



**Technical Assistance
to the Strengthening of Strategic Planning Capacities
in Selected Ministries in Lebanon**

ENPI/2014/349-155

Report on Activity 2.1.

**Gathering international best practices in strategic
planning**

February 2014

**The opinions expressed in this report are the sole responsibility of the author and can in
no way be considered to reflect the views of the European Union**

Introduction

1 Introduction

This report is the result of Activity 2.1 'Collecting best practices in strategic planning' of the project 'Technical Assistance to the Strengthening of Strategic Planning Capacities in selected Ministries in Lebanon' funded by the European Union and managed by the Office of the Minister of State for Administrative Reform (OMSAR).

Strategic planning is part of the planning and control cycle. This cycle consists of strategic planning (long term or mid-term: 3-5 years) operational planning (short term: one year) and reporting on progress as well as feed-back on the realism of the strategic and operational plans.

In line with this thinking, the report sets out to make accessible a collection of strategic plans and other planning and control documents such as progress reports that may be considered to reflect international best practices.

The categories of documents are

- Strategic plans
- Operational Plans
- Reports

For each of these categories of documents, with the exception of the category 'miscellaneous', criteria were formulated in line with the manual for strategic planning developed by the project.

The links to the documents are shown and the reports are scored against the criteria mentioned. In the case of strategic reports a table has been added which criteria are met and which not, due to the quantity of criteria (eleven).

Purpose of this project activity is make accessible international best practices to government staff interested or involved in strategic planning, and to the general public. Therefore the document ends with recommendations aiming at development of the collection and its accessibility.

2 Strategic plans

In order to assess whether the strategic plans may be considered valuable study material or reference for comparison, the strategic plans have been scored against a series of criteria. These criteria come from the Manual for Strategic Planning developed by OMSAR in the framework of the EU funded project "Technical Assistance to the Strengthening of Strategic Planning Capacities in Selected Ministries in Lebanon", that was carried out starting from October 2014.

These criteria are formal in nature. The authors of this report cannot judge on the content of the strategic plans, nor can they assess whether the plans are realistic, financially or form an organizational or political point of view.

The formal criteria are:

1. The availability of an analysis of the current situation of the organisation or the sector it works in.

2. The availability of quantitative data underpinning the analysis and that may serve as base line assessment
3. The formulation of a mission statement
4. The formulation of a vision statement
5. The formulation of a values statement
6. The formulation of strategic goals
7. The identification of specific objectives that lead to reaching the strategic goals
8. The identification of major activities/projects/courses of action that lead to reaching these specific objectives
9. The presence of a system for monitoring the success of the strategic plan (including performance indicators, benchmarks etc)
10. The availability of operational plans that detail the major activities/ projects/courses of action that lead to reaching these specific objectives
11. The availability of periodic reporting on the progress of the strategic plan, and the operational plans.

The strategic plans referred to in this report are all in English. Although strategic plans have been found in other languages, they have not been included in this collection. With a few exceptions they all come from and are made for public or semi-public entities.

Hereunder the list is given of the strategic plans considered to be of sufficient quality in order to be part of this collection and finally a table with the score as given by the author.

1- Best practices of strategic planning

Institution	URL of Strategic Planning	General Comments	Score (over 11)
1)Metropolitan Police U.K.	http://content.met.police.uk/cs/Satellite?blob_col=urldata&blobheadername1=Content-Type&blobheadername2=Content-Disposition&blobheadervalue1=application%2Fpdf&blobheadervalue2=inline%3B+filename%3D%22764%2F612%2Fpolicing_london_business_plan_2011-14.pdf%22&blobkey=id&blohtable=MungoBlobs&blobwhere=1283663660607&ssbinary=true	It misses a description about the current situation, an operational plan and periodic reporting	8
2)Ministry of Health of Turkey	http://sbu.saglik.gov.tr/Ekutuphane/kitaplar/sstratejikplaning.pdf	Strategic planning is written within the law.	11
3)Rhode island community food bank - strategic plan 2013 – 2015	http://www.rifoodbank.org/Portals/0/Uploads/Documents/Strategic%20Plan%202013-2015%20-%20FINAL.pdf	A 5 pages plan missing a system of monitoring its success, an operational plan and some periodic reporting	8
4)State of California - Department of Technology	http://www.cio.ca.gov/pdf/2014-California-IT-Strategic-Plan.pdf	They have a yearly reporting of 2 pages. Analysis of current situation (descriptive and supported by data), values, and system of monitoring and operational plan are missing.	6
5)California Public Utilities Commission - Energy Efficiency	http://www.cpuc.ca.gov/PUC/energy/Energy+Efficiency/eesp/	Each strategic objective has its own vision and mission. Operational plan and periodic reporting are missing	9
6)California State University Los Angeles	http://web.calstatela.edu/univ/ppa/publicat/sratplan/	Analysis of current situation (both) and operational plans are non-available	8
7)Australian Capital Territory Government - Environment and Planning Directorate	http://www.planning.act.gov.au/tools_resources/legislation_plans_registers/plans/planning_strategy	There are multiple visions and plans. Missing: analysis of current situation (descriptive and data supported), values and periodic reporting	7

8)Trinity College Dublin	https://www.tcd.ie/strategy/	Goals and objectives are listed in a very methodological way. Missing the final criteria: System of monitoring, operational plan and periodic reporting	8
9)The Seattle public library - strategic plan 2011 – 2015	http://www.spl.org/Documents/about/strategic_plan.pdf	Plan lacking supportive data for current analysis, as well as a system of monitoring, an operational plan and periodic reporting	7
10)Portugal, ministry of economy and innovation - National strategic plan for tourism	http://www.turismodeportugal.pt/english/TurismodeportugalIP/AboutUs/Anexos/PENT%20VER%20INGLES.pdf	Detailed data supporting approximatively every paragraph. This plan misses a mission, a system of monitoring its success, an operational plan and a periodic reporting	7
11) Changing with the world, UNDP's strategic plan : 2014 -2017	http://www.undp.org/content/dam/undp/library/corporate/UNDP_strategic-plan_14-17_v9_web.pdf	Colourful plan lacking in supportive data for current analysis and periodic reporting	9
12)Federal bureau of investigation - IT strategic plan for 2010 – 2015	http://www.fbi.gov/about-us/itb/it-strategic-plan-2010-2015	Non-available criteria: Data to support current analysis, system of monitoring the success of the plan and periodic reporting	8
13)American University of Beirut	http://www.aub.edu.lb/PROVOST/STRATEGIC PLAN/Pages/home.aspx	They have an interesting system of monitoring the success of their plan. Data for current analysis, operational plan and periodic reporting are what is missing	8
14)Tourism Strategy of Turkey	http://www.kulturturizm.gov.tr/genel/text/eng/TST2023.pdf	Values, data analysis of current situation and yearly reporting are missing	8
15)Ministry of Justice of Turkey	http://www.justice.gov.tr/StrategicPlan.pdf	Current analysis is enriched with a SWOT analysis. Operational plan and periodic reporting are missing	9
16) The Estonian Entrepreneurship Growth Strategy	http://kasvustrateegia.mkm.ee/index_eng.html	Strategic planning is written within the law. However, it is missing a descriptive current analysis as well as data support, system of monitoring the plan and periodic reporting	7

17) University of Tartu – Estonia	http://www.ut.ee/sites/default/files/ut_files/UT%20Strategic%20Plan%202015.pdf	One of the rare plans to possess all 3 final attributes (monitoring, operational plan and reports). However, analysis of current situation (Description and data) is missing as well as values	8
18) Estonian biodiversity strategy and Action Plan - Estonian Ministry of the Environment	https://www.cbd.int/doc/world/ee/ee-nbsap-01-en.pdf	A plan enriched with law acts (Strategic planning is within the law). The only thing missing was data for the analysis of the current situation	10
19) Public Health Agency of Canada	http://www.phac-aspc.gc.ca/publicat/2007/sp-ps/pdfs/PHAC_StratPlan_E_WEB.pdf	Missing: Supporting data for current analysis, system of monitoring the plan, operational plans and periodic reporting	7
20) National library of Wales - Strategic plan 2014 – 2017	http://www.llgc.org.uk/fileadmin/fileadmin/docs/gwefan/amdanom_ni/dogfennaeth_gorff_oraethol/corff_strat_KnowledgeforAll_2014_2017S.pdf	Criteria non-available: Major actions leading to specific objectives and an operational plan	9
21) Texas homeland security - Strategic plan 2010 – 2015	http://gov.texas.gov/files/homeland/hmlndsecurity_stratplan2015.pdf	Plenty of objectives and major actions. However, the plan is lacking in mission, values, system of monitoring its success and periodic reporting	7
22) Manchester 2020 - The strategic plan for the university of Manchester	http://documents.manchester.ac.uk/display.aspx?DocID=11953	A strategic plan missing a mission, an operational plan and periodic reporting	8
23) New Zealand Police	http://www.police.govt.nz/about-us/publication/new-zealand-police-strategic-plan-2011-2015	A plan with no current analysis, be it descriptive or supported by data. Also, there is no periodic reporting.	8
24) Florida Department of Education	http://www.fldoe.org/policy/state-board-of-edu/strategic-plan.shtml	A plan with no values, operational plans and periodic reporting	8
25) European Food Safety Authority - Strategic plan 2009 - 2013	http://www.efsa.europa.eu/en/corporate/doc/stratplan09en.pdf	Evolving contexts taken into consideration. Criteria missing: supportive data for current analysis, mission, values, operational plan and periodic reporting	6

26) World Health Organization - Strategic Plan for Food Safety 2013 – 2022	http://apps.who.int/iris/bitstream/10665/101542/1/9789241506281_eng.pdf	Supportive data for current analysis, vision, operational plan and periodic reporting are missing	7
27) Republic of Zambia - Ministry of Health - National Health Strategic Planning	http://www.internationalhealthpartnership.net/fileadmin/uploads/ihp/Documents/Country_Pages/Zambia/ZambiaNHSP2011to2015final..pdf	A strategic plan only missing an operational plan and periodic reporting	9
28) NASA strategic plan 2014	http://www.nasa.gov/sites/default/files/files/FY2014_NASA_SP_508c.pdf	Missing criteria: Data support for current analysis, system of monitoring the success of the plan, operational plan and periodic reporting	7
29) Commonwealth foundation, strategic plan 2012 – 2016	http://www.commonwealthfoundation.com/sites/cwf/files/downloads/Commonwealth_Foundation_Strategic_Plan.pdf	An NGO strategic plan lacking supportive data for current analysis, operational plan and periodic reporting	8
30) Duke global health institute : Strategic plan 2013 – 2017	http://globalhealth.duke.edu/sites/default/files/publications/strategic_plan_2013-3-1-13.pdf	A strategic plan for an Ngo, it is missing supportive data for current analysis, an operational plan and periodic reporting	8
31) Wines of Chile - Strategic Plan 2020, International Market	http://www.winesofchile.org/site/wp-content/uploads/2011/01/woc-plan-2020-eng.pdf	Perfect plan fuelled with a SWOT analysis	11
32) Vancouver police department - Strategic plan 2012 – 2016	http://vancouver.ca/police/assets/pdf/vpd-strategic-plan-2012-2016.pdf	Lacks an operational plan	10
33)Cooper Hewitt, National design museum. The Smithsonian 5 year strategic plan 2007 – 2012	http://www.si.edu/content/opanda/docs/stratplan/2012.sp.chndm.pdf	A Museum strategic plan. Missing criteria are: Current analysis supported by data, values and an operational plan	8
34) Turkish football federation - strategic plan 2010 -2013	http://www.tff.org/Resources/TFF/Documents/02010DK/TFF/Strategic-Plan-Ing.pdf	Missing supportive data for current analysis as well as a system of monitoring, an operational plan and periodic reporting	7

35) American Red Cross - Strategic Plan 2014 – 2019	http://www.redcross.org/images/MEDIA_CustomProductCatalog/m19050517_new_hampshire_red_cross_business_planfinal61713.pdf	This plan is missing supportive data for current analysis, a system of monitoring its success, an operational plan and periodic reporting	7
36) American diabetes association - strategic plan 2012 – 2015	http://main.diabetes.org/dorg/PDFs/American_Diabetes_Association-2012-2015-Strategic-Plan.pdf	Criteria missing: Descriptive current analysis, values, operational plan and periodic reporting	7
37) Northeast Iceland strategic tourism plan - 2009 – 2014	http://www.atthing.is/wp-content/uploads/2012/01/TSP2_NE_Iceland_Strategic_tourism_plan_s.pdf	A plan lacking in values, system of monitoring of success, operational plan and periodic reporting	7
38) English golf - strategic plan 2014 – 2017	http://www.englandgolf.org/page.aspx?siteid=353&search=	This plan only lacks values and an operational plan	9
39) United States Patent and Trademark Office (USPTO), Department of Commerce. Strategic plan 2014 – 2018	http://www.uspto.gov/about/stratplan/USPTO_2014-2018_Strategic_Plan.pdf	Missing criteria: Data support for current analysis, values and operational plan	8
40) Dept. of Agriculture and Rural Dvpt - UK government, Strategic plan 2012 – 2020	http://www.dardni.gov.uk/dard-strategic-plan-2020-english-version.pdf	A plan missing an operational plan and periodic reporting	9
41) Hawaii tourism authority, strategic plan 2005 – 2015	http://www.hawaii tourism authority.org/default/assets/File/about/tsp2005_2015_final.pdf	Availability of mission is the only missing criteria	10
42) New Mexico Department of Health Strategic Plan 2014 – 2016	http://nmhealth.org/publication/view/plan/408/	The only missing criteria is the availability of an operational plan	10
43) Republic of India, ministry of textiles, Strategic plan 2012 – 2017	http://texmin.nic.in/aboutus/rfd/strategic_plan_2012_2017.pdf	Values and operational plan are missing	9

2- Table of scores

Institution	Analysis of current situation (descriptive only)	Analysis of current situation (supported by quantitative data)	Vision	Mission	Values	Strategic Goals	Specific objectives leading to strategic goals	(Major)actions/projects/programs leading to specific objectives	System of monitoring the success of strategic plan	Availability of operational plans	Availability of periodic reporting (At least yearly)
1)Metropolitan Police U.K.	-	+	+	+	+	+	+	+	+	-	-
2)Ministry of Health of Turkey	+	+	+	+	+	+	+	+	+	+	+
3)Rhode island community foodbank - strategic plan 2013 – 2015	+	+	+	+	+	+	+	+	-	-	-
4)State of California - Department of Technology	-	-	+	+	-	+	+	+	-	-	+
5)California Public Utilities Commission - Energy Efficiency	+	+	+	+	+	+	+	+	+	-	-
6)California State University Los Angeles	-	-	+	+	+	+	+	+	+	-	+
7)Australian Capital Territory Government - Environment and Planning Directorate	-	-	+	+	-	+	+	+	+	+	-
8)Trinity College Dublin	+	+	+	+	+	+	+	+	-	-	-

9)The Seattle public library - strategic plan 2011 - 2015	+	-	+	+	+	+	+	+	-	-	-
10)Portugal, ministry of economy and innovation - National strategic plan for tourism	+	+	+	-	+	+	+	+	-	-	-
11) Changing with the world, UNDP's strategic plan : 2014 -2017	+	-	+	+	+	+	+	+	+	+	-
12)Federal bureau of investigation - IT strategic plan for 2010 - 2015	+	-	+	+	+	+	+	+	-	+	-
13)American University of Beirut	+	-	+	+	+	+	+	+	+	-	-
14)Tourism Strategy of Turkey	+	-	+	+	-	+	+	+	+	+	-
15)Ministry of Justice of Turkey	+	+	+	+	+	+	+	+	+	-	-
16) The Estonian Entrepreneurship Growth Strategy	-	-	+	+	+	+	+	+	-	+	-
17) University of Tartu - Estonia	-	-	+	+	-	+	+	+	+	+	+

18) Estonian biodiversity strategy and Action Plan - Estonian Ministry of the Environment	+	-	+	+	+	+	+	+	+	+	+	+
19) Public Health Agency of Canada	+	-	+	+	+	+	+	+	+	-	-	-
20) National library of Wales - Strategic plan 2014 - 2017	+	+	+	+	+	+	+	+	-	+	-	+
21) Texas homeland security - Strategic plan 2010 - 2015	+	+	+	-	-	+	+	+	+	-	+	-
22) Manchester 2020 - The strategic plan for the university of Manchester	+	+	+	-	+	+	+	+	+	+	-	-
23) New Zealand Police	-	-	+	+	+	+	+	+	+	+	+	-
24) Florida Department of Education	+	+	+	+	-	+	+	+	+	+	-	-
25) European Food Safety Authority - Strategic plan 2009 -2013	+	-	+	-	-	+	+	+	+	+	-	-
26) World Health Organization - Strategic Plan for Food Safety 2013 - 2022	+	-	-	+	+	+	+	+	+	+	-	-

27) Republic of Zambia - Ministry of Health - National Health Strategic Planning	+	+	+	+	+	+	+	+	+	-	-
28) NASA strategic plan 2014	+	-	+	+	+	+	+	+	-	-	-
29) Commonwealth foundation, strategic plan 2012 - 2016	+	-	+	+	+	+	+	+	+	-	-
30) Duke global health institute : Strategic plan 2013 - 2017	+	-	+	+	+	+	+	+	+	-	-
31) Wines of Chile - Strategic Plan 2020, International Market	+	+	+	+	+	+	+	+	+	+	+
32) Vancouver police department - Strategic plan 2012 - 2016	+	+	+	+	+	+	+	+	+	-	+
33)Cooper Hewitt, National design museum. The Smithsonian 5 year strategic plan 2007 - 2012	+	-	+	+	-	+	+	+	+	-	+
34) Turkish football federation - strategic plan -2010 -2013	+	-	+	+	+	+	+	+	-	-	-
35) American Red Cross - Strategic Plan 2014 - 2019	+	-	+	+	+	+	+	+	-	-	-

36) American diabetes association - strategic plan 2012 - 2015	-	+	+	+	-	+	+	+	+	-	-
37) Northeast Iceland strategic tourism plan - 2009 - 2014	+	+	+	+	-	+	+	+	-	-	-
38) English golf - strategic plan 2014 - 2017	+	+	+	+	-	+	+	+	+	-	+
39) United States Patent and Trademark Office (USPTO), Department of Commerce. Strategic plan 2014 - 2018	+	-	+	+	-	+	+	+	+	-	+
40) Department of Agriculture and Rural Development - UK government, Strategic plan 2012 - 2020	+	+	+	+	+	+	+	+	+	-	-
41) Hawaii tourism authority, strategic plan 2005 - 2015	+	+	+	-	+	+	+	+	+	+	+
42) New Mexico Department of Health Strategic Plan 2014 - 2016	+	+	+	+	+	+	+	+	+	-	+
43) Republic of India, ministry of textiles, Strategic plan 2012 - 2017	+	+	+	+	-	+	+	+	+	-	+

3- Operational or annual plans belonging to strategic plans

Operational plan	Allocation of the project to units of the strategic plan	Time sequencing	Assessment of the cost to be made in the year	URL of operational plan (Same as the strategic plan)
Ministry of Health of Turkey	+	+	+	http://sbu.saglik.gov.tr/Ekutuphane/kitaplar/stratejikplaning.pdf
Australian Capital Territory Government - Environment and Planning Directorate	+	-	-	http://www.planning.act.gov.au/tools_resources/legislation_plans_registers/plans/planning_strategy
Tourism Strategy of Turkey	+	+	-	http://www.kulturturizm.gov.tr/genel/text/eng/TST2023.pdf
University of Tartu - Estonia	+	-	-	http://www.ut.ee/sites/default/files/ut_files/UT%20Strategic%20Plan%202015.pdf
Wines of Chile - Strategic Plan 2020	-	+	+	http://www.winesofchile.org/site/wp-content/uploads/2011/01/woc-plan-2020-eng.pdf

4 - Examples of reports related to strategic plans

Other than with regard to strategic plans the internet research did not yield very many examples of periodical reports related to earlier strategic or operational plans. The reason for this may be that public institutions and private companies consider strategic plans as a marketing and publicity instrument whereas the other documents tend to be seen as internal document. Even examples were found where the strategic plan was written in English, and the subsequent reports in the local language, in this case Spanish.

The few examples found were scored against the following criteria:

- a. Do they compare the achievement with a preceding plan (strategic or operational)?
- b. Do they in any way enable the reader to assess progress by showing changes in indicators or otherwise?

Report	Do they compare achievements with the plan?	Do they show progress?	URL of report (s)
United States Patent and Trademark Office (USPTO), Department of Commerce. Strategic plan 2007 – 2012	+	+	http://www.uspto.gov/about-us/performance-and-planning/uspto-annual-reports
Vancouver police department - Strategic plan 2012 – 2016	+	+	http://vancouver.ca/police/assets/pdf/2013-report-back.pdf

University of Tartu - Estonia, Strategic plan 2009 – 2015	-	+	http://www.ut.ee/sites/default/files/www_ut/ulikoolist/performance_indicators_for_ut.pdf
Hawaii tourism authority, strategic plan 2005 – 2015	+	+	http://www.hawaiitourismauthority.org/research/reports/
Republic of India, ministry of textiles, Strategic plan 2012 – 2017	+	+	http://texmin.nic.in/annualrep/arep.htm

5 - Miscellaneous documents

During the internet research some documents were found that were not the primary target group of the research but were found interesting enough to incorporate them in this collection. This part of the collection consists of

- Manuals developed by other institutions
- Scientific articles about strategizing and planning
- Best ways of strategic planning
- Organizations of institutions for strategic planning

These documents are given with their links and a short characterization enabling the reader to assess whether it is worthwhile to open the document.

- A strategic planning process for public and non-profit organizations, *John M. Bryson*:

This document is a small manual written by John Bryson explaining what is strategic planning and its benefits. It explains how to apply it for public and non-profit organizations and what are the results obtained from its implementation. The manual is enriched with some graphics.

URL: <http://docushare.usc.edu/docushare/dsweb/Get/Document-8775/>

- Philippine Ports Authority:

This document is a website page explaining about the strategic planning department at the Philippine ports authority. Moreover, the department is divided into 2 divisions and their role is explained.

URL: <http://www.ppa.com.ph/Organization/SPDfunc.htm>

- Planifier le changement, *Gouvernement du Canada*:

A French written document. It explains what is strategic planning and how to apply it for non-profit organizations. Moreover, it shows the benefits of applying it.

URL: <http://publications.gc.ca/collections/Collection/EN1-35-3-2001F.pdf>

- Perspectives on strategic planning in the public sector, *Richard D. Young*:

As its title suggest, this one shows perspectives on strategic planning in the public sector. It is a detailed documents explaining all the steps of how to make a strategic plan and showing its benefits in the public sector.

URL: <http://www.ipspr.sc.edu/publication/perspectives%20on%20Strategic%20Planning.pdf>

- Strategic planning and performance management – best practice cases in central and local public administrations, *Florin Bondar, Emmanuel Rauta*:

This is document showcasing the best practices in central and local public administrations in some countries for strategic planning and performance management

URL: <file:///C:/Users/assaf/Downloads/study-and-best-practices-on-strategic-planning.PDF>

6 - Recommendations

The project recommends

- a. That the collection of strategic plans be made accessible through the website of OMSAR and the website of the project.
- b. That the collection be kept up to date by the staff working in the future Help Desk Strategic Planning of OMSAR