

Strategic Planning For NGOs

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Strategy and strategic planning

The term 'strategy' has been interpreted in different ways in different eras and situations. The communist regime understood it as the theory of leading the working class revolutionary struggle, while soldiers perceive it as a system for preparing and directing large military operations. In general, strategy may be described as a planned process that enables a particular situation to be addressed in the most efficient way, leading to the best possible results.

In the non-profit sector, strategy is regarded as a series of principal activities carried out by an organization, culminating in the fulfillment of its objectives and missions. A strategic plan can therefore be compared to a map, which helps an organization to get from one place to another. It is a written document that analyses the current situation and spells out the organization's visions – future alternatives for development – whilst also outlining the milestones that must be achieved and the strategic decisions that must be made to enable the organization to continue fulfilling its mission in the future. In this context, the mission clarifies why, what, and how things are done in the organization; it spells out its main approaches and values. It is what the organization dedicates its resources, time, and talent to.

We should point out that this process does not involve the creation of 'five-year plans', which were popular during the era of communist planning. We are not concerned with plans that are dictated to organizations by someone else. We shall concentrate upon the **process of jointly seeking and defining a strategic plan** within non-profit organizations. All those who contribute to the fulfillment of the organization's mission should participate in this process; they should not only be aware of its importance, but also be acquainted with the instruments used in its preparation. It is a process that opens up great opportunities to influence the organization's future, and also establishes shared responsibility for proposals and their subsequent implementation, which is a key factor in an organization's success.

Box: "Strategic" terminology

The **strategic goal** is the long-term objective of an organization.
Strategy is the formulation of alternative routes leading towards the attainment of the strategic goal.
Strategic planning is the process by which an organization's members (the management, employees, and the board of directors, along with representatives of other organizations who have a significant influence on the organization concerned) plan the future of the organization and formulate conditions for the attainment of its objective. It involves the specification of measures that have crucial and long-term significance for the organization's overall direction.
The agreements reached during this process are reflected in the **strategic plan**.
After its approval, the strategic plan becomes the fundamental document for the **strategic management of the organization**, which involves the implementation and monitoring of the organization's activities, and their possible amendment, so that they are directed towards the attainment of strategic goals.

¹ Text is adopted from the publication: Ondrusek, D. (ed.) and Assoc.: A Reader for Non-Profit Organization, PDCS, 2003

Before we describe various approaches to strategic planning, let us first answer the question, “What can we achieve through strategic planning, and why should we do it at all?” Experience has shown that plans should be made in order to:

- increase output,
- manage resources more effectively,
- establish a clear direction for the organization in the future,
- direct attention towards the most important areas,
- strengthen teamwork,
- facilitate the solution of organizational problems,
- survive...

Non-profit organizations often argue that they have so much important work to do that no time is left for planning. They believe that planning represents a useless waste of resources, and point to a lack of money for such an activity. They are reminiscent of a financial manager who has no time to think about the budget as a whole because there are so many different bills to pay every day. However, one day, there may well be nothing to pay these bills with. In the same way that organizations with a lack of effective financial management may fail, organizations that do not make plans and do not know where they are heading might also suffer the same fate.

There is no ‘correct’ way of drawing up a strategic plan. There are only many models and approaches stemming from experiences gained by various types of organizations. Although they are all similar, they do differ in certain aspects. They all involve different lengths of time for their finalization (a couple of weeks, months, or even years), different duration, different levels of detail, and different amounts of emphasis on individual elements. Discussions have always taken place between practical and theoretical experts on strategic planning in regard to the level of sophistication the process itself should involve – whether it should have a thorough and strictly managed structure, or whether it should be a purely intuitive, unmanaged procedure. Although it is possible that a bad strategy may emerge from a good strategic planning process, this is much less likely than the emergence of a good strategy from a bad strategic process. The process you select is up to you, but the following paragraphs, which present various approaches to strategic planning, may help you to decide. Some approaches are described in detail, while others are merely mentioned in passing.

The first approach to strategic planning has its roots in the 1960s, when the book ‘Corporate Strategy’ by Igor Ansoff had a significant impact on the entrepreneurial world. It brought a new view of strategy and offered a key to setting it – ‘gap analysis’ (which determines the difference between where you are and where you want to get to). Other experts later elaborated upon this concept. A period of ‘analysis paralysis’ followed (where it was shown that although strategic plans were repeatedly created, they were never realized) and consequent emphasis on the concept of ‘strategic management’, which includes strategic diagnosis, planning, and guiding organizations towards the effective implementation of a strategic plan. In simple terms, the first model is based upon ‘the three basic questions’ encountered when drafting a strategic plan. The principles stemming from this model allow you to draw up your own strategic plan in a relatively short time; however, do not forget that effective analysis does not guarantee effective implementation.

Another approach concerns itself with the individual stages of strategic planning, and is based upon the methodology set out by Bryan W. Barry in his ‘Strategic Planning Workbook for Non-Profit Organizations’. It contains detailed descriptions of measures to be used when creating, developing, and implementing a strategic plan, which are explicitly aimed at non-profit organizations. If you have no experience as of yet in the area of strategic planning, then this chapter will help you to develop a clearer picture of what this process demands. The tasks and decisions involved are listed sequentially and in detail, accompanied by illustrative examples. The description of each stage is concluded with a summary that will help you to evaluate your success in dealing with it. If this simple approach is not

enough, you can find more details in Barry's books and workbooks designed for non-profit organizations. Similarly, John M. Bryson and Farnum K. Alston have written about the steps involved in creating and implementing strategic plans, with specific orientation towards non-profit organizations, in their book, 'Creating and Implementing Your Strategic Plan – A Workbook for Public and Non-Profit Organizations'.

Approaches to strategic planning are in a state of constant development. This is partially influenced by the shift from traditional methodology, based upon linear thinking, to one which includes an awareness of chaos, where it is much more difficult to define what success actually is (today, success is not characterized simply by favorable financial results), and emphasis on intuition-based methods, where the process of creating strategy is highlighted. Henry Mintzberg conceived this more intuitive approach to the formulation and implementation of strategy in the 1990s. He regards strategy as an art form, and perceives the "process of strategy development as careful, fragile, and [as] dangerous as the work of a potter in making a vessel" (Crainer, 1998).

The battle between analysis and intuition may sometimes lead to ambiguity. For example, according to Costas Markides, strategy is a very simple matter. In its simplest form it is five or six creative ideas talking about how the organization will continue in the competition battle in its field of business. It is not a plan, it is not a hundred-page document, it is not a budget, and it is not an objective. It is just five or six creative ideas. If your organization is unable to express its strategy in one sheet of paper then it has no strategy." (Crainer, 1998). The truth is actually somewhere in the middle. Strategy is not purely rational or purely intuitive; it involves finding the ability within yourself to recognize when and how your own intuition should be used in certain situations for the benefit of the organization as a whole.

These approaches could be compared to a journey. Figuratively speaking, Ansoff's approach involves a starting point, a destination, and a path between them that must be negotiated. Barry's method involves individual staging posts, sets out a precise itinerary, and describes the towns that you must pass through if you are heading in the right direction. Mintzberg's route, on the other hand, has more of a 'meandering' nature, reminiscent of Kerouac's 'On the Road'. It maintains that it is not important to pass through a particular locality recommended to you by your friends if you find something else on the way that enchants you – a location that it is worth lingering for.

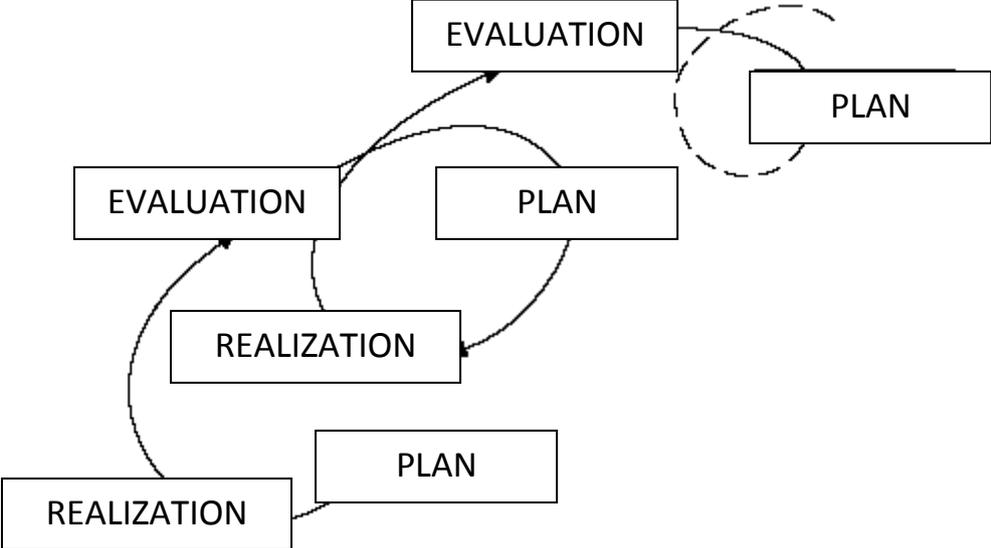
There are an infinite number of theories connected with strategic planning. However, all of them agree that the realization stage poses a problem for most strategies. That is why, during the planning process itself, you should:

- accept the **uncertainty** that exists, observe events that take place outside the organization, and learn from your own mistakes and those of others,
- use **innovative approaches**,
- concisely formulate detailed **strategic documents**, because they affect the interpretation of the strategy,
- trust in your own **intuition** and **work as a team** – involve all those who will subsequently 'bring the plan to life' in the planning process,
- and always **look to the future**.

Finally, it must be mentioned that every strategic plan as a product of strategic planning is unique in its own way, stemming from the basic values of a particular organization. The following paragraphs could be compared to a rope that must be climbed; questions form 'loops' in the rope that help you to 'climb up', or draft your strategic plan, step by step. However, you should not lose sight of the fact that strategic planning is a way of thinking collectively within an organization, and that a strategic plan will never be perfect or entirely complete. Throughout the entire process, you should concentrate your energy and attention more on creativity, flexibility, and constant improvement

than on the dogmatic fulfillment of the individual stages of a process. Whichever route you choose, the critical point after approving the strategic plan is its realization. However, your work does not even end there. Evaluate what you have achieved, continue to follow the 'spiral' (see below), and repeat the creation of a strategic plan on a new qualitative level.

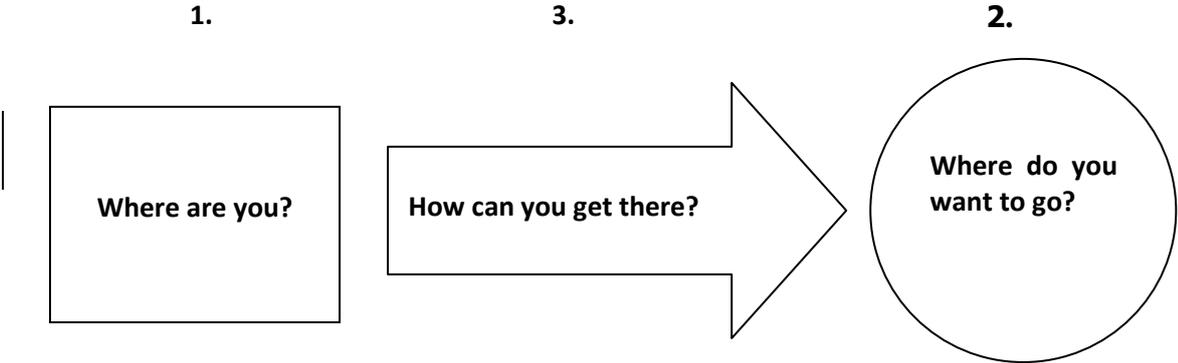
Figure: The strategic planning spiral



Three basic questions when drawing up a strategic plan

You can draw up a strategic plan, i.e., outline the best possible future for the organization and an effective path to achieve this, in a relatively short time once you have answered these three questions:

Figure: Three basic questions



The sequence in which individual questions are answered is very important. Many organizations immediately rush into planning and engage in activities without determining where they actually want to get to, or where they are at the moment. In such a case, they may find themselves in a similar situation to Alice in Wonderland¹, in the following passage:

“Cheshire Puss’, she began, rather timidly, as she did not at all know whether it would like the name: however, it only grinned a little wider. ‘Come, it’s pleased so far’, thought Alice, and she went on. ‘Would you tell me, please, which way I ought to go from here?’ ‘That depends a good deal on where you want to get to’, said the Cat. ‘I don’t much care where—’ said Alice. ‘Then it doesn’t matter which way you go’, said the Cat. ‘—so long as I get somewhere’, Alice added as an explanation. ‘Oh, you’re sure to do that’, said the Cat, ‘if you only walk long enough’”.

1. Where are you?

This question directs your attention towards the analysis of the situation in which your organization currently finds itself, and an awareness of the environment in which the organization operates. The process of creating and realizing a strategy may be carried out using one of the following methods, or using an approach that lies somewhere in between.

The first method involves analyzing the market and the competitive environment, where opportunities that arise may be identified and utilized accordingly. The second entails a strategy beginning within the organization itself. Research is carried out into areas where the organization excels, and these areas of excellence are then employed under existing conditions. In short, there are a number of approaches to analysis that may be applied at this stage; however, ‘SWOT’, ‘STEP’, and ‘force field’ analyses may help to guide you through the maze of information available.

Box: Analytical approaches to strategic planning

SWOT is an acronym for **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats. It involves analyzing the organization’s internal and external environment, concentrating upon its strengths and weaknesses (the organization’s structure, the board of directors, its employees, the quality of its services – results achieved so far, successes and failures, technical/material resources, ways of communicating, the current operating strategy, competition and the market, etc.), and upon external opportunities and threats (the needs and developmental trends of society, potential clients, allies/collaborators, competitors, etc.). Strengths are understood to be those attributes of the organization that help it to fulfill its mission, while weaknesses degrade the quality of its work and hamper the fulfillment of this objective. Opportunities are external realities that help the organization fulfill its mission and develop further, while threats hinder development and the attainment of these goals in some way. In view of the fact that both external and internal factors are subject to constant change, each analysis should actually comprise a number of SWOT analyses concentrating upon the past, the present, and the future.

STEP analyses involve an investigation of the external environment. When undertaking such analyses, you should ask yourselves which **S**ocial, **T**echnical, **E**conomic, and **P**olitical factors affect the situation. These factors may include inflation, political stability, the age structure of the population, a lack of certain technologies, etc.

Force field analyses concentrate upon the situation from the aspect of the factors influencing it. At any given point, forces are at work that benefit particular phenomena (changes, ideas, etc.), which are called **driving forces**. These are counteracted by **restraining forces**. The situation in which the organization finds itself may therefore be regarded as stemming from the interplay between these two opposing influences. If the aim of the organization is change, then this will only take place if the ratio of these forces alters. This type of analysis helps you to decide whether you want to initiate transformation by strengthening the motivating forces, by weakening the restraining forces, or by using a combination of these methods.

2. Where do you want to go?

At this stage, you should concentrate on the future. Create, design, seek out, and discuss:

- **Values** – principles upon which your organization is based and the approaches and standards that will be used to make decisions when attempting to fulfill targets.
- **The mission**, which identifies the organization's *raison d'être* and answers the questions: "Why does the organization exist? What is at its core? What is it endeavoring to achieve? How will it achieve this?"
- **The vision**, which sets out the organization's aspirations and predicts how the world around it will look in a few years' time.
- The whole range of aspects stemming from the values, mission, and vision identified above.

3. How can you get there?

Once you are aware of your own abilities and the needs of your surroundings, and have a clear conception of your ideal future, then you can begin to concentrate upon creating a framework to achieve the desired results. It is necessary to identify and describe a number of areas in detail, such as:

- Strategic opportunities for development.
- Problems, and priorities for their resolution.
- Goals, and quantifiable ways of gauging the success of their attainment. (How will you know when you have reached your destination?)
- An action plan. (Specific processes, tasks, schedules, responsibilities, and resources).
- Realization and monitoring.

At this point, it would be a good idea to consider the continuous interaction of the environment around you. Their vision is your ideal image of the future; however, it may not necessarily be realized, and therefore the beautiful straight line leading towards it may in fact be a misrepresentation of reality – it is often more of a zigzag. Some approaches speak of 'vision revision' – a sober view of the possibilities of reaching your goals with the resources and facilities that you currently have at your disposal. Consequently, do not forget to take alternative prospects of development (or disintegration...?) into account.

Let us now look at the goals of strategic planning from a slightly different perspective. Try to think of them as a rainbow. The way in which different elements of strategic planning are layered is clear to see; it is up to the planning team itself as to whether these components will create a synchronized spectrum.

- **Values** – basic values that the organization identifies itself with, such as charity, or assistance to fellow human beings.
- **The mission** – a path to the goal or objective of the organization; a motto that should hang over the door, and to which you should always return in order to assess whether you are heading in the direction of your choice – for example, the construction of a children's center (as a set of activities).
- **The vision** – a picture of the ultimate, ideal situation; an image of the values acknowledged by your organization having finally come to fruition, such as the completion of that center, enabling the physical and intellectual development of young children.
- **Strategic goals** – targets that, when met, lead towards the fulfillment of the mission (with lengthier intervals in between), such as the choice of a location, the selection of people to care for the children, etc.
- **Short-term goals** – targets with shorter intervals in between, which must be met in order to fulfill strategic goals (e.g. the realization of a two-month course for center employees).

- **Strategies** – objectives and overall approaches that help you to fulfill your goals, such as the establishment of friendly relations with non-governmental and governmental organizations that engage in similar activities.
- **Tactics** – specific approaches to the achievement of goals; for example, the continual provision of information concerning the nature of your project to interested institutions.
- **Everyday activities** – very specific activities; ‘small change’ with which your ‘bills’ are paid, such as the composition and sending of letters to children’s homes in order to establish who the future inhabitants of the center will be, etc.

The stages involved when planning strategically

According to Bryan Barry, the strategic planning process may be divided into five stages, which are:

- Preparing the process,
- Analyzing the surroundings.
- Creating a strategy.
- Drawing up a strategic plan.
- Realizing the strategic plan.

Stage 1: Beginning the process – preparation

This stage concentrates upon the organization of the overall planning process. The more attention you pay to this stage, the easier it will be to manage those that follow. So:

- Decide if and when you want to begin creating your strategic plan – identify the need for such a plan, and assess the anticipated benefits and risks.
- Evaluate the need for consultants. If you do not have much experience in this area, then books, articles, courses, and seminars, as well as advice from other organizations, may be of assistance. An independent consultant or facilitator can help you to prepare and manage the planning process. Before you opt for this approach, however, identify your expectations of such consultants – not every brilliant facilitator is automatically suited to the requirements of your organization.
- Agree upon how the planning process will proceed – time limits, methods, approaches, composition, the responsibilities involved, and the backdrop against which the overall process will take place.
- Create a planning team – decide who will make up the team, the number of people involved, and their tasks and responsibilities. Do not underestimate the importance of a varied composition, to ensure that the strategic plan encompasses a variety of experiences and viewpoints. In the case of a large planning team, more structured meetings are necessary.

The first stage is the cornerstone of strategy development and the formation of your strategic plan. Try to sum up the key points that you have agreed upon in this first stage, using the following questions as a guide:

- For whom will you create your strategic plan?
- What will its duration be?
- What important questions should your plan answer?
- How long will the planning process last? By what date should your plan be complete?
- Should you engage consultants or facilitators? If so, who should they be, and what do you expect from them?
- How many people will make up your planning team? Who will its members be?
- Who else do you want to engage in the planning process? When and why should they be engaged?
- Which member of your organization will be responsible for managing the planning process?

- Who will direct (facilitate) individual planning meetings?
- What will your planning process look like? What specific steps, approaches, responsibilities, and schedules will it entail?

Stage 2: Analyzing the situation

Stage 2 involves a thorough assessment of the organization itself and the environment in which it operates, so that individual members of the planning team begin with the same level of awareness from the outset. Therefore:

- Assess the organization's past and present – its beginnings (the original mission and activities), significant events during its development (changes, successes, and failures), and values that are still recognized today, along with its current mission and activities, the situation in regard to finances and personnel, and future plans.
- Define or redefine the organization's mission, which should clearly identify the target of its resources, time, and talent, and also characterize its objectives, main approaches, and values. Consider the mission from two perspectives – comprehensibility (“is our mission clear?”) and potential development (“should our mission change in the future?”)
- Carry out an analysis into the opportunities and threats that your organization faces. You should concentrate upon the needs of your clients and other recipients of your services, upon competitors and allies, and upon other factors that may affect the organization's development.

In the second stage, the planning team should answer the following questions:

- What have we done and what are we doing?
- What do we want to do?
- What is necessary and feasible in our organization?
- What are we capable of doing?

The answer to these questions is to create space for the creation of strategy. In architectural terms, the cornerstone has grown into a fully workable foundation.

Stage 3: Creating a strategy

Having completed the first two stages, you are now ready to begin creating a strategy – the orientation of the organization's development. Choose an appropriate planning approach that enables you to discover, identify, and assess alternative concepts of the future, and create the strategy itself. There are three basic approaches to strategy creation:

- defining the scenario,
- defining critical points, and
- identifying goals.

The first planning process involves defining the scenario, which is used to create a number of alternative views of the organization's future. After evaluation, the best of these is chosen and elaborated upon to form its final appearance. One way of tackling this process is to request each member of the planning team to consider and describe the best possible scenario of development in his or her organization. Members envisage an organization three years hence, which has undergone a period of development, and write an account of what they see – what the organization looks like, who works in it, what people do, and their impressions of relations and the overall atmosphere. Afterwards, members get together and present their visions of the future. The similarities and differences that emerge are noted down and subsequently discussed. Finally, the group assesses the individual visions presented; the best among these is chosen on the basis of various criteria, and subsequently refined and finalized. The advantage of this method is its rapidity, the maintenance of people's interest and attention, and the utilization of each individual's creative prowess.

Another method of creating a vision or strategy is by defining critical points. This approach is based upon the second stage of the planning process – an analysis of the overall situation and critical points faced by the organization, which is then elaborated upon further. The planning team puts individual points in order according to prearranged criteria. Each of these points is then discussed, and possible solutions are sought and then recorded. Finally, the best are selected and utilized in the development of a clear and well-written strategy.

The third way of creating strategy is by identifying goals. This method begins by setting out the main objectives that your organization wants to achieve. Possible strategies for the attainment of individual targets are identified, and the best of these are selected for further clarification.

In this third stage, you have chosen an appropriate approach to planning, creating a realistic picture of your organization's future, and outlining the route that you will take towards its achievement. In other words, your 'architectural plan' is now complete.

Stage 4: Drawing up a strategic plan

In stage 4, you should concentrate upon creating your strategic plan, getting it down in writing, and getting it approved by the organization's members. However, this must be preceded by the creation of a draft proposal and its critical evaluation by members of the planning team. Only once this has been done can you concentrate upon the development of your plan, its thorough evaluation, and its finalization. The plan should then be submitted to the organization's highest administrative body (as a rule, the board of directors) for approval.

The strategic plan usually contains:

- The mission and strategy – a definition of the mission itself, and the strategy involved in fulfilling it within the planning period, focusing on individual years.
- A plan concerning employees and volunteers – a description of positions and work commitments for individual years.
- A financial plan – a budget for each year of the planning period to ensure that any given action plan is feasible.
- An implementation plan – the main goals and tasks involved in realizing the strategic plan.
- Other details – the strategic plan may also include a description of requirements and problems, a plan concerning facilities and equipment, a plan relating to the operation of the board of directors or the activities of members, a plan of the organization's structure, proposals for co-operation with other organizations, a description of possible risks, criteria for gauging the success of the plan's implementation, etc.

To use the language of the building industry again, once you have agreed with your investor and other important individuals, you have now succeeded in creating a construction project for your organization. Not only does this project illustrate the future shape of your organization, it also defines the way in which you would like the construction work to take place.

Stage 5: Realizing the strategic plan

Your work is by no means over when your plan has been set out in writing and approved. On the contrary, it is just beginning. You must now start realizing your strategic plan by implementing individual action plans with specific tasks, responsibilities, and deadlines. This will also involve the ongoing supervision and assessment of the results achieved when carrying out various tasks, and the correction and updating of the strategic plan, if this proves necessary.

In stage 5, you are now building the structure of your organization on the basis of the 'construction project'. You can watch as it rises up before your eyes. Try to assess whether the original plan

corresponds with reality, and amend and update your plan in accordance with the circumstances that influence your activities.

Box: Case study: Steps and time requirements of strategic planning

We show following table as a generalized method of executing of Strategy plan in order to make a clear and specific idea of steps that are made and time extent that is needed in Strategy plan making. We point out that following operation is not an optimal one but this is a backwardly written description of specific steps in planning process of a well developed Slovak Foundation due to the way how specific steps were made. The operation took 11 months and among the participants were all the Foundation members (8) and some members of managing board (2-3). An independent consultant who was facilitating individual meetings and helping the group to come to an agreement was invited to the planning process.

Description of steps in planning process	Time extent
1. Agreement on the need of Strategy planning (SP) and on the steps which have to be taken – time extent of SP and date of next meeting. Till the next meeting there is time to think over the aims of SP and to invite to the whole process, a supervisor and a facilitator.	0 th month: on regular meeting
2. Evaluation of mission and elaboration of first proposal of Organization strategy – reminding of the mission and evaluation of its deviation. Naming of supposed internal and external development for a period of next 2-4 years and naming of key points that are resulting from it for the organization (to diversify the sources and to adjust the content of programs due to development assumption).	1 st month: ½ day meeting
3. Thorough evaluation of external factors – analysis of external threats and occasions.	3 rd month: 2 hour meeting
4. Redefining of the mission and executing of the vision and focus since the end of 1999 – ideas presenting of all the participants and agreement on final definition, division of tasks for data elaboration for following the meeting – market research.	4 th month: ½ day meeting
5. Future development of organization activities – summarization of possible activities and its evaluation from following the points of view – current abilities or future orientation of employees, - clients and demand, - need of operational steps, - unexplained questions.	5 th month: ½ day meeting
6. Script of organization structure – evaluation of current organization structure and proposal of four possible scripts that would provide future activities of the organization. Analysis of advantages and disadvantages.	6 th month: 2 hour meeting
7. Identification of priority areas of activities – evaluation of alternative areas of activities and agreement on priority activities	6 th month: 2 hour meeting
8. Outside view – letter to external co-operators and other members of managing board, whose opinions are serious to future decision and asking them to answer the following questions: Where do you see weaknesses of actual organization running? Where do you see its strengths? Where do you see the role of the organization in the future? What do you think should be the activities that the organization should surely care about considering its current abilities and capacities?	6 th month
9. Transformation of institutionalized face of organization in relation to valid legislation – analysis of possible ways of legal transformation, advice of invited experts, proposals of possible institutional forms and choosing the most suitable form. Agreement on compulsory steps of changing in the registration.	7 th month: 2 day meeting with a lawyer

10. Organization values – individual filling of the questionnaire called “12 key areas determining success of the organization” its evaluation and agreement on the organization values.	7 th month: 2 hour meeting
11. Program and financial strategy – evaluation of up to date process, finishing the definition of the mission and vision, proposal, evaluation and agreement on program, marketing and financial strategy.	8 th month: 1 day meeting
12. Agreement on Strategy Plan structure and elaboration – proposal of SP structure, critical evaluation and elaboration of first draft.	8 th month: 1 day meeting
13. Draft annotation, final version of SP elaboration and its acceptance by the organization.	9 th / 10 th month: continuously 2 hour meeting
14. Elaboration of action plans and their acceptance – elaboration and division of SP to its specific tasks, responsibilities and time periods for each year (for the 1 st year thoroughly, for 2 nd and 3 rd year in points). Current definition of success indicators which will lead to the evaluation of fulfillment / non-fulfillment of proposed plans.	10 th / 11 th month: individual preparation and 1 day meeting
15. Realization and monitoring – agreement on one-day meetings every term (4 times a year) with continuous evaluation of particular tasks.	forthcoming three years.
<p>You have probably noticed that some points take more time than others and sometimes it is suitable to dedicate more time to one specific step. After all, the important task is to find mutual agreement and listen to the opinion of each person. However, we do not always need to include every opinion into the plan sometimes it is more advantageous to find time for discussions and to search for reasons that have lead to this opinion.</p>	

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