

Strategy and Impact: why it's the thought that counts.

Annette Lees

Strategic planning:

- The ability to plan and implement programmes that are likely to solve clearly identified problems
- Essential link between vision and consequence

Strategy 1:
Clearly identify the problem

Non-strategic approach:

- Problem substitution
(Solves a problem but not the problem)

Strategy 1:
Clearly identify the problem

Non-strategic approach:

- Problem substitution
- Look sideways
(Problem is resolvable but it's not what you want to hear)

Strategy 1:
Clearly identify the problem

Non-strategic approach:

- Problem substitution
- Look sideways
- **Invent problems**

(When there isn't actually a problem)

Strategy 2: Design a solution that will
solve the problem

Non-strategic approach:

- **Enact the solution before you've identified the problem**

Strategy 2: Design a solution that will solve the problem

Non-strategic approach:

Rest on your assumptions:

- 'The community' is a single entity
- The community wants to be involved
- The community does not want to be involved
- The community will provide voluntary labour
- Rural dwelling means farm-owning
- Building resilient communities leads naturally to positive environmental outcomes.

Assumptions:

- We can't partner with other agencies, only consult, because our norm must prevail
- Awareness-raising will solve the problem
- If we wait for the science we'll know how to act
- There is no need to wait for the science, we know what the problem is
- Peer-pressure will bring in the reluctant farmers
- At the end of three years we'll be handing this over to the community

Strategy 2: Design a solution that will solve the problem

Non-strategic approach:

- Enact the solution before you've identified the problem
- Resting on your assumptions
- **Paralysis by complexity**

Strategy 2: Design a solution that will solve the problem

Non-strategic approach:

- Enact the solution before you've identified the problem
- Resting on your assumptions
- Paralysis by complexity
- **The model approach**
(We want that community, those farmers)

Strategy 3:
Develop clear objectives

What is your desired outcome?

Strategy 4: Learning and improving
from your experience

“Lessons learned”
or
“Lessons learned and since forgotten”

Strategy 4: Learning and improving
from your experience

- Lessons learned
- Independent review

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- Lessons learned
- Independent review
- Learning organisations

Conclusion

Supporting strategic planning our most cost effective intervention

- Reward strategic planning skills in staff
- Engender a culture of strategic thinking
- Senior staff have commitment, skills and understanding of strategic planning
- Staff held accountable for strategic outcomes