



# **Strategic Planning using different Planning Tools**

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# Strategic Planning



- A process of looking into the future and identifying trends and issues against which to align organizational priorities of the Department or Office
- Strategy is often about achieving a goal in the most effective and efficient manner possible
- A good strategy drives focus, accountability, and results




# Action Planning

An action plan puts your strategy into the heads, hearts, and hands of the people who will make a real, measurable difference by implementing your strategic plan.



# Rudiments of AP


An action (or implementation) plan includes:

- The day-to-day activities of your organization over a specified timeframe that will enable the strategic plan
  - Allocation of resources that will drive the strategic plan forward
  - Action items owned by different departments or staff members
  - Progress reporting structure and timeline
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# Purpose


To inform:

- practitioners at the local level involved with the design, planning, development and maintenance of urban green spaces;
  - local decision-makers, politicians and public authorities with responsibility for urban development, environmental management, social affairs and public health;
  - civil society organizations, local initiatives and citizens concerned with the quality of urban settings and the quality of life at the local level.
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# Opportunities

Opportunities to involve urban green space interventions in urban planning include:

- development of new residential neighborhoods, community facilities, business parks or transport infrastructure projects;
  - regeneration projects and urban renewal initiatives; brownfield development and rehabilitation of industrial areas;
  - urban gardening/agriculture projects;
  - initiatives to enhance biodiversity
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# SWOT Analysis

- An important participatory assessment tool that can be used to gather, synthesize and analyse information.
  - The terms '**strengths**' and '**weaknesses**' refer to attributes that measure internal capabilities whereas '**opportunities**' and '**threats**' originate from external environments of an object being assessed.
  - Internal attributes are controllable to some extent by program managers. Strengths are to be pursued, and weaknesses strategically eliminated or reduced.
  - External attributes (i.e. economic, cultural, demographic, political or legal trends and events) are largely beyond the control of a single interested party.
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# SWOT Analysis

	HELPFUL	HARMFUL
INTERNAL	<b>S</b> STRENGTHS	<b>W</b> WEAKNESSES
EXTERNAL	<b>O</b> OPPORTUNITIES	<b>T</b> THREATS


- Assess current and future trends in the external operating environment and current internal performance operating levels.
- The challenge is to transform the adversities (weaknesses and threats) into possibilities and to make the most of the advantages (strengths and opportunities).





# SWOT Analysis

What are the benefits of a SWOT analysis?


- It can help uncover opportunities that are well placed to exploit
  - By understanding the weaknesses, one can manage and eliminate threats that might otherwise catch you unaware
  - Craft a strategy that helps distinguish your unit of focus from others
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# Vision Setting

A vision is a dream – it is where and what we want to be in the future.

A **vision statement** looks forward and creates a mental image of the ideal state that the organization wishes to achieve. It is inspirational and aspirational and should challenge not only the officials but the employees as well.





# Visioning

Part and parcel of organizational development and institutional strengthening interventions

Sets the path to the future

Lays down the foundation for the key metrics towards implementation of the program's success

Presents a holistic overview of the program's goals, objectives and strategies

Promotes a sense of belongingness and pride amongst the key player

# Why prepare a vision?

Vision allows the articulation of a set of direction, characteristics, organizational thrusts and sense of the future that will guide and influence the organization's reason for being



# Elements of a Good Vision Statement



# Vision Setting Objectives

1

To articulate in a very concise manner the direction and aspiration of the public on the major thrusts of the National UGS Action Plan for the 2023-2030

2

To express the ideals, beliefs and core values associated with UGS

3

To lay down the pathway how the implementation of a national UGS action agenda and plan will proceed

4

To provide an imagery of the future of the organization amidst an uncertainty given the pandemic situation and with due consideration of global trends

5

To establish the relationship between the NCCAP and UGS frameworks and other framework i.e, PBSAP, DOH, DHSUD

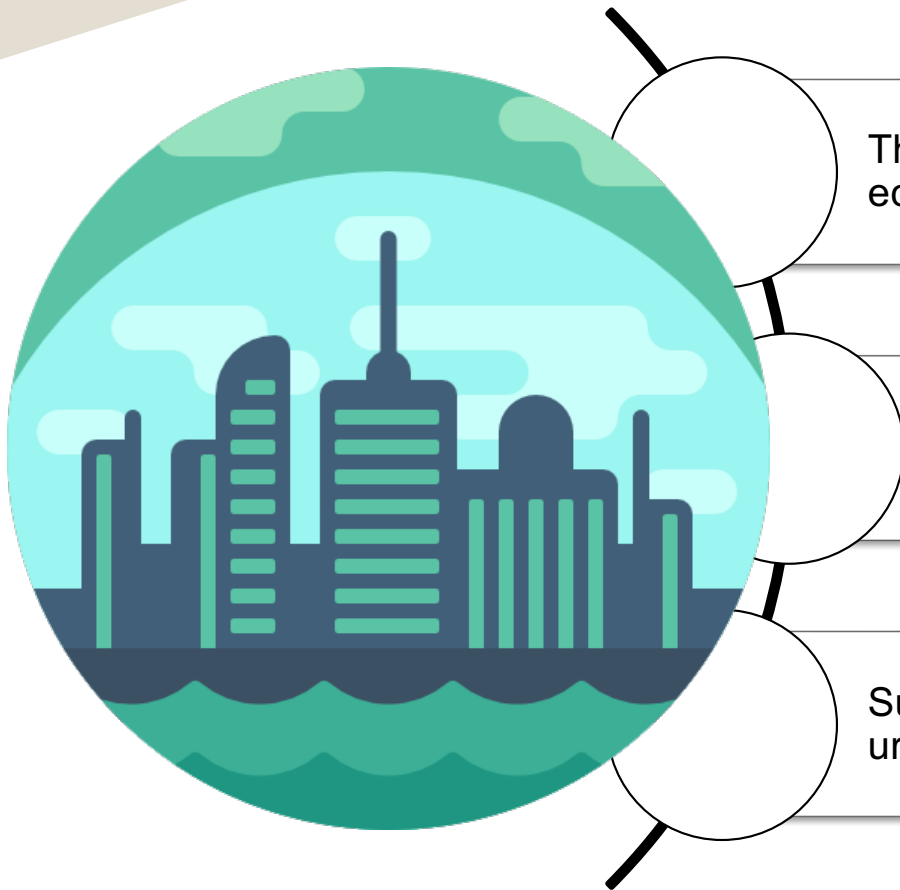
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To identify and evaluate strengths, weakness and identify external opportunities as well as threats (SWOT analysis), including TOWS matching

7

To set the parameter for the localization of UGS action plans at the grassroots levels

# Vision of a City



The goal is to manage all the green spaces as a single living ecosystem that benefits both wildlife and people.

Advance the science of urban ecology – its biological metabolism — how its green elements interact with surrounding rural areas, as well as with the city's human inhabitants.

Such efforts point to a new way to assess and manage urban green spaces that are far and in between.



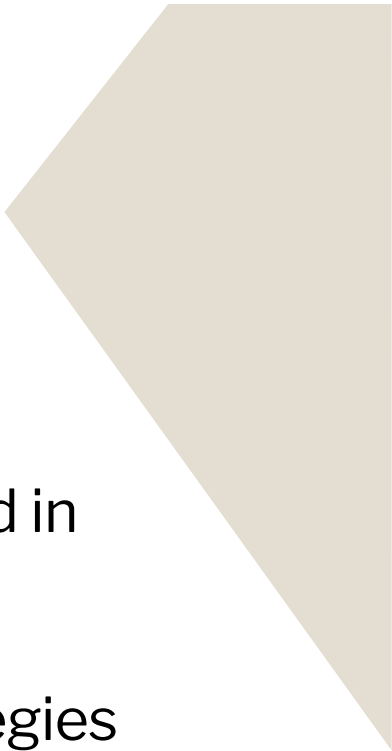

# Goals

- Broad statement of desired outcome in the medium or long term
- May be formulated for each of the identified key problem/development area of a particular sector necessary for the attainment of the vision
- Represents an end toward which planning efforts are directed

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Goals serve at least three (3) purposes in the planning process:

1. As an end toward which all future actions specified in the plan are directed.
2. As a set of criteria for evaluating alternative strategies and approaches
3. As a standard against which the success or failure of each action is measured

# SMART Goals and Objectives

**Specific** objective clearly states **what** will be done and **who** will do it.

**Measurable** objective includes **how** the action will be measured.

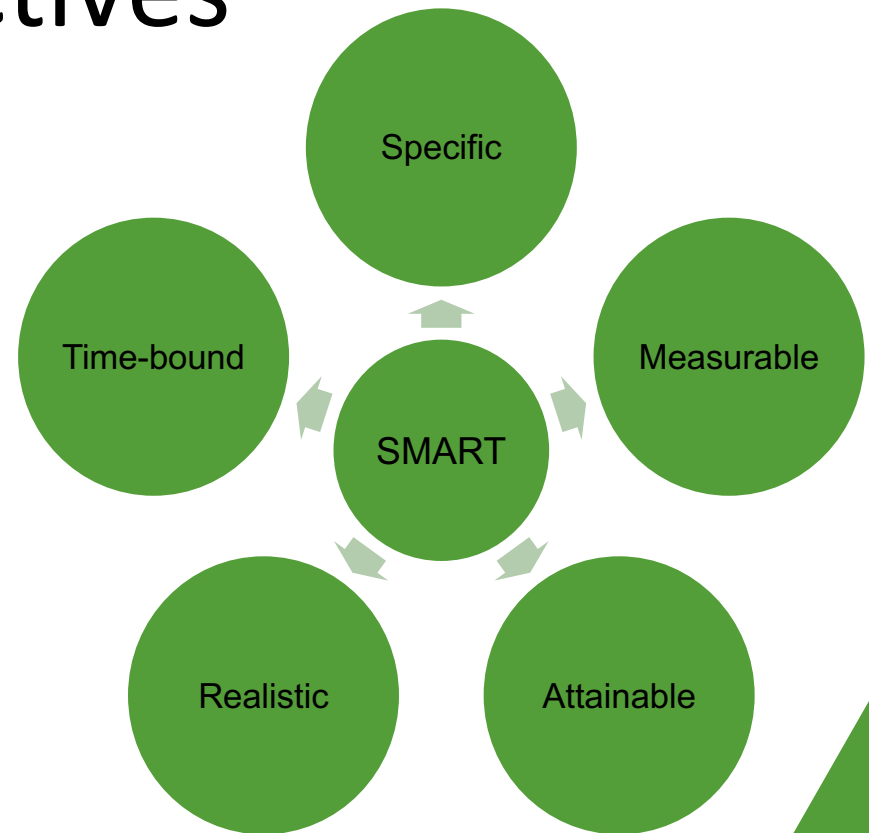
**Achievable** objective is realistic given the realities faced in the community.

**Relevant** objective makes sense if it fits the purpose of the program, it fits the culture and structure of the community, and it addresses the vision of the project.

**Time-bound** – Every objective has a specific **timeline** for completion.

# Objectives

- More specific statements of short-range desired outcomes or results towards which development activities in the municipality are directed.
- Viewed as subsets of a goal and contribute to its attainment.
- It is an intermediate condition achieved along the pathway toward some larger desired accomplishment (outcome).





## **Goals**


### Outcomes

changes expected in the level  
of development

## **Objectives**

### Outputs


services and products offered and  
facilities provided/ created/ established to  
achieve the desired key outcomes





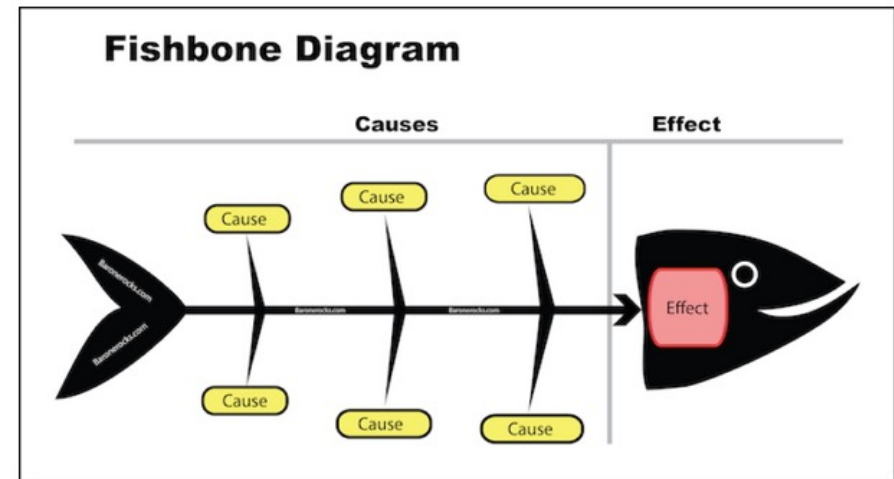
# Problem Analysis

Root cause analysis is a structured team process that assists in identifying underlying factors or causes of an adverse event or near-miss. Understanding the contributing factors or causes of a system failure can help develop actions that sustain the correction.



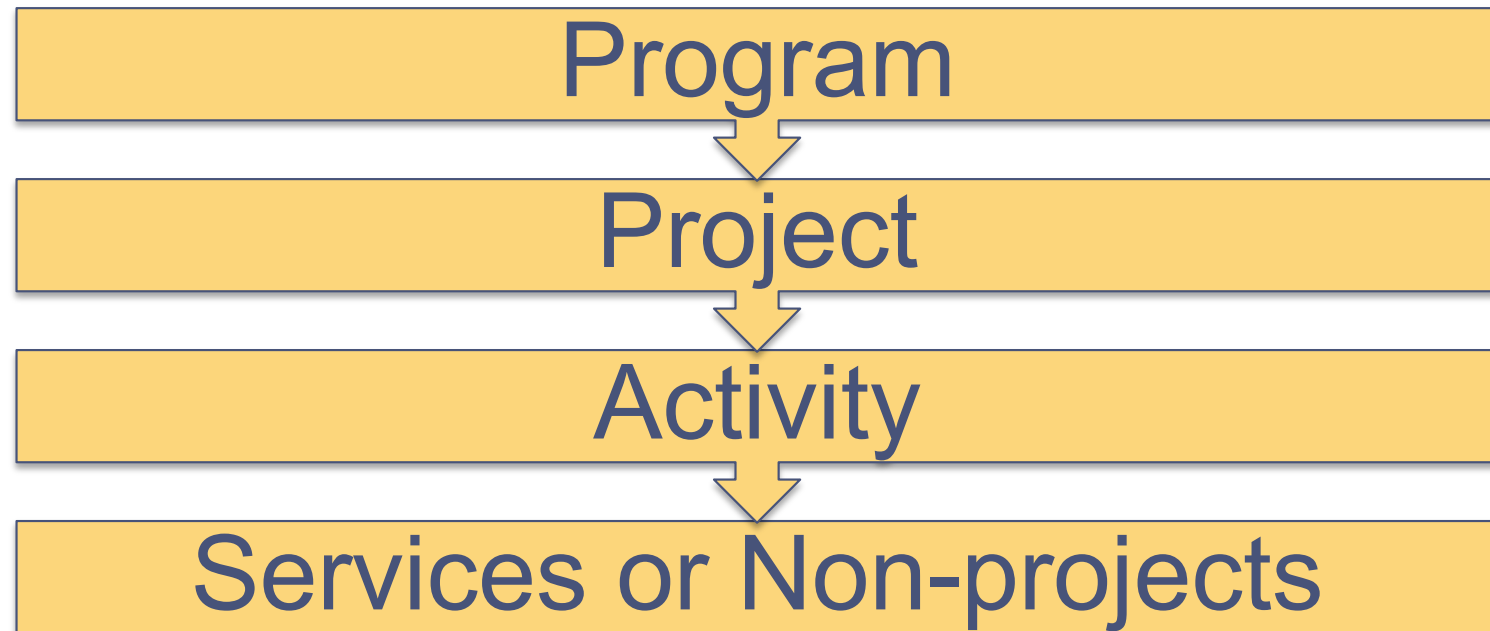
# Problem Analysis

- A cause and effect diagram, often called a “fishbone” diagram, can help in brainstorming to identify possible causes of a problem and in sorting ideas into useful categories.
- a more structured approach than some other tools available for brainstorming causes of a problem (e.g., the Five Whys tool). The problem or effect is displayed at the head or mouth of the fish. Possible contributing causes are listed on the smaller “bones” under various cause categories.



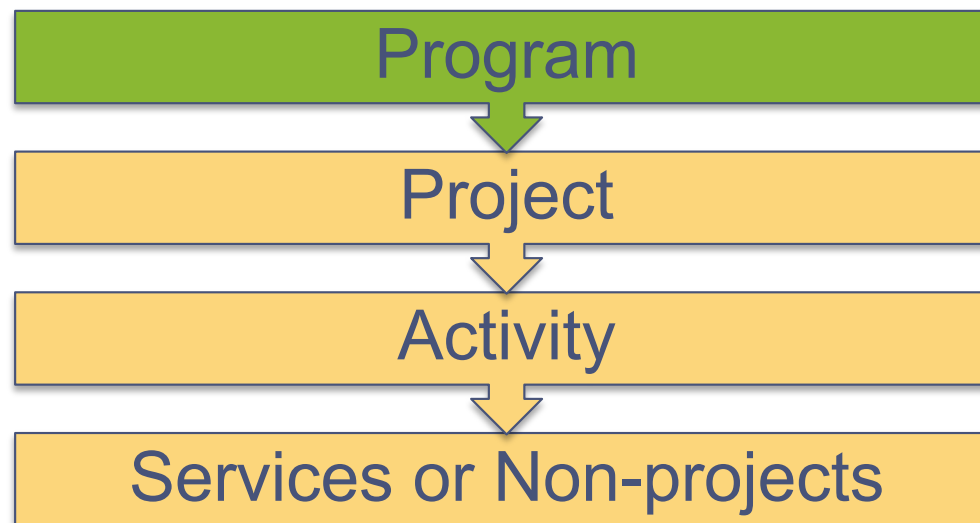
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# Formulation of Strategies



## Program

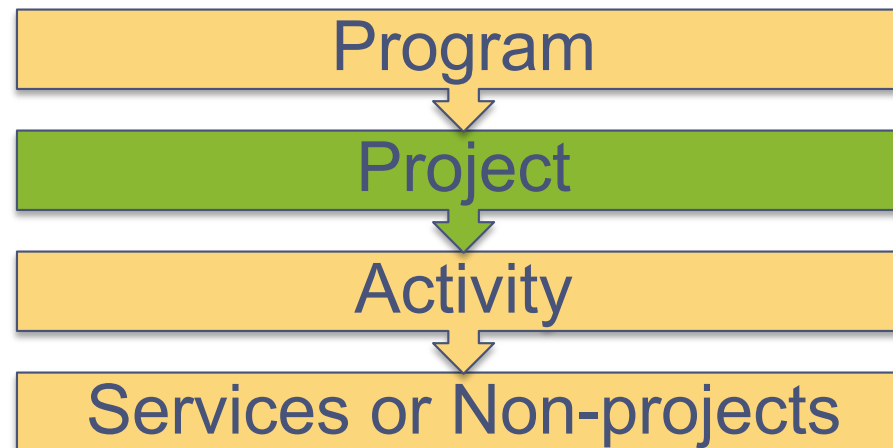
- Cluster of projects. Sometimes synonymous with project, it may cover a period of 3-6 years.
- It defines a particular clientele and their priority needs and
- It breaks down the strategic decisions in a plan into different
- components or projects which are tactical or short-term in nature.
- It comprises the operational components of a long-term plan.





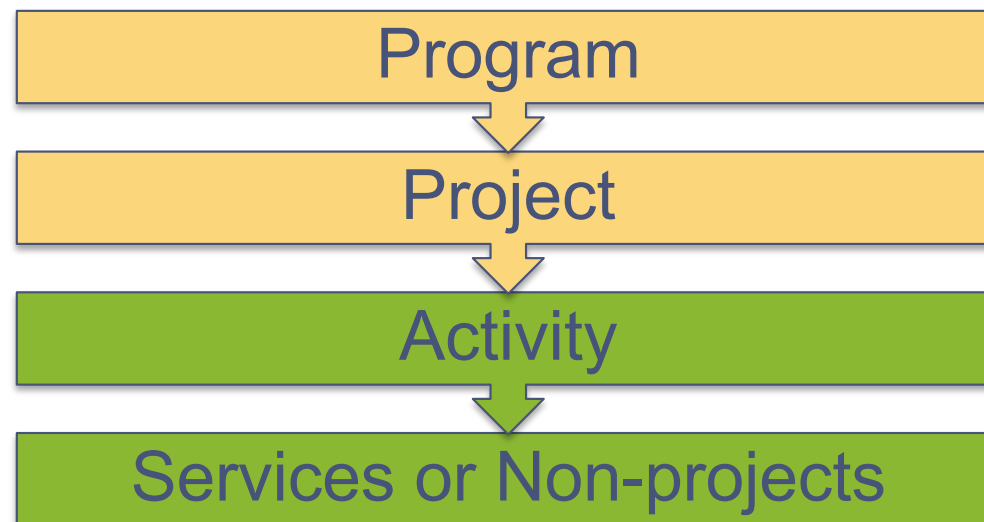
## Project

- A cluster of activities. It is sometimes synonymous with program. It is a specific but complex effort consisting of interrelated activities performed by various functional units and specialists.
- It has a well-defined objective, a definite schedule, and a set budget.
- It may cover a period of 1-3 years.




**Activity:** An activity is a cluster of tasks. It is a very short-term effort performed by one or several members of a project team or of an office or organization.

**Services or Non-projects:** regular functions of a given office to be performed by the regular staff of that office using its existing facilities and budget.






# Prioritization of PPAs

- Prioritization is a process whereby an individual or group places a number of items in rank order based on their perceived or measured importance or significance.
  - The Criteria Weighting Method is a mathematical process whereby participants establish a relevant set of criteria and assign a priority ranking to issues based on how they measure against the criteria. The calculated values do not necessarily dictate the final policy decision, but offer a means by which choices can be ordered.
  - The Goal Achievement Matrix (GAM) is a criteria weighting method that facilitates the process of project prioritisation. The planning team will be faced with a long list of project options, and they will have to prioritise them, in an objective and transparent way. This will require working with a multi-criteria decision making process to choose.
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# Prioritization of PPAs

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## Advantages


- GAM is a highly visible, transparent tool to select priority projects, allowing a broad participation of stakeholders in thematic groups.
- As the criteria used to choose projects is decided in a transparent manner by the people involved, there is no feeling on the part of stakeholders that projects were chosen indiscriminately.

## Disadvantages

- It is time consuming and needs technical expertise (to use Excel sheets) in order to integrate the prioritization results from various persons, and various working groups.
- It still provides room for subjective bias, as the final score could sometimes lead to decisions which are not supported by the community (or by the decision makers). Criteria might need readjustment, or additional prioritization tools should be used as well.



## Use of Goal Achievement Matrix (GAM) for ranking projects

- It is essentially a listing of goals, weighed according to the priorities and commitments and consensus – based sectoral goals set by the community. The extent to which proposed projects contribute to the attainment of these goals is then estimated.
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## Identify Urgent PPAs

Based on the perceived importance of each goal to the interests of the sector a group represents, assign weights to each goal. The numerical total of the weights should be 1 or 100%.

Rate each proposed project using the following scale.

- 3** - Project contributes greatly to the fulfillment of the goal.
- 2** - Project contributes moderately to the fulfillment of the goal
- 1** - Project contributes slightly to the fulfillment of the goal.
- 0** - Project does not contribute to the fulfillment of the goal.
- 1** - Project slightly inconsistent with the goal.
- 2** - Project moderately inconsistent with the goal.
- 3** - Project greatly contradicts the goal.