a 'Table of Contents' and should be in the order depicted below.

### Executive Summary

Give brief outline of the (Org/Dept).



## Environmental Analysis

### Internal Environment

[Internal Assessment: Organizational assets, resources, people, culture, systems, partnerships, suppliers, etc]

### External Environment

[External Assessment: Marketplace, competitor's, social trends, technology, regulatory environment, economic cycles, etc]



## Tools for comparison analysis

[It involves specifying the objective of the institution or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective.]

Examples:

SWOT Analysis; Six Forces Model; VRIO; PEST analysis; Porter's Four Corners Model

## Benchmarking

[Benchmarking is the process of comparing one's business processes and performance metrics to industry bests and/or from other industries. Dimensions typically measured are quality, time, and cost. Improvements from learning mean doing things better, faster, and cheaper.

Benchmarking involves management identifying the best institutions in their industry, or any other industry where similar processes exist, and comparing the results and processes of those studied (the "targets") to one's own results and processes to learn how well the targets perform and, more importantly, how they do it.]



## Best practices

[A best practice is a technique, method, process, activity, incentive, or reward that is believed to be more effective at delivering a particular outcome than any other technique, method, process, etc. when applied to a particular condition or circumstance. The idea is that with proper processes, checks, and testing, a desired outcome can be delivered with fewer problems and unforeseen complications. Best practices can also be defined as the most efficient (least amount of effort) and effective (best results) way of accomplishing a task, based on repeatable procedures that have proven themselves over time for large numbers of people.]

## Gap Analysis

[Identify the gap between the optimized allocation and integration of the inputs, and the current level of allocation. This helps provide the institution with insight into areas which could be improved. The gap analysis process involves determining, 'where you are now' and 'where you want to be'.]



## Strategic Plan

The strategic plan should be communicated to all relevant individuals, including stakeholders and sponsors. It should include the following:

### Vision

[What the org/dept wants to be; it should be compelling, vivid and concise,, challenges everyone to reach for something significant – inspires a compelling future; it is time bound. An organisation's **Vision** sets out its aspirations for the future. The Vision is the 'dream' of the future, a picture painted in words, which is intended to inspire people by appealing to the heart as well as the head.]

### Mission

[Our purpose of existence; should be brief and to the point; it provides context for major decisions and capable of infinite fulfilment; it is not time bound].

## MISSION Formulation

Answer each of these questions.

What services and/ or products will the organization/department offer?

Who are the people who may use or benefit from this services or products?

What are the reasons for the organization/ department?

Why will the organization/ department exist?

Now combine all the answers into one statement of purpose.

## Values

[Values will guide every major decision making; it embodies the spirit of the org/ dept; revisit Vision and Mission statement.]





## Strategic Objectives

List specific actionable results needed to support the vision and the mission. Use the mnemonic SMART/ER

S Specific  
M Measurable  
A Attainable  
R Relevant  
T Time bound  
And  
E Evaluate  
R Reevaluate

## Initiatives

[These are actions that will lead to achievement of your objectives, often taking the form of **projects** or **programs**]

## Measures (KPI(s), Timeline and Deliverables

[These are objective, quantifiable methods for measuring success. Indicators and monitors of success. It includes; performance measurement, initiatives and projects and action plans.]

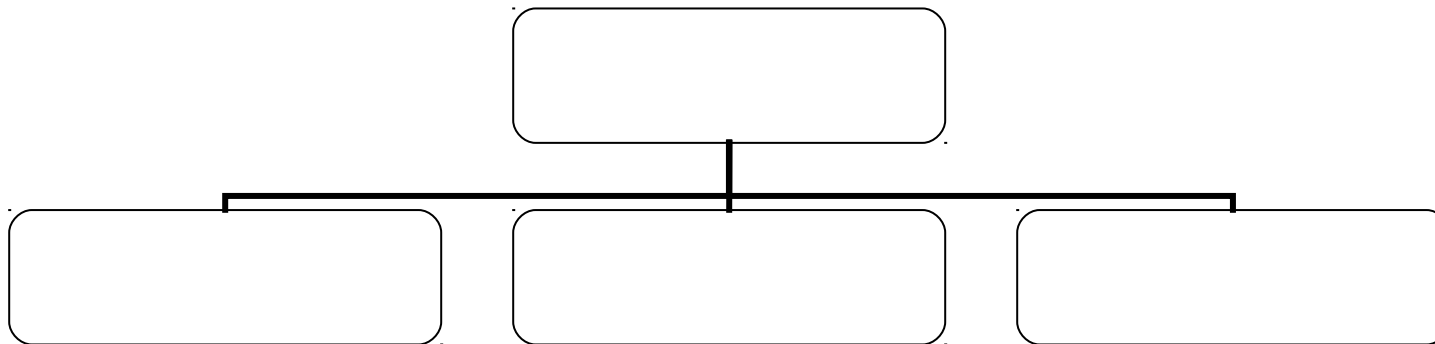
[Each Initiative has a supporting Action Plan(s) attached to it. Action Plans are geared toward operations, procedures, and processes They describe who does what, when it will be completed, and how the organization knows when steps are completed Like Initiatives; Action Plans require the monitoring of progress on Objectives, for which measures are needed]

## Quick wins

[These are improvement which is expected to provide a Return on Investment in a short period of time with relatively small cost and effort.]

## Organization Structure

[Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the department, workgroup and individual. Please provide a diagram]





## Resource

Personnel

Finance/ Budget

Facilities/ equipment

**Summary** (include a 5 by 5 year timeline towards 2030)