Planning and Strategic Planning

By HogirChato

2015
Planning
And
Strategic Planning

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Overview

Expanding the participation of the civil society, Participation is a three-year project to strengthen the participation of both the citizen and civil society. The project is funded by USAID and implemented by Mercy Corps and a partnership consisting of Inter news, ICNL, MH, and PAO.

The project aims at enhancing the democratic process in Iraq, such that it becomes more participatory and dynamic through the sustainable social and political participation of the citizens. During all the stages of the project, the focus shall be on supporting initiatives for the following matters: strengthening the active participation of the citizens in the social, economic, and democratic development of Iraq and strengthening the organizational and institutional capacities of civil society organizations. Furthermore, the project aims at increasing the participation of the civil society in public policy making, enhancing the legal framework, and supporting the organizational environment for CSOs. Last but not least, it will also focus on utilizing the accumulative experience of nine years to help Iraqis who have suffered through the war.
Chapter 1: What is planning?

Planning is the process of predicting the future and preparing sufficient procedures to tackle this future. Thus, planning is:

- A multi-stage or multi-step process.
- Preparing for the future right now!
- Identifying the usage of available resources to achieve goals.
- An intellectual process to assess different aspects of administrative activities.

The Concept of Planning:
During the planning process, the administration of the organization decides what to do, what should be done, when, where, and what are the required resources to get the work done.

Importance of planning:
1. It helps facilitate the leadership mission and defines the roles of various staff.
2. It supports the best use of available resources.
3. It communicates the organization’s vision to the managers and staff clearly and enhances their performance.
4. It helps lessen random decision-making and supports the process of selecting the best alternative.
5. It identifies the actions and required steps to achieve desired goals.
6. It supports setting objective criteria for the evaluation process.
7. It supports setting clear and defined goals.
8. It supports identifying future problems and obstacles and helps correcting any deviations that might occur.
9. It identifies strengths and weaknesses of the organization.
10. It supports avoiding fluctuations and adapting to changes, if any.

**Types of planning:**

**By project duration:**

<table>
<thead>
<tr>
<th></th>
<th>Less than a year</th>
<th>1-3 years</th>
<th>3+ years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mid-term plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term plan</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Exercise: The participants are divided into three groups; each group shall answer the following question: What is the difference between strategic planning and operational planning?

Answer: Strategic planning and operational planning

<table>
<thead>
<tr>
<th>Higher Level of Administration</th>
<th>Strategic Planning</th>
<th>General Plan of the Ministry of Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-level of Administration</td>
<td>Planning at the mid-level of the administration (e.g. selecting a chief)</td>
<td>Setting and developing curricula</td>
</tr>
<tr>
<td>Supervisory level</td>
<td>Operational planning and setting an outline</td>
<td>Plan for Arabic Language curricula and developing teachers’ skills</td>
</tr>
</tbody>
</table>

– What is Operational Planning?
Who performs it? Staff
How does it work?
What can the administrative unit do within a timeframe? Hourly, daily, monthly, annually?
Where to implement the work? Whether unit A, B, or C?
When to get the work completed?

What are the criteria for sound planning?
- First criteria: it pairs with general and practical values of the individual.
- Second criteria: it reflects a mission and has a vision.
- Third criteria: it reflects the priorities. Planning must be a true reflection of human priorities.
- Fourth criteria: it is balanced. No aspect shall have dominance over other aspects. No goal shall have all the focus.

For instance, the time allocated for entertainment shall not control your life on the account of social relationships.
Fifth criteria: planning must be realistic. The plan must be easily implemented and the activities must be well specified by taking into consideration the time, capacities, and skills of each individual.

What about our dreams?
Are dreams a part of the planning process?
Benefits of planning:
- The end goals are clear
- Trust in the tangibility of your daily work
- Objective analysis
- Rational thinking
- Ability to use strengths
- Strengthening weaknesses
- Completion of tasks

What is the success formula?

Exercise

Well Defined Goals + Sound Planning + Using Appropriate Means + Evaluation and Revision = Achieving the results
The Planning Process
The planning process is very important, even if the strategic planning only forms an outline. It can provide us with a lesson. Planning is an opportunity to bring up the potential power in an institution and encourage performance in different levels of the institution.

Planning for the Planning Process
If you decide to dwell on the strategic planning process, bear in mind that you must:

- Ensure the institution is well prepared on different levels for the planning process.
- Estimate the time required for each individual, and try to minimize that time as much as possible.
- Estimate the energy invested by each individual for the process.
- Define who shall administer the planning process and who shall make the final decisions.
- Identify the individuals that participate in the planning stages. (For example, do you want the client to participate in the financial strategy?)
- Ensure respecting the privacy elements and general aspects of the planning process.
- Select an appropriate time for planning with the institution’s activities and responsibilities.
- Find techniques to challenge your non-for-profit organization.
- Develop a monitoring system.
An institution has set its planning process as follows:

<table>
<thead>
<tr>
<th>Steps</th>
<th>When</th>
<th>Responsible Party</th>
<th>Participants</th>
<th>Meeting Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1- Approving the planning steps</td>
<td>First Week</td>
<td>TBD (in addition to the Advisor)</td>
<td>General Director President A high-ranking manager</td>
<td>Two hours</td>
</tr>
<tr>
<td>2- Distribution of information on the planning process</td>
<td>First Week</td>
<td>TBD (in addition to the Advisor)</td>
<td>A form to be disseminated among all</td>
<td></td>
</tr>
<tr>
<td>3- Revising the vision and the mission</td>
<td>First days of the Second Week</td>
<td>TBD (in addition to the Advisor)</td>
<td>Administrative staff, CEO, Staff, Partners</td>
<td>Two hours</td>
</tr>
<tr>
<td>4- SWOT analysis and Portfolio</td>
<td>Second part of the Second Week</td>
<td>TBD (in addition to the Advisor)</td>
<td>Administrative staff, Staff, Volunteers</td>
<td>Five hours</td>
</tr>
<tr>
<td>5- Strategic goals and options to be adopted</td>
<td>First days of the third week</td>
<td>Head of administrative staff (in addition to the Advisor)</td>
<td>The board, staff, clients/consumers</td>
<td>Five hours</td>
</tr>
<tr>
<td>6- Financial Planning</td>
<td>Last days of the third week</td>
<td>Head of administrative staff (in addition to the Advisor)</td>
<td>The board, staff, clients/consumers</td>
<td>Five hours</td>
</tr>
<tr>
<td>7- First draft of the plan</td>
<td>First days of the fourth week</td>
<td>Director General (in addition to the Advisor)</td>
<td>A document to be distributed among the partners in the institution</td>
<td></td>
</tr>
</tbody>
</table>

Notes and Feedback to be sent to the Director.
The aforementioned detailed plan was developed by a nonprofit organization in just one month, and it can be tailored for use by other institutions. The strategic plan is very essential and must not be prepared in haste.

**Does your institution have to start on setting a strategic plan?**

- When preparing for setting a plan, your institution should apply the following questions. The outcome shall dictate whether to go on setting the plan or not.
Mark the answers according to your institution’s situation:

<table>
<thead>
<tr>
<th></th>
<th>True or False</th>
</tr>
</thead>
<tbody>
<tr>
<td>The institution is independent in making its own decisions.</td>
<td></td>
</tr>
<tr>
<td>The major stakeholders (the board, staff, clients, etc.) shall abide by the plan.</td>
<td></td>
</tr>
<tr>
<td>Our capabilities shall be affected severely by a big crisis.</td>
<td></td>
</tr>
<tr>
<td>The daily routine of the institution can be administrated successfully.</td>
<td></td>
</tr>
<tr>
<td>We grew fast; the manager is the only person who is aware of every detail.</td>
<td></td>
</tr>
<tr>
<td>We will be satisfied if we could implement our program, regardless of whether we mention the next program.</td>
<td></td>
</tr>
<tr>
<td>Everyone knows why he/she is working in this institution as well as the purpose behind establishing the institution.</td>
<td></td>
</tr>
<tr>
<td>There is a growing need for services, but the available resources cannot meet all the requirements for this growth.</td>
<td></td>
</tr>
<tr>
<td>The high-ranking administrative staff of the institution is divided on some basic issues.</td>
<td></td>
</tr>
<tr>
<td>Most of us believe in good strategic planning, but the outer world is illogical.</td>
<td></td>
</tr>
<tr>
<td>I don’t know if I am going to continue</td>
<td></td>
</tr>
</tbody>
</table>
working here next year, and the future of this institution is not sure for me.

There is high enthusiasm for future planning for this institution.

If 10 of the above criteria apply to your institution, it means you are ready for launching the strategic planning. We recommend you to refer to this manual and start working. If 10 of your replies were against the situation of your institution, it will be difficult to start strategic planning now; it is better to wait for a more suitable time.

- Or, prepare yourself to face serious obstacles during the process.
- Sharing the ideas of the manual with your colleagues may help in launching the strategic planning process.
- I hope you all success; please keep in touch.
Chapter 2

What is Strategic Planning?

Strategic planning is a written document used as a long-term guide—three to five years—for an organization. The plan is an outcome of a planning process that aims at answering the following questions:

- Why should we have this organization/institution?
- What does it do?
- Where is it headed?
- How to arrive at the intended destination?

What will be included in Strategic Planning?

A strategic plan includes the following:

1. The vision of the institution/organization along with its mission and values.
2. Organizational analysis that identifies the partners, strengths, weaknesses, and its achievements.
3. Goals to be achieved by the institution/organization within the next three to five years.
4. Timetable for achieving these goals and objectives.
5. Evaluation of the results.

This written plan is very important; however, the process of outlining and setting the plan itself is very important as well.
The Vision
The first step in developing a successful strategic plan is setting the vision of the institution/organization. In some organizations, agreement on the vision is an easy step among all stakeholders; in others, it takes so much time. Many nonprofit organizations share the same vision:

- Our vision is to make peace.
- Bringing happiness to children.
- Building a world where civil society organizations exist.

Specifications of the Vision:
- Looking forward into the far future.
- A short statement.
- Easy to understand.
- Describes a stable phase.
- Several organizations can share the same vision.

Can you write down your vision according to these criteria?

Values and Culture
The vision must reflect the organization’s basic values. Did you take into consideration how people view you or your organization? Have you studied the values that keep your organization coherent? Organizational values can be written, but they will be hard to implement if the staff does not respect them. Values may consist of equal chances, participatory decision-making processes, and so on. A nonprofit organization with clear values is an organization that can implement its activities and develop its policies
according to its values. When values are set in an early stage, the organization’s activities shall be more enhanced. It is very important to set a list for the values and principles of the institution, to work on changing these values and principles gradually to become the institution’s culture, and to adopt them as pillars for building institutional policies.

**What are the values in your non-for-profit organization that you pivot?**

Your personal values may include many values, such as openness, tolerance, or honesty. However, you are a part of your institution not only because of your experience and capabilities of good performance, but also due to your personal courage. You and your colleagues in the institution also share the same values. Do you write down your personal and your institution’s values and apply them? A Polish nonprofit organization has written the following about their strengths and weaknesses:

“The human being is the main source of our institution, which is why we carefully select our staff and implement good governance to administer our staff. We are doing our best to raise their knowledge and skills. Preparing a skillful staff will lead to implementing the mission of the institution very smoothly. This goal, in addition to the activities of different units of the institution, specifies the framework of the institution.”
The Mission

It is very important to have a clear mission statement. The mission statement distinguishes your organization from other organizations with the same vision. We can reach the same destination and accomplish the same vision by different means and methods.

Your organization must decide on the paths that it will take to achieve its vision. The vision must be understandable by all levels of the institution in order to keep its coherence.

When asked questions such as “What is your organization? What does your organizations intend to accomplish?” different organizations come up with different answers:

The support and growth of society through involvement in social, informational, cultural, and educational activities that work on the development of the market and spreading of democracy and human rights in Kurdistan.

What is the role of a mission statement?

The mission statement must answer the following questions:
- Who are we? Who are our beneficiaries? Also, where and when?
- It describes the overall goal of the institution.
- It expresses the values of the organization.
- It includes the entire institution.
- It interacts with the changes in the current situation.
- Every now and then, it shall be subjected to revision and changes if necessary.
- It focuses on the beneficiaries.
- It focuses on the results rather than the activities.
For example, a Hungarian organization presented a clear vision statement but overlooked its mission statement, which became a big scandal all over the country.

The vision of the organization was helping children who were victims of AIDS. All of the NGO’s members and supporters abided by helping the organization, supposing that it will provide financial support for children with AIDS.

The committee responsible for decision-making believes in helping children with the infection, but also believes in helping children who are not victims of AIDS as well as working on reducing the spread of the disease. Meanwhile, the actions required for each of these missions are clearly different.

The first mission requires directing all the assistance received by the institution to children with AIDS directly, while the second one requires investing efforts and financial resources in educating and raising awareness of the healthy children.

We have to come to an agreement on the basic questions before working on planning and implementation.

According to what was mentioned above, write down your mission statement below:
2. Conducting Organizational Analysis
Review of the session with an eye on the future

Usually we can get a good informal analysis of an organization during a tea meeting, where everyone can express his/her point of view freely. The information is very important and, during the planning process, there should be a relaxed environment.

We have to outline an analysis table and to define our partners. The portfolio should include the elements that could help in outlining the ideas about the institution and could lead to achieving the best results from the planning process.

Who are stakeholders? Who are the Partners?
Do you think of those who are interested in your institution?

It is very important to define your supporters and define why they support your institution. Your institution mainly depends on the individuals and agencies that are interested in your institution. These might have different motivations; they might also have different backgrounds, which is why it is very important to consider their point of view when you plan. These are called stakeholders.

When we define our partners, we have to take into consideration that nonprofit organizations consider their beneficiaries as partners.

For example, study the effects of the service or the business on different professions, on trade, government, donors, schools, agricultural lands, and so on.
Upon completing the list of your partners, it is important to re-ask the same question and make sure that no stakeholder has been overlooked.

A nonprofit organization wrote down the list of its partners and classified them according to their importance to the institution:

1. Beneficiaries, clients, consumers, etc.
2. Local government
3. Staff of the institution
4. Administrative staff
5. Funders
6. Volunteers

Define your basic partners:
The world we live in: Partners (i.e. individuals and communities that form your clients/beneficiaries, supporters, and investors in your organization).
**SWOT Analysis**

**Strengths, Weaknesses, Opportunities, and Threats**

You cannot conduct an analysis without inspecting the internal and external factors affecting your organization. SWOT Analysis is a good method to achieve this goal. The SWOT Analysis consists of a table defining strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal factors of an organization. When a nonprofit organization defines its strengths and weaknesses, it usually makes different lists. The strengths might include the following: team work, stories of success, successful manager, skillful experts, good locations, and flexible activities. The weaknesses might include the following: insufficient funds, lack of volunteers, lack of communications within the organization, and so on. The opportunities might include the following: funds, community interest in the activities, improving services, good international communication, a great need for the organization’s activities, and good policy maker supporting the implementation of the activities. The threats might include: a large number of organizations working on the same field, governmental funds end soon, lack of new technology in the organization, and poverty of the economic settings”.
**Exercise:**
Q, Can you conduct SWOT for your organization and list the SWOT items?

<table>
<thead>
<tr>
<th>Internal Factors</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>External Factors</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Threats (Obstacles)</td>
<td>Opportunities (Potential)</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Insert Questioned Projects Here. These can be turned into successful projects, although this can’t be proven.

Insert Star Projects of the Organizations Here. These are the projects that contribute to achieving the mission of your organizations; they are dynamic, popular, and creative.

Insert Dead Projects Here. These projects require large financial resources and efforts with little returns.

Insert Cash Cow Projects here. These projects bring funds, and administrating them carries no risks.
Portfolio Analysis
PORTFOLIO ANALYSIS

Current portfolio analysis is the third type of organizational analysis. This type of analysis presents answers for the following questions: What are we doing? Are we on the right path?

Upon completion of SWOT analysis, we have to move on to portfolio analysis. Portfolio analysis helps revise the programs against several criteria. We have to revise our projects in a critical way and decide whether these projects contribute to achieve the overall mission.

Upon completion of this analysis, the following questions might help in defining your next steps:

− Can we turn questioned projects to star projects?
− Can we ignore dead projects and focus on star and questioned projects?
− Are there any star projects? If not, is there one that can be turned intoa star project?
− Did you take into consideration services that can be provided with easily predicted methods?
− What is the achievement from conducting star and questioned projects?
− What can we learn from conducting Cash Cow and Dead Projects?
− Does the projects reflect the strengths and weakness of the organizations?
**Prioritizing:**
When you are setting the strategic plan for your organizations, it is always better to go back to SWOT and Portfolio analysis. You also have to consider the best ways to use your partners’ capacities, as well as how to tackle weaknesses and threats.
You probably won’t be able to focus on all the aspects of the analysis. It is important to find ways to prioritize the items in the long lists of the analysis. Examine all the issues raised during the discussions.

Putting up a list of priorities is a very difficult process. Within the prioritizing process, you have to abandon some elements that you or someone else likes, but prioritizing remains very important for any organization seeking the best results. Discussions should focus on an accurate analysis of strengths and opportunities. The decisions should take into consideration the point of views of individuals, beneficiaries, and potential clients. Our needs should match our beneficiaries’ needs. These are the basics for setting priorities. Additionally, you can explore the available resources (finance, skills, individuals) in order to make decisions and prioritize.
Discussions and exercises may help your organization in making strategic decisions.
Reference Guide

Strategic Options

As we mentioned above, you can work on strategic options when setting the strategic plan. Below you will find some questions raised by nonprofit organizations before setting their strategic goals and objectives:

– Are we growing?
– Who is our target group?
– Are we doing what we are supposed to do?
– Should we deliver more free food to the homeless, or should we provide more services to our beneficiaries?
– Should we spend more money on finding a cure for diabetics or should we help those who suffer from diabetes?
– Should we stay dependent on public funds?
– If there were a large number of similar organizations in the setting, shall we cooperate more with them?
– There are many different needs; shall we tackle all of them?
– Shall we teach safe sex to the juvenile or encourage introducing it in school curricula?
– Should we establish a regional office to administer similar projects of ours, or is it better to look for new programs within our territories?
– Funders tend to support drug prevention; shall we work on this to attract funds?
– Is it time for a new board and/or attracting some new experts?
– Shall we leave our office downtown and move to cheaper places?
– When there is a large amount of unemployment, why not focus on volunteers?
– What are the best ways to increase contributions from the managing board to the activities?

It will be easy to list the questions under several categories in order to discuss them, such as organizational capacities, capacity building, funds, distribution of resources, employment, cooperation and partnerships, matching with values, vision, and mission.

When reaching this level, your decision will affect your organization for the next three to five years. Setting the strategic options must be based on a different analysis in order to select the best path for our organization.

**Strategic Aims**

With your vision and mission, in addition to the analysis you have conducted, you can set your strategic aims. There is no right or wrong strategic aim; any ends that match an organization might contradict another organization even if these two organizations have the same mission. The strategic goals focus on the internal and external factors of SWOT, which is why it differs from one organization to another. The strategic goals/aims of an organization are the overall objectives or goals of the organization. There are several priorities for the available options.
The goals identify the means we take in order to reach strategic goals:
- Clear direction
- Realism
- Focusing on results

Proposal
Establishing an information center for nonprofit organizations in Erbil representing Kurdish nonprofit organizations. The center sets its goals according to its mission:
- Providing easy access to information for nonprofit organizations on laws, financial resources, and partner organizations
- Enhancing the professionalism of nonprofit organizations.

4- Objectives
When you set your strategic aims, it will be easy to reach your goals. Some organizations start with planning for their goals, but this will only lead to short-term successes. You should match your goals with your strategic aims. Your strategic aims should match your mission. Goals are details plans of action for strategic aims; they could be annual plans and each strategic aim might have several goals.

Goals must be:
- Specific
- Measurable
- Attainable
- Realistic
- Timed
  You must also be well prepared for negative reactions from your colleagues toward clear measurable goals.

**Their reactions could be in response to:**
- Responsibility
- Change
- Some activities might not match the mission of a nonprofit organization; however, the manager still keeps them because the supervisor is a likeable person.
- Clear responsibilities. Isn’t it easy to take responsibility?
- Failure to respect deadlines.
- Abandoning clear happy days for a more effective administration.
- Some projects don’t fall within the scope of organization and are conducted in order to attract funds.

We all should consider these concerns and find ways to cope with the teams we work with.
One of the benefits of identifying the goals is increasing your focus; afterwards, you will know what is expected from you and what your contribution is.
After identifying clear and measurable goals, we should move on to identifying actions and implementing them; furthermore, we must plan for early evaluation.
After setting the goals, we should examine achieving them.
It is well-known about Napoleon that he was listening in silence to his staff’s plans on invading Prussia or Spain, and when they were done with presenting their plans, he would ask, “How many horses do you need to implement the
plan?” And usually they failed to remember this small detail and their plans would fail due to the insufficient number of horses.

We should always set a group of action plans or activities that help achieve the goals.

Below, you will find some examples of activities and actions related to goal 2:

1. Hiring training coordinator
   Final deadline: mid-January 2003
   Supervisor: Head of Office
   Budget: ………

2. Trainers undergo performance evaluation
   Final deadline: mid-February 2003
   Supervisor: Head of Office
   Budget: ……... for each session. Experts

3. National media campaign on training
   Budget: ……… to be collected to fund the campaign

4. Funding the media campaign
   Final deadline: mid-January 2003
   Supervisor: Head of Office

5. 100 hours training
   Supervisors: Trainers
   Number: mid-level managers in nonprofit organizations
   Location: 10 locations at least
   Budget: ……………

6. Training criteria: There should be at least 15 mid-level managers from nonprofit organizations in each training
session. An expert should also be there to evaluate the performance of the new trainers.
Final deadline: between March 1st, 2003 to December 15th, 2003
Supervisor: Training coordinator
Budget: .......... decided for 2003

7. Evaluating Goal 2
Final deadline: 15 to 31 December 2003
Supervisor: training coordinator, manager, and trainers
Participants: all stakeholders
Budget: ...... to cover the correspondences and meetings.

Lastly, ask yourself “When are we going to see the results?”

5- Evaluating your results
Individual responsibilities must be identified very clearly for all activities. It is very important to monitor the individual achievement for the entire year. There must also be an overall evaluation to evaluate the achievement of the desired results at the end of each year. To minimize the cost of this evaluation, there should be an internal evaluation (i.e. each group of individuals shall match the basic plan with the final results). Some organizations in the United States of America sign contracts with independent experts to help in conducting the evaluation in order to achieve the best objective and professional results.
Many experts believe in measuring every aspect while some others say it is impossible to measure everything, such as civil society. As a general rule, we have to find measurable
goals in order to conduct evaluations. Every organization must revise its vision and eventually evaluate its activities and plans.

**Financial Aims**
Any step without the resources for its required implementation is considered just a dream.
- A detailed budget for your plan.
- A strategy on how to obtain required funds to implement the plan.

From “The Governance and Management of Charities” by Andrew Hind

**Steps for setting the funding plan and monitoring:**
- Identifying basic financial variables.
- Analyzing the sensitivity of these variables.
- Evaluating the cost of activities, including in the plan and the administrative infrastructure required to support these activities.
- Identifying the goals of raising funds for each initiative of the charities and accordingly identifying the revenues and expenditures of each initiative.
- Examining the sustainability of these goals through matching them to the previous funds collected and other available data in the charity sector.
- Collecting the budget of the first year and preparing a financial plan for the following years of the strategic plan.
- Setting procedures for financial statements that ensure a close monitoring of the financial plan by the administration. The trustee board shall receive detailed reports on the costs.
- Some expenditures are easy to follow, such as rent, travel costs, and so on, while some other costs are overlooked. We should bear in mind the cost of launching a project, such as hiring and training the training coordinator, cost of cash flow such as transferring money, cost of maintenance or replacement such as replacing the photocopying machine, cost of unexpected issues such as the sickness of a colleague, contracting a legal or accounting expert, and so on.
Chapter 3

Strategic Planning Form
Reference Form
General lines on the strategic plan annex
Worksheet

Introduction:
This paper aims at setting a roadmap for implementing the strategic plan of the organization within the timeframe set by the higher committee of the organization, such as the Board of Trustees, Board of Management, and so on, with the help of internal and external experts.

Phases of setting the plan
First Phase: identifying the strategic plan structure (i.e. the template and style).
Second Phase: collecting and analyzing information:
1. Preparing a summary for the general report that has been approved by the general assembly congress as the basic plan.
2. Preparing and distributing the Collecting Information Form on the organization’s branches and offices. The form contains the following questions in the governorates:
   • What are the strengths and weaknesses of the organization in the governorate (i.e. experience, specialties, finance, and human resources)?
   • What are the challenges and opportunities in reference to the new strategy (i.e. cooperation of the local government, partners, legal framework, etc.)?
• Collecting information and statistics on the government (population, number of schools, dropout children, violence against women, number of local NGOs, number of international organizations, the governorate’s plan for the next three years, scopes to be covered in the governorate, etc.).
• Proposals on areas that can be covered within the strategy of protecting children and the family (i.e. legal protection, health, education, human trafficking, income generating projects, violence against children, improving the economic situation of families, child labor, homeless children, juvenile access to justice, widows, etc.).
• Working mechanisms (i.e. raising awareness, rehabilitation, training, research, advocacy, participation, etc.).
• Available human resources according to the specialties in order to implement the projects (i.e. volunteers, workers, partners, etc.).
• Agencies that can contribute to support our programs and plans (i.e. financially and morally).

3. Forming a team to collect information at the headquarters in order to implement the following activities:
• Visiting relevant ministries to gather information and statistics for the strategic plan.
• Officially asking the Ministry of Planning and Directorate of Statistics to provide us with the available statistics and information.
• Arranging a visit to the headquarters of the UN in Erbil to see their plans for the upcoming period.
• Communicating with the partners and funders to provide us with their strategies for the upcoming years.
• Reviewing the reports of the implemented projects of the organizations for the previous years and preparing a paper for the strategic plan.

4. Forming a team to analyze the information.
• Data entry of forms.
• Analyzing the information, statistics, and tables, and outlining them in a draft paper.

Third phase: laying out the strategic plan (according to the agreement made).

Name of the organization: ……………………
Proposal on Preparing the Strategic Plan
Collecting Information

Introduction:
The civil society has, since its birth, been in an ongoing conflict. Human societies need to reorganize their social units in order to express their classes and groups in a better way with more access to justice on one hand and to be a center for cooperation and work more independently from public agencies on providing services on the other hand. Furthermore, civil societies also need to decrease the violations of human rights as a sector that monitors the government in order to serve justice.

As such, a large number of civil society organizations were established according to their historical era.
Today, the basic missions of civil society organizations are:
- Working as a bridge between the citizen and the authorities.
- Pressing for the implementation of people’s demands.
In new democracies, the missions of non-governmental organizations differ from one society to another. The missions usually are:
- Participating in raising awareness.
- Participating in providing services alongside governmental agencies according to the goals of the organization.

NGOs are working according to their backgrounds; they consider themselves to be partners for all agencies in order to improve people’s lives.
NGOs as independent non-governmental agencies work in their environment on:

1- Declaring in writing: who we are, what our values are, who our beneficiaries are, and how we implement our projects.
2- Applying institutional systems.
3- Depending on data, statistics, and planning in implementing the NGOs’ programs.
4- Serving the most poor according to the NGOs’ plans for protecting families and children.
5- Training and providing work requirements for the staff.
6- Taking advantage of specialties, experience, and new technology.
7- Follow-up, monitoring, evaluation, and taking feedback.
8- Participation, networking, and advocacy.
9- Respecting applicable laws in the work setting.

**This form:**

After deciding on the strategies by the general assembly congress or …, the board of administration begins working on preparing the strategic plan for the next three years via receiving support from experts.

The purpose of the form is collecting required information in order to set the plan.

Based on the vision and the mission of the organization:

The Vision: a world where humanity enjoy all its rights.

The Mission: our non-governmental nonprofit organization works on its human values in order to improve the lives of people, establish human rights principles, and build a well-organized and developed civil society through implementing development plans and projects, especially for protecting families and children.
Kindly fill in the form at the specified time

- First Part: General Information

<table>
<thead>
<tr>
<th>Governorate</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Office or Branch</td>
<td></td>
</tr>
<tr>
<td>Name of Head of the Office or Branch</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td></td>
</tr>
</tbody>
</table>

Second Part: Strengths, Weaknesses, Opportunities, and Threats

<table>
<thead>
<tr>
<th>What are the strengths of your organization in the governorate?</th>
<th>Experience, Specialties, Finance, and Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are the weaknesses of your organization in the governorate?</td>
<td>Lack of Experience, Insufficient Human and Financial Resources</td>
</tr>
<tr>
<td>What are the threats/obstacles facing your organization while working on the new strategy in your governorate?</td>
<td>Cooperation of Local Authorities, Partners, Legal Framework</td>
</tr>
<tr>
<td>What are the potential opportunities in your governorate for the work of your organization according to the new strategy?</td>
<td></td>
</tr>
</tbody>
</table>
# Third Part: General Information on the Governorate

<table>
<thead>
<tr>
<th>Information</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td></td>
</tr>
<tr>
<td>Number of schools</td>
<td></td>
</tr>
<tr>
<td>Number of dropout children</td>
<td></td>
</tr>
<tr>
<td>Number of cases of violence against women</td>
<td></td>
</tr>
<tr>
<td>Number of local organizations working on family and child protection</td>
<td></td>
</tr>
<tr>
<td>Number of international organizations in the governorate</td>
<td></td>
</tr>
<tr>
<td>The governorate’s plans for the next three years</td>
<td></td>
</tr>
<tr>
<td>Potential scopes to work on by the organization</td>
<td></td>
</tr>
<tr>
<td>Latest research in the governorate on protecting families and children</td>
<td></td>
</tr>
<tr>
<td>Other information</td>
<td></td>
</tr>
<tr>
<td>Other information</td>
<td></td>
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<tr>
<td>Other information</td>
<td></td>
</tr>
<tr>
<td>Other information</td>
<td></td>
</tr>
</tbody>
</table>
Fourth Part: Proposals for working in the governorate on protecting families and children

<table>
<thead>
<tr>
<th>Scope of Work</th>
<th>Yes or No</th>
<th>Why</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Protection</td>
<td>☐ Yes</td>
<td></td>
</tr>
<tr>
<td>Healthcare</td>
<td>☐ Yes</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>☐ Yes</td>
<td></td>
</tr>
<tr>
<td>Human Trafficking</td>
<td>☐ Yes</td>
<td></td>
</tr>
<tr>
<td>Violence Against Children</td>
<td>☐ Yes</td>
<td></td>
</tr>
<tr>
<td>Family Security</td>
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<td></td>
</tr>
<tr>
<td>Improving the Economic Situation of Families</td>
<td>☐ Yes</td>
<td></td>
</tr>
<tr>
<td>Child Labor</td>
<td>☐ Yes</td>
<td></td>
</tr>
<tr>
<td>Homeless Children</td>
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<td></td>
</tr>
<tr>
<td>Juvenile Access to Justice</td>
<td>☐ Yes</td>
<td></td>
</tr>
<tr>
<td>Spinsterhood</td>
<td>☐ Yes</td>
<td></td>
</tr>
<tr>
<td>Violence Against Women</td>
<td>☐ Yes</td>
<td></td>
</tr>
<tr>
<td>Widows</td>
<td>☐ Yes</td>
<td></td>
</tr>
<tr>
<td>Other Unmentioned Fields</td>
<td>☐ Yes</td>
<td></td>
</tr>
</tbody>
</table>
### Fifth Part: Work Mechanism

<table>
<thead>
<tr>
<th>Mechanism</th>
<th>Yes or No</th>
<th>Why</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raising Awareness</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>☐ No</td>
<td></td>
</tr>
<tr>
<td>Rehabilitation</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>☐ No</td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td>☐ Yes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ No</td>
<td></td>
</tr>
<tr>
<td>Research</td>
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</tr>
<tr>
<td></td>
<td>☐ No</td>
<td></td>
</tr>
<tr>
<td>Advocacy</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>☐ No</td>
<td></td>
</tr>
<tr>
<td>Participation</td>
<td>☐ Yes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ No</td>
<td></td>
</tr>
<tr>
<td>Others</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>☐ No</td>
<td></td>
</tr>
</tbody>
</table>

### Six Part: Available Human Resources for Implementing the Plans and Programs of the organization according to its specialty.
<table>
<thead>
<tr>
<th></th>
<th>Number of Specialties</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteers</td>
<td></td>
</tr>
<tr>
<td>Workers</td>
<td></td>
</tr>
<tr>
<td>Partners</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
</tr>
</tbody>
</table>

Part Seven: what are the agencies that support the programs and projects in your governorate (financially and morally)?

Part Eight: Other Information
Strategic Plan for Three Years  
2011-2013

Name of the Organization: ……………………………

….. As a non-governmental organization that has been applying institutional systems in its work, we organize a general assembly congress every three years in accordance with the bylaws. One of the main results of general assembly congresses has been evaluating the previous activities, setting strategies for the next cycle, and electing a Board of Trustees that undertakes setting the strategic plan for the following three years.

In its latest congress of the general assembly, ended on 06/27/2010, our organization has decided to apply the principle of specialty for conducting its activities. “Protecting Families and Children” was adopted as the main title for the organization’s activities for the next stage. Preparing the strategic plan of the organization depended on:

1. Final statements of the general assembly congress on June 2010, and its general report in particular.
2. Analyzing the Information Form and Evaluation Form, which have been prepared and distributed on the organization’s offices and partners.
3. Strategic plans from several international organizations.
4. Feedback and outcomes of the planning committee meetings.
This plan addresses the following questions:

- Who are we?
- What are our resources/capacities? What can we do?
- What are issues we address?
- What are the differences we want to make?
- What are the crucial issues we need to answer?
- Where to invest our resources? What are our priorities?
- What is our direct goal?
- How to organize ourselves in order to achieve the goal?
- Who does what, and when?

The plan is categorized as follows:

**First:** Outline of the organization’s strategy.

**Second:** The organization’s identity.

**Third:** SWOT analysis.

**Fourth:** Protecting families and children.

**Fifth:** Implementing the plan and providing resources, follow-up, and evaluation.
Outline of Strategies

Introduction:

When our organization sets the strategic plan, it takes into consideration the situation in Iraq as a whole. Iraq witnesses a critical situation that affects the activities of non-governmental organizations and people’s lives. During the past years, governmental agencies tried to erase the dictatorship legacy and to build a new state that respects the rule of law, the democratic process, and human rights. Several elections were run, but these procedures and processes bear both positive and negative aspects. The Iraqi people are looking forward to a better future where their dreams may come true. However, many reports from United Nations’ agencies mention that the situation in Iraq is getting worse, especially concerning security and services.

In Iraq, excluding the Kurdistan Region, an average citizen cannot live a normal life due to the deterioration of the security situation. There have been tens of victims on a daily basis. In some parts of the country, life has stopped. This situation has affected the economic condition of Iraq’s families. Some reports have mentioned that the number of people who live under poverty line is increasing constantly even though the government increases the salary of civil servants. These are taking place in addition to the internal displacement of many families escaping from
violence, especially after attacks on minorities in Iraq. The United Nations reports mention that there are about two million Iraqis who escaped their homes and who are in danger.

Lack of sufficient healthcare and economic hardship has severely affected Iraq’s families, especially the most vulnerable in society, namely women and children. Domestic violence has increased. We have to work on bringing stability back to society—a stability that gives an opportunity to the poor and displaced to live in social peace and that can bring back their self-esteem, taking them out of isolation.

The government cannot do this by itself. In order to guarantee a better life for individuals and society, it needs the support of civil society organizations. Thus, the first mission of our organization .......... is to ensure respecting human rights and making this a basis for the strategic plan for the next three years. Our annual plans also reflect this. Some of the basic principles of human rights must be respected, such as civil rights as well as economic, social, and cultural rights. This work needs to be done via partnership, strengthening the capacity of the civil society sector, and sustainable development.

Regarding the current situation in the Kurdistan Region, our organization must set strategies that match Kurdistan’s security, development, and economic situation; furthermore, it must strengthen democracy as well as the social changes that the region is witnessing.
Therefore, we have to work on several issues in the region, especially in regards to human rights violations, sense of citizenship, unemployment, corruption, the constitution, laws, the poor educational system and basic services, and so on.

This requires working on sustainable development in the Kurdistan Region, starting with collecting information on the effects of the changes on jobs, administration, and urban progress in the region. These changes have happened alongside changes in the social aspect and ways of life. These activities must be conducted through scientific research, cooperation, training, and raising awareness.

As for the other parts of Iraq (i.e. the center and south), different strategies should be set for activities and programs to explore the situation. Due to concerns over a human crisis, emergency projects must be set up. The reports mention tens of cases of human rights’ violations, especially against innocent citizens; this makes working on human security a big concern. The activities might include working on national reconciliation, coexistence, conflict resolution, and building a state of law. Everyone may participate in some activities that represent the aspirations and dreams of all different groups. These activities must be kept away from a sectorial or religious quota system, which contradicts all citizenship criteria.

Thus, there are some similarities and some differences between the Kurdistan Region and other parts of Iraq.

According to international, local, and even official reports, children are subject to human rights violations the most.
Children do not enjoy their basic rights according to the children rights’ treaty signed by Iraq. Iraqi families still suffer from lack of many basic rights.

It is imperative to strengthen non-governmental organizations’ capabilities in regards to monitoring human rights violations in cooperation with the media, international organizations, and United Nations’ agencies in order to improve the protection of families, children, and those who are vulnerable in Iraq.

The organization continues to work on its slogan “Human, Development, Future” for the next stage by providing services according to its strategic plan for 2011-2012-2013. The amount and scope of the activities will expand due to expansion in the organization’s relationships and networking with its partners. The organization considers itself a partner to all the institutions that work on improving human lives. As a non-governmental organization, it tries to fulfil some goals of the new millennium. Our organization works on assessing people’s needs, identifying the most vulnerable groups in society, setting up action plans, and then implementing these projects, followed by follow-ups and evaluations. These activities match our organization’s human and financial resources, its experiences, and the settings.

PAO believes in the Universal Declaration of Human Rights and other instruments regarding human rights, and it has adopted several strategies in this regards:
Working to achieve the contents of human rights treaties and instruments in order to build a more stable and prosperous society where people live in dignity. To this end, we have founded this organization and set plans and strategies to implement these activities in different peaceful means.

**Our organization has its identity and definition that distinguish it from other NGOs, which is:**

Mission: Our organization ……. is a non-governmental nonprofit organization that works for the public interest in order to improve the life of people, strengthen human rights, and build a well-developed civil society. To this end, our organization implements development projects and programs, especially in the field of protecting families and children.

**Vision: a world where humanity enjoys all its rights**

**Values and Principles:**
- Commitment to international treaties and agreements on human rights.
- Commitment to democracy.
- Volunteerism and public interest.
- Impartiality, transparency, independency, honesty, tolerance, and non-discriminatory policies.
• Cooperation, partnerships, group work, equal opportunities, gender balance, earning beneficiaries’ trust, professionalism, and taking responsibility.
• Respecting the private lives of individuals.

In order to apply these principles, our organization’s strategies are:

1- Declare in writing: who we are, what our values are, whom we serve, and how we implement our programs.
2- Applying institutional systems
3- Depending on data, statistics, and planning in implementing the NGO’s programs.
4- Serving the most poor according to the NGO’s plans for protecting families and children.
5- Training and providing work requirements for the staff.
6- Taking advantage of specialty, experience, and new technology.
7- Follow-up, monitoring, evaluation and taking feedback.
8- Participation, networking, and advocacy.
9- Respecting applicable laws in the work setting.

Our organization looks forward to strengthen its path, as it was reflected in its strategies and witnessed in the activities in its previous cycles, and to establish its values and principles.
Our organization’s identity:

Name of the Organization: …………
Field: Protecting family and children.
Location: All Iraqi governorates. Planning to work in other countries later.
Target Group:
Families in general; women and children in particular.
The organization’s institutions:
Our organization includes three basic institutions according to its statute:
1. General Assembly Congress: outlining the public policy of the organization and electing the Board of Trustees.
2. Board of Trustees: legislative and supervisory functions. The BoT selects the administrative body.
3. Administrative Body: the highest implementing body in the organization, responsible for implementing the strategic plan.
Structure:
SWOT
Strengths, Weaknesses, Opportunities, and Threats

Internal Factors:

**Strengths:**
1. Conducting a large number of sustainable projects and activities within the last years that indicate the success of the organization in using its human and financial resources to implement different activities and build experience.
   Total number of implemented projects: 68

<table>
<thead>
<tr>
<th>Human Rights</th>
<th>Democracy</th>
<th>Education</th>
<th>Transitional Justice</th>
<th>Health care and environment</th>
<th>Peace and coexistence</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>10</td>
<td>4</td>
<td>7</td>
<td>17</td>
<td>5</td>
</tr>
</tbody>
</table>

2. Matching the projects to the goals in accordance with the strategic plan.
3. Leaving a positive impact in the covered locations.
4. Capacity building, building upon unique specialties in different human fields, developing volunteerism, and ensuring the quality of the volunteers. The table below illustrates the number of training courses held both locally and overseas:

<table>
<thead>
<tr>
<th>Year</th>
<th>Local training courses</th>
<th>Overseas training courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>45</td>
<td>18</td>
</tr>
<tr>
<td>2008</td>
<td>100</td>
<td>49</td>
</tr>
<tr>
<td>2009</td>
<td>59</td>
<td>23</td>
</tr>
<tr>
<td>Total number of participants</td>
<td>204</td>
<td>90</td>
</tr>
</tbody>
</table>
5. Our organization has been successful in finding different sources for funding.

6. Our organization has been successful in maintaining successful and continuous relations with the funders; these relations continue after the completion of the projects.

7. Our organization is a member in many networks and leads some of them.

<table>
<thead>
<tr>
<th>No.</th>
<th>Activity</th>
<th>Scope of Work</th>
<th>Cooperating Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
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<tr>
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<td></td>
<td></td>
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<tr>
<td>4</td>
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<tr>
<td>5</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

8. Our organization has been participating in international activities, including UPR in Geneva.

9. Weaknesses:
1. Poor interest in assessment indicators and impact measurements for each and every goal and plan.
2. The lack of capacity to reach directly and freely to victims during human crises.
3. Insufficient financial resources to respond to disasters and emergencies.
4. Poor mobilization of volunteers.
5. Poor strategic feedback and documentation.
6. Poor sustainability and follow-up after the completion of projects.
7. Poor utilization of technologies.

**External Factors:**

**Opportunities:**
1. Focusing on public peace, national reconciliation, raising civic awareness, and contacting funders to fund these activities.
2. Establishing real partnerships with other NGOs in order to improve competition and increase lobbying.
3. Gradually phasing out international sanctions on Iraq, which will provide a great opportunity for establishing development projects and ensuring the active participation of the civil society.
4. The tendency of United Nations agencies and international NGOs to fund NGOs directly.

**Threats:**
1. Lack of awareness on the importance of the NGO sector is a threat to the participation of the society in identifying its needs and implementing the projects.
2. The probability of reducing the funds and stopping their support by some organizations upon the revision of their works in Iraq.
3. The security situation and sectarian tensions.
4. Attempts to politicize NGOs.
5. NGOs face difficulty in working according to their specialty.
6. The difficulty of access to information.
7. The Iraqi government still has reservations on some international agreements.
8. The control of conventional forces and groups on people and their understandings.
Protecting Families and Children

“Protecting Families and Children” is the main title of our organization for the next stage, due to:

1. The evaluation process during the previous years showed our organization’s progress in providing basic services to families in general and children and women in particular.
   - Number of direct beneficiaries: 383,218
   - Number of indirect beneficiaries: 71 organizations

2. The accumulation of experience for the staff and volunteers.

3. Building a strong relation with funders.

4. Finding partners in the official and other institutions who support this field.

5. The insufficient number of organizations working in this field compared to the size of the problem.

Our organization has specified its main goal in this strategic plan in accordance with the aims mentioned in the statute approved by the conference:

Aim: consolidation and application of human rights through sustainable development in order to build a better future.
Goal: working for protecting families and children’s rights as part of the application of human rights.
The title “Protection of Families and Children” is a broad concept and requires defining its elements. The table below illustrates its basic elements and components:

<table>
<thead>
<tr>
<th>Protection of Families and Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economical Protection</td>
</tr>
<tr>
<td>Social and Health Protection</td>
</tr>
<tr>
<td>Legal Protection</td>
</tr>
</tbody>
</table>

Each field consists of several components:

**Legal Protection:**
Goal 1: creating an appropriate legal environment for Iraqi families and children.
We can work on achieving the aforementioned goal through the following projects and programs:
1. Lobbying for ensuring public and private liberties.
2. Lobbying for issuing laws for children protection and amending other laws to conform to international standards.
3. Lobbying for the application of laws on violence and discrimination against women.
4. Conducting research and implementing projects to curb domestic violence.
5. Continuous work to provide legal protection for the vulnerable.
6. Juvenile access to justice.
7. Prisoners’ access to justice.
8. Raising awareness on legal education.
Social and healthcare protection  
Goal 2: Working toward improving people’s social and healthcare situations.

We can work on achieving the aforementioned goal through the following programs and projects:
1. Gender balance.
2. Child labor and human trafficking.
3. The right to education and literacy.
4. FGM (Female Genital Mutilation).
5. AIDS and addiction.
6. Spinsterhood, widows, and orphans.
7. Freedom to choose one’s spouse.
8. Illegal immigration.

Economic Protection:
Goal: improving the economic situation of families through equal opportunities.
We can achieve the aforementioned goal through the following projects and programs:
1. The right to work.
2. Food security.
3. Citizens’ rights in public resources.
4. Income generation and vocational training.
5. Consumer protection.
Work Mechanisms:
1. Raising awareness.
2. Training and Rehabilitation.
3. Research and studies.
5. Monitoring and Reporting.

Implementation, Managing Resources, Follow-Up and Monitoring, and Evaluation

Plan Implementation:
Our organization approves the annual action plan, which starts and ends with the fiscal year. The annual action plan is set during the meetings between our organization’s offices and the volunteers. Upon approval, the action plan is sent to the Programs Office and Human Resources for the consolidation and preparation of the requirements.

The implementation of the annual plan depends on three resources:
1. Activities that can be implemented by our own capabilities.
2. Activities that can be implemented in partnerships.
3. Activities that can be implemented via submitting proposals to funders.
   The action plan is evaluated annually and a new plan shall be set for each year using the same mechanism in order to implement the strategic plan in three consecutive years.
Managing Resources
Human Resources: a large number of volunteers dedicate their time to our organization, in addition to hired employees who work in our offices. In 2009, the number of employees reached 73 while the number of volunteers reached 146.

The financial resources are managed as follows:

1. Employees: vacancies are announced and candidates are given equal chances. Upon the final interview, a contract shall be signed with the applicant. The contract, within the Job Description, details the rights and responsibilities of the employee.
2. Volunteers: every citizen is entitled to fill out the Volunteer Form. The volunteers will be engaged in our charitable activities according to their background and expertise.
3. Employees and volunteers are usually provided with orientations and training courses, such as on the basic principles and values of our organization, in addition to the tasks that they will be assigned to.

Financial Resources: our organization manages its financial issues internally and works to provide all job requirements to the employees. There are different ways to generate revenues:

1. Partnerships with other NGOs and Funders.
2. Project finances are subject to monitoring and auditing. A financial report is submitted at the end of each fiscal year.
3. An annual budget assessment covering expenditures is submitted each year.
4. Maintaining bank accounts and bank statements for our organization.

**Follow-Up and Monitoring:**
The following mechanisms are applied in order to follow-up and monitor our organization’s activities:

1. Reporting monthly, periodic, and annual financial reports by our different offices in addition to reports on current projects.
2. Monthly meetings among the Board of Administration and an annual meeting in addition to ad hoc meetings with the heads of offices and project managers.
3. Field visits to different offices and projects.
4. Documenting activities and events with different means (i.e. videotaping, photos, etc.).
5. Communication with partners, funders, beneficiaries, and stakeholders on the progress of the projects.

**Evaluation:**
Evaluation is an important part of the revision and correction processes and procedures. The following steps are taken during the evaluation process:

1. Project meetings: at the end of each project, an evaluation meeting shall be held with all stakeholders in order to evaluate the progress of the work and the end results.
2. Annual meetings: an annual meeting with the presence of all leadership staff shall be held by the end of each year in
order to evaluate the activities of the mentioned year and to plan for the following year.

8. Congress: every three years a national congress shall be held. All our organization’s employees are invited to attend this meeting in order to review the strategic plan.

**Second: evaluation by partners**
Evaluations by partners are performed with the attendance of all stakeholders and beneficiaries via meetings, forms, or attendance of project meetings.

**Third: external evaluation**
External evaluation is performed via outsourcing an external institution. The external evaluation can be performed both for activities and for the strategic plan.
Chapter 4
Annual Action Plan

Name of the Organization: .............

Annual Action Plan 2011

Goal: working for protecting families and children’s rights as part of the application of human rights.

Protecting Families and Children
Legal Protection

Goal 1: creating an appropriate legal environment for Iraqi families and children.

We can work on achieving the aforementioned goal through the following projects and programs:

9. Lobbying for ensuring public and private liberties.
10. Lobbying for the issuing of child protection laws and amending other laws to conform to international standards.
11. Lobbying for the application of laws on violence and discrimination against women.
12. Conducting research and implementing projects to curb domestic violence.
13. Continuous work to provide legal protection for those who are vulnerable.
14. Juvenile access to justice.
15. Prisoners’ access to justice.
16. Raising awareness on legal education.
Protecting Families and Children

Social Protection and Health Care:
Goal 2: Working toward improving social and healthcare situations.

We can work on achieving the aforementioned goal through the following programs and projects:

1. Gender.
2. Child labor and human trafficking.
3. The right to education and literacy.
4. FGM (Female Genital Mutilation).
5. AIDS and addiction
6. Spinsterhood, widows, and orphans.
7. Freedom to choose one’s spouse.
8. Illegal immigration.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Activities</th>
<th>Outputs, No. of Beneficiaries</th>
<th>Timetable</th>
<th>Budget</th>
<th>Fun der</th>
<th>Location, Governo rate</th>
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Economic Protection:
Goal: improving the economic situation of families through equal opportunities.
We can achieve the aforementioned goal through the following projects and programs:
7. The right to work.
8. Food security.
10. Income generation and vocational training.
11. Consumer protection.
12. Transparency and anti-corruption.
Work mechanisms to achieve this strategy:

1. Raising awareness.
2. Training and rehabilitation.
3. Researches and studies.
4. Advocacy and lobbying.
5. Monitoring and reporting