Agricultural Policy Research Network

ORGANISATIONAL STRATEGIC PLANNING: APRNet IN PERSPECTIVE

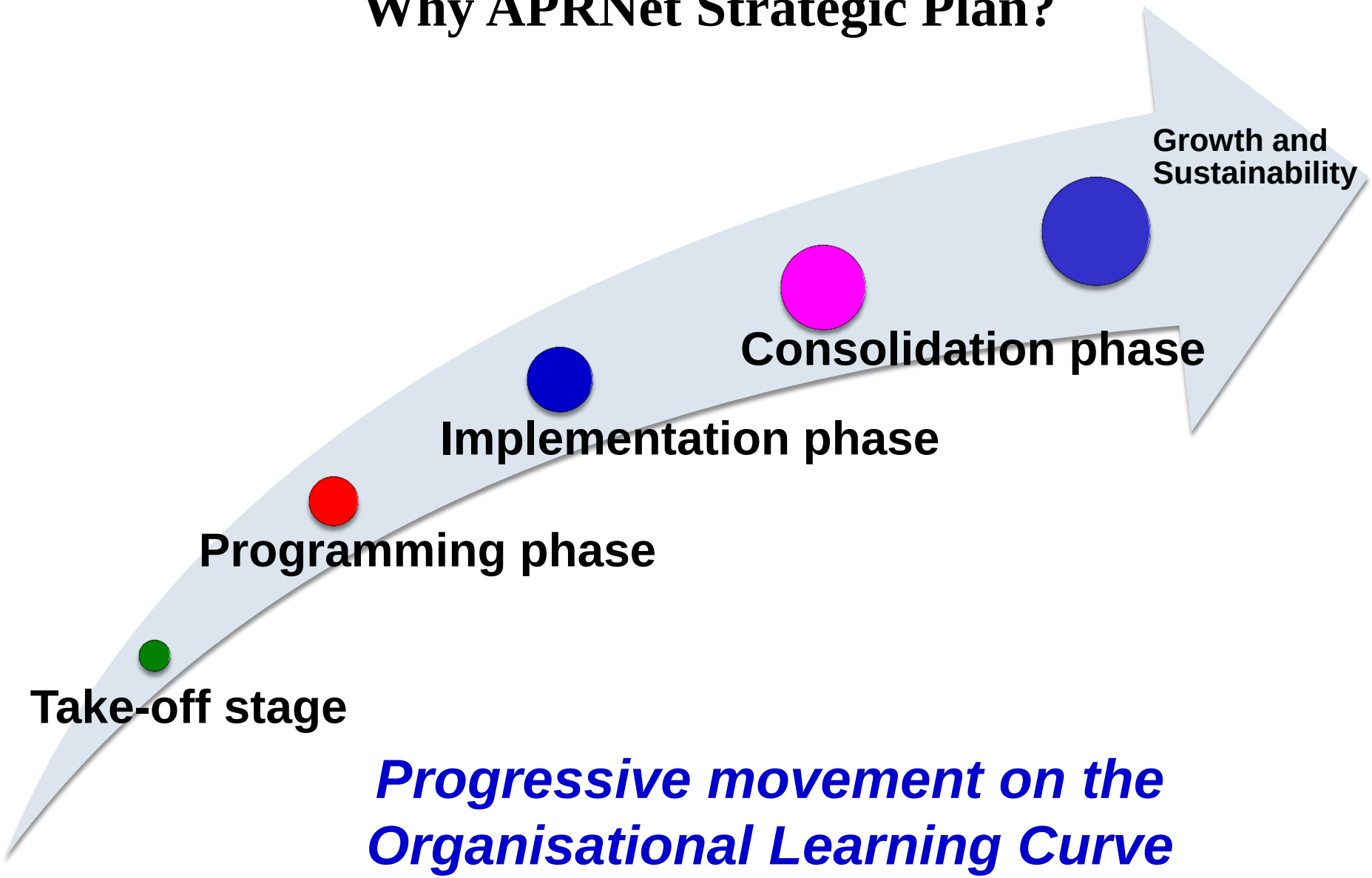
Eric Eboh, President, APRNet

Strategy Planning Workshop
15 March 2012, Abuja

Outline and objectives of presentation

- **Get everyone ready - Refresh the core principles and methodologies for Strategic Planning (SP) and applications to APRNet**
- **Equip everyone - Provide guidelines, criteria and procedures for the overall APRNet SP process and this SP workshop**
- **Stimulate plenary and group discussion – Propose Strategic Issues Agenda and analytic approaches as the organising framework for imaginative thinking about ARPNet future**
- **Commit everyone – to a workplan specifying deliverables, roles/responsibilities and timeframes for the completion of the SP process and production of the SP document**

Why APRNet Strategic Plan?



Progressive movement on the Organisational Learning Curve

Important Concepts

Strategic planning is a systematic process through which an organisation agrees on --- and builds commitment among key stakeholders to … priorities that are essential to its mission and are responsive to the environment -*Michael Allison et al 2005*

Strategic Planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organisation is, what it does and why it does it – *Olsen and Eadie (1982) – see John Bryson 2004, p. 6*

A Strategy is a coordinated, broad approach or direction that informs organisational resource allocation

It is about making choices and how to realise them

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The ABC of Strategic Planning

Functions and Benefits of SP

- A blueprint for action
- A marketing and public communications tool
- A resource mobilisation tool
- A medium for strategic thinking
- A recipe for teamwork , commitment building and leadership development and consensus building

Functions and Benefits of Strategic Plan

- A benchmark for future monitoring and measuring achievements and progress
- A prioritisation mechanism
- A tool for strengthening internal management and operational capabilities
- A compass for travel into the future
- A vehicle to drive from where we are to where we would like to be
- A thinking, acting and learning process

Functions and Benefits of SP

- Helps an organisation focus its vision and priorities in response to a changing environment
- Ensures that members of the organisation are on the same page…. that members of the organisation toward the same goals
- Defines the direction and activities of an organisation in an ever-changing environment

Strategic planning as leadership and management tool

Leadership Guru Warren Bennis writes in his book, On Becoming a Leader:

Managers are “people who do things right”

Leaders are “people who do the right thing”

Strategic planning is both. As a leadership tool, it encourages an organisation to look at the questions: “Are we doing the right things?” As a management tool, it focuses on whether the organisation is “doing things right”

Strategic Planning answers the question:

Based on our current understanding of the present and future environment, what things should we do?, how should we do them? and why should we do them?

Having gone through take-off phase, the next logical step is programming phase – whereby we define and describe what we should be doing, how we should do it and why we should do it

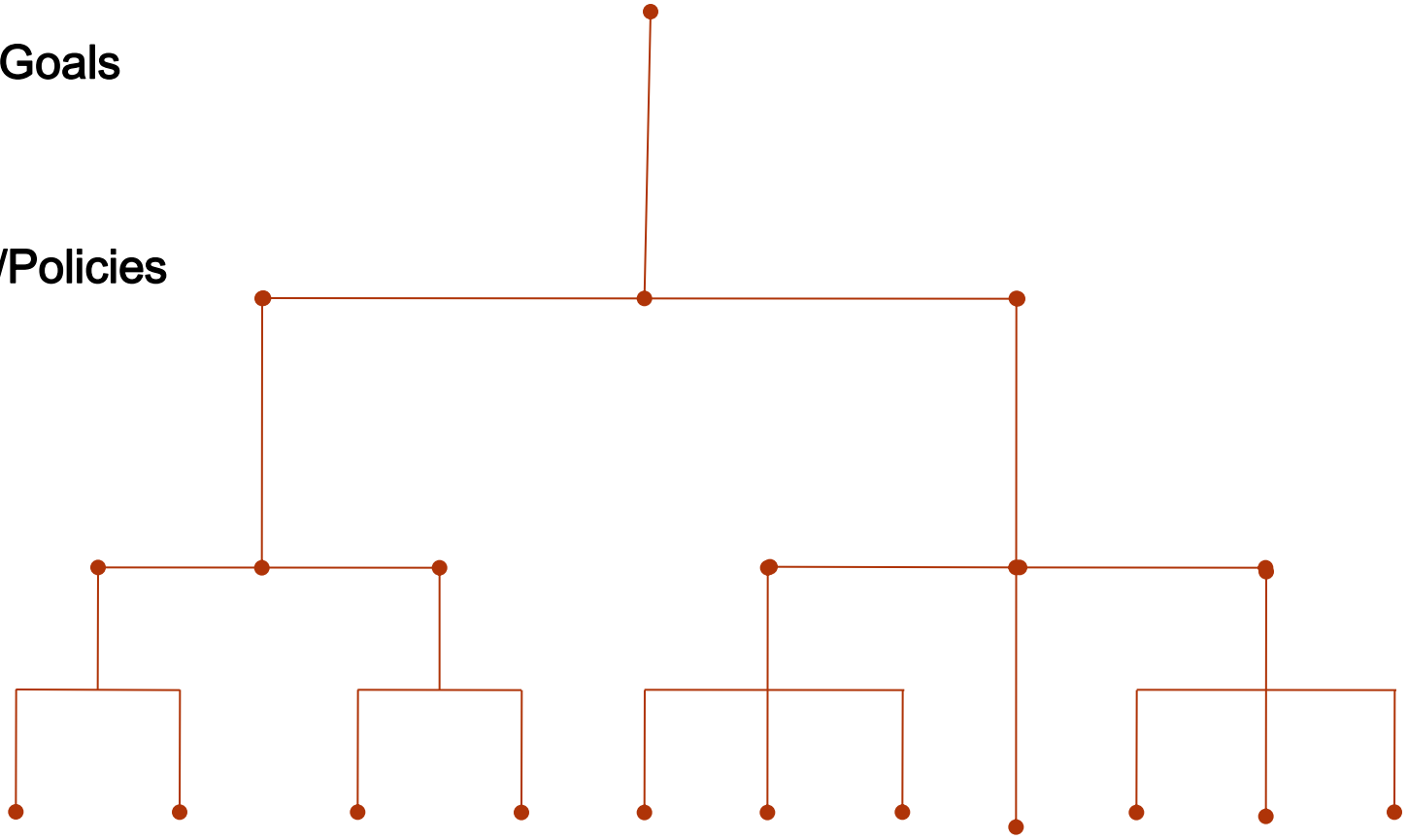
RATIONAL PLANNING MODEL

Mission & Goals

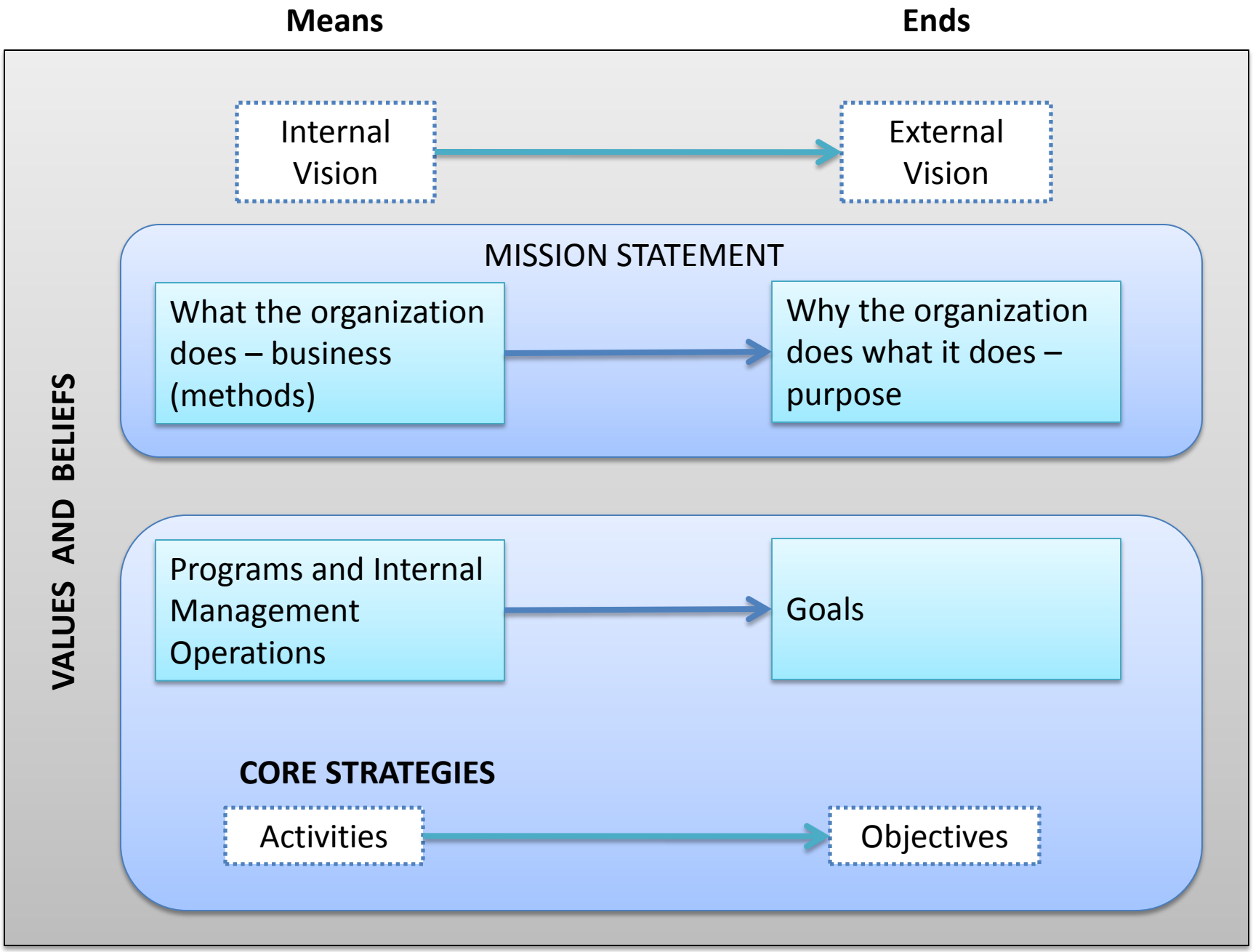
Strategies/Policies

Programs

Activities



THE LANGUAGE OF PLANNING IN THE NON PROFIT SECTOR – KEEP FOCUSING ON ENDS AND MEANS



SP as a Means-and-Ends Framework

Means	Ends
Internal vision = statement of what organisation will be if operating at its most effective and efficient level	**External vision = statement of how the world would be improved, changed or different if an organisation is successful in achieving its purpose**
Business = what the organisation does, its mission or primary methods used to achieve organisation's purpose	**Purpose = ultimate result an organisation is trying to achieve, why and for whom does the organisation exist**
Programs = courses or system of actions pursued by an organisation	**Goals = outcomes that define what an organisation is trying to accomplish both programmatically and organisationally**
Activities = specific actions required to produce services and products	**Objectives = precise, measurable time-phased results that support the achievement of a goal**

Strategic vis-à-vis operational issues

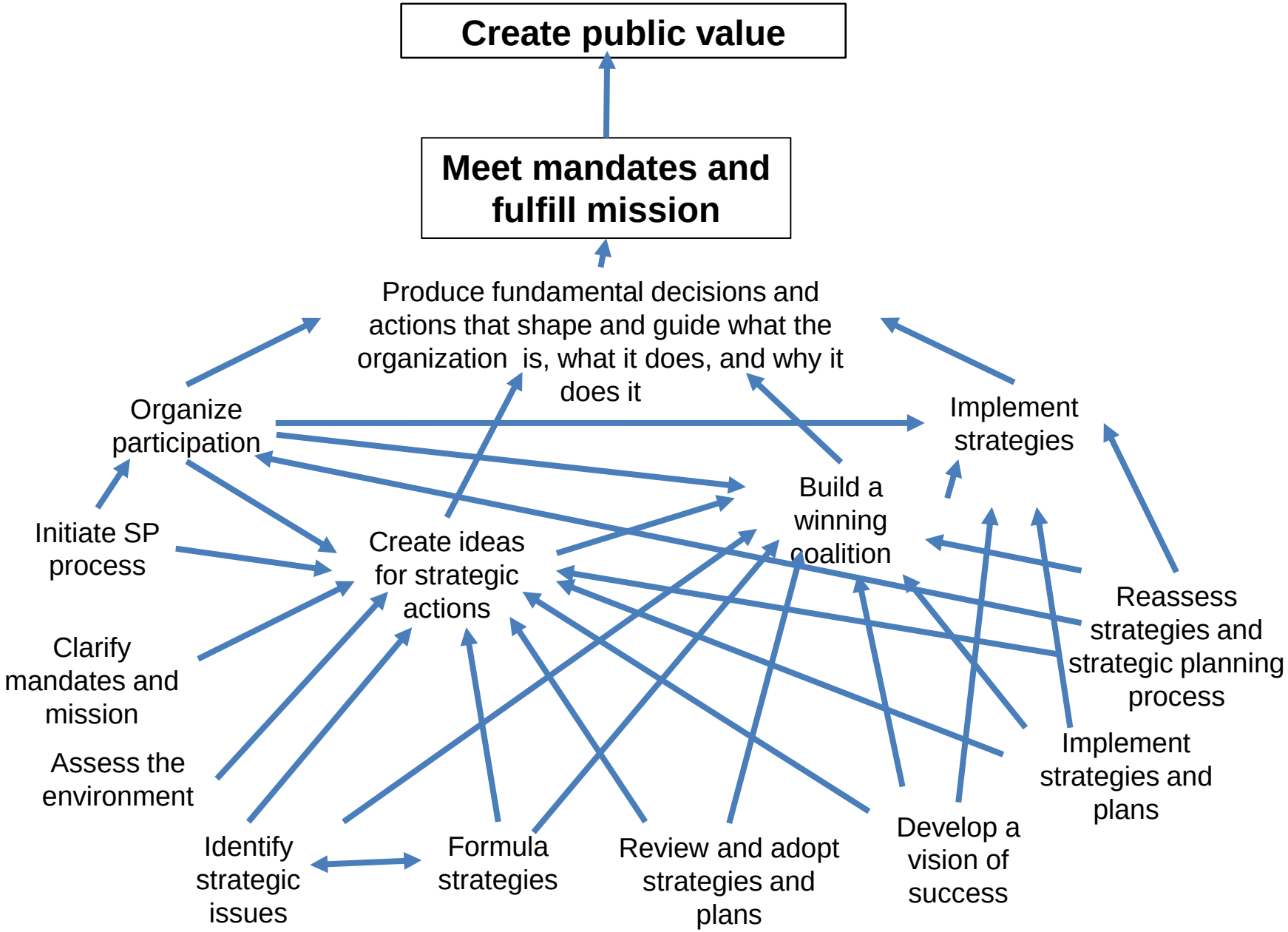
Strategic decisions

- Fundamental, directional
- Medium to Longer term impact
- Anticipates dynamic environment and decides how to maximise benefits and opportunities and minimise adverse impacts
- Makes a substantial impact on organisational resource allocation

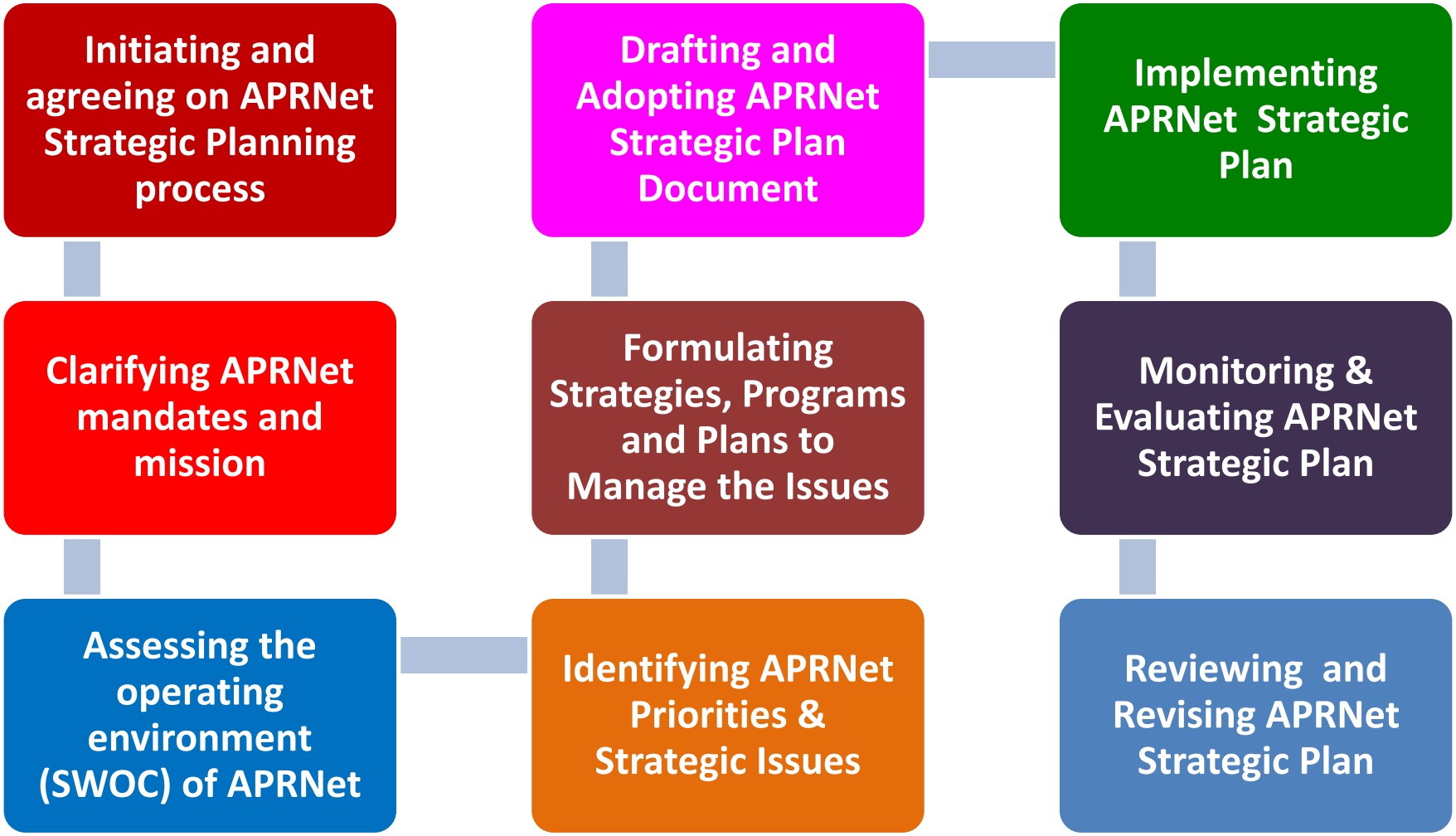
Operational decisions

- Focused on current operations and needs
- Immediate to shorter tem impact
- Addresses current problems
- Has nominal implications for resource allocation

Strategic Planning Purposes and Functions



Key Steps in the Strategic Planning Cycle



Articulate/Refresh APRNet Manda
Mission, Vision and Values

- Already done under the Constitution Drafting process

- **VISION** is a mental model of a future state ..built upon reasonable assumption about the future … influence by our own judgement about what is possible and worthwhile through commitment and actions.
- **APRNet Vision** = An authoritative and independent forum for promoting research for evidence-based agricultural and rural development policies in Nigeria.

- **MISSION** Statement – what APRNet does and why? Succinct and well crafted statement of why APRNet exists, what it does and for whom it does it?
- **APRNet Mission** = To facilitate the conduct of research as well as the communication and utilization of research results in the agriculture and rural development policy process in Nigeria.

Program Areas

- Research and information sharing
- Training/ capacity building
- Policy linkages and feedback
- Dissemination and public enlightenment

APRNet Profile & Milestones - I

- **Launching of the Network – 22 April 2009**
- **Election of the Executive Council – Elective Positions – 24 November 2009**
- **Completion of the Executive Council – Filling of Nominative Positions**
  - NPC/FMEnv, FMARD, OPS, ALFAN
- **Created Appointive Exco Positions**
  - Program Coordinator & Assistant Secretary
- **Membership Growth**
  - from 28 registered members to more than 70 as of today, that is, more than 100% growth in two years

APRNet Profile & Milestones - II

- **Training and Capacity Building**
  - Mendeley web-based research writing resources – 10 February 2010, Sheraton Hotel, Abuja, back-to-back with Congress meeting
  - Research communication and scientific writing, 31 August – 1 September 2010, Enugu
  - Online training on the use of Mendeley web resources, 27 October, 2010, with Ms. Taylor, a Washington DC based, Library & Knowledge Management Specialist
  - Agricultural Policy Analysis Methodology and Tools (upcoming)
- **Policy Dialogue and Networking between Researchers and Research End-Users (Policymakers, Entrepreneurs)**
  - National Agriculture Policy Symposium, Making Agricultural Research Work for the End-Users, Abuja, 24 May 2011.

APRNet Profile & Milestones - III

- **Networking and Communication**
  - Newsletter Series (3 editions)- August 2010, December 2010 and November 2011
  - Ongoing development of the APRNet website
  - Internet-based sharing of information – research calls and consultancy opportunities, employment openings and networking windows
- **Incorporation of APRNet**
  - Incorporated as a Company Limited by Guarantee (the same legal status as other high-profile professional bodies and stakeholder networks such as NESG, ICAN, NPAN, NBA, PSN, NSE

APRNet Profile & Milestones - IV

- **Appointment of APRNet Zonal Liaison Officers (ZLOs)**
  - Muhammed Ndaya – North-Central
  - Mercy Ogaraku – South-South
  - Aminu Dogondaji – North-West
  - Celestine Nzeh – South-East
  - Slots for South-West and North-East???
- **Ongoing Establishment of Mini-Secretariat**
  - ARPNet Desk at IFPRI
  - To be run by part-time Program Officer (beginning 01 May 2012)

Assess APRNet's Situation: Internal Conditions and External Environment

- **Lays foundation for identifying the strategic issues and developing effective strategies to create public value**
- **Internal forces or characteristics that promote or hinder program outputs and outcomes**
- **External conditions that favour or constrain program outputs and effectiveness**
- **External environment includes political, economic, social and institutional (potential collaborators, co-competitors for public space), business environment, intellectual/research community.**

Assess APRNet's Situation: internal conditions and external environment

INTERNAL FORCES	EXTERNAL FORCES
Strengths (INTERNAL ENABLERS) What are our internal strengths? What do we know well or do well? Internal characteristics and make-up that gives edge for organisational success, *e.g. diversity of membership, national spread, high expertise and good track record of members, strong and dynamic leadership, etc*	**Opportunities** What conditions or changes are taking place in our environment that might allow us to better achieve our mission? – *new funding and partnership openings, increasing demand for services and products*
Weaknesses (INTERNAL DISENABLERS) What are our internal weaknesses? Where can we improve? Internal make-up and factors that have potential to reduce effectiveness and results. – *voluntary membership is associated with high moral hazards, low internal funding, lack of operational secretariat*	**Threats (Challenges)** What conditions or changes in the environment do we need to guard against or prepare for in doing our work? *e.g. dwindling funding opportunities , resistance or non-cooperation from stakeholders, competition from related or similar networks, wrong public perception*

Formulate or Choose Strategic Alternatives & Program WHICH:

Internal	External
LEVERAGE ON STRENGTHS	TAKE ADVANTAGE OF OPPORTUNITIES
COMPENSATE FOR WEAKNESSES	TACKLE CHALLENGES or OVERCOME WITH CONSTRAINTS

Identify Strategic Issues facing APRNet and prioritise them into Strategic Issues Agenda (SIA)

This the heart of the SP process.

A Strategic Issue is a fundamental policy question or decision (choice) problem on what APRNet should do and how it should do it to accomplish its mission and objectives?

Strategy refers to broad overall priorities or direction adopted by an organisation. A Strategy broadly connotes a definite pattern of purposes, policies, programs, actions and resource allocations that characterise what an organisation is, what it does and why it does it.

Strategies vary by level, function and timeframe.

These strategic issues will be concretised into programs – what APRNet will do in order to create products and services

Identifying and Analysing Strategic Issues facing APRNet: Key Questions and Procedures

- What is the Issue?
- What factors (mandates, mission, internal and external influences) make it a strategic issue?
- How will addressing the issue positively impact the mission and performance of ARPNet?
- What are the consequences of failure to address the issue?
- The SODA model – Strategic Options Development and Analysis method developed by Colin Eden and Fran Ackermann (1998) – *see John Bryson p 47.*
  - *Listing multiple options for addressing each strategic issue and evaluating them*
  - *Mapping action-to-outcome (cause and effect, means-to-an-end relationships)*

STRATEGIC ISSUES ANALYSIS MATRIX - I

Strategic Issue	Relevant APRNet Objects	Why a Strategic Issue (APRNet Mission and External Environment	Key Strategies/ Approaches (leading to Programs)
Policy Research and Policy Analysis	M, 6	Good quality research is bases for influencing policy and enhancing APRNet credibility	Competitive Research Research Thematic Working Groups
Capacity Building for Policy Research and Policy Influence	M, 3, 4	Build a critical constituency and strong capability for policy research among stakeholders	Peer Review Mentoring Training on Policy Analysis Scientific Exchanges
Research Dissemination, End-User Feedback and Policy Dialogue	M, 1, 6	Use research to inform and influence policymaking and agricultural enterprise (Evidence-based Policy Influence)	Research-based benchmarking and stakeholder review schemes, Policy Seminars, Stakeholder Conferences, Policy Briefs, Journals, Research Papers

STRATEGIC ISSUES ANALYSIS MATRIX - II

Strategic Issue	Relevant APRNet Object	Why a Strategic Issue (APRNet Mission and External Environment)	Key Strategies/ Approaches
Researchers Networking with Policymakers, Private Sector and Civil Society	M, 1, 5	Bridging the gap between researchers and policymakers and other Stakeholders	Stakeholder Work Groups, Information Sharing, Membership growth, Stakeholder Conferences
Web-based Information Exchanges and E-Discussion	M, 1, 5	Cost-effective convenient means of networking and consensus building	Website resources, e-discussion groups
Resource Mobilisation – generate, attract and channel resources (human, financial and material) to APRNet's Mission	M, 2	Human, material and financial resources are crucial to mission accomplishment and sustainability	Partnerships and Collaboration Fund-Raising Schemes Proposal development

Agree on Priorities and Strategic Choices-

program portfolio and goal drivers

PROGRAM FITNESS TEST

Criteria	Weight (%)	Program A	Program B
Congruence with purpose and mission	XXX		
Leverages strength to capitalise on an opportunity			
Mobilises strength to avert a perceived threat			
Prevents a weakness from compounding a threat			
Takes advantage of opportunity			
Self-sufficiency – can the program pay for itself – fees, grants			
Evident demand for product or service			
Improves visibility and public image			
Increases networking and collaboration potentials			
Generates surplus to support other programs			
Synergy with other programs – leverage potential			

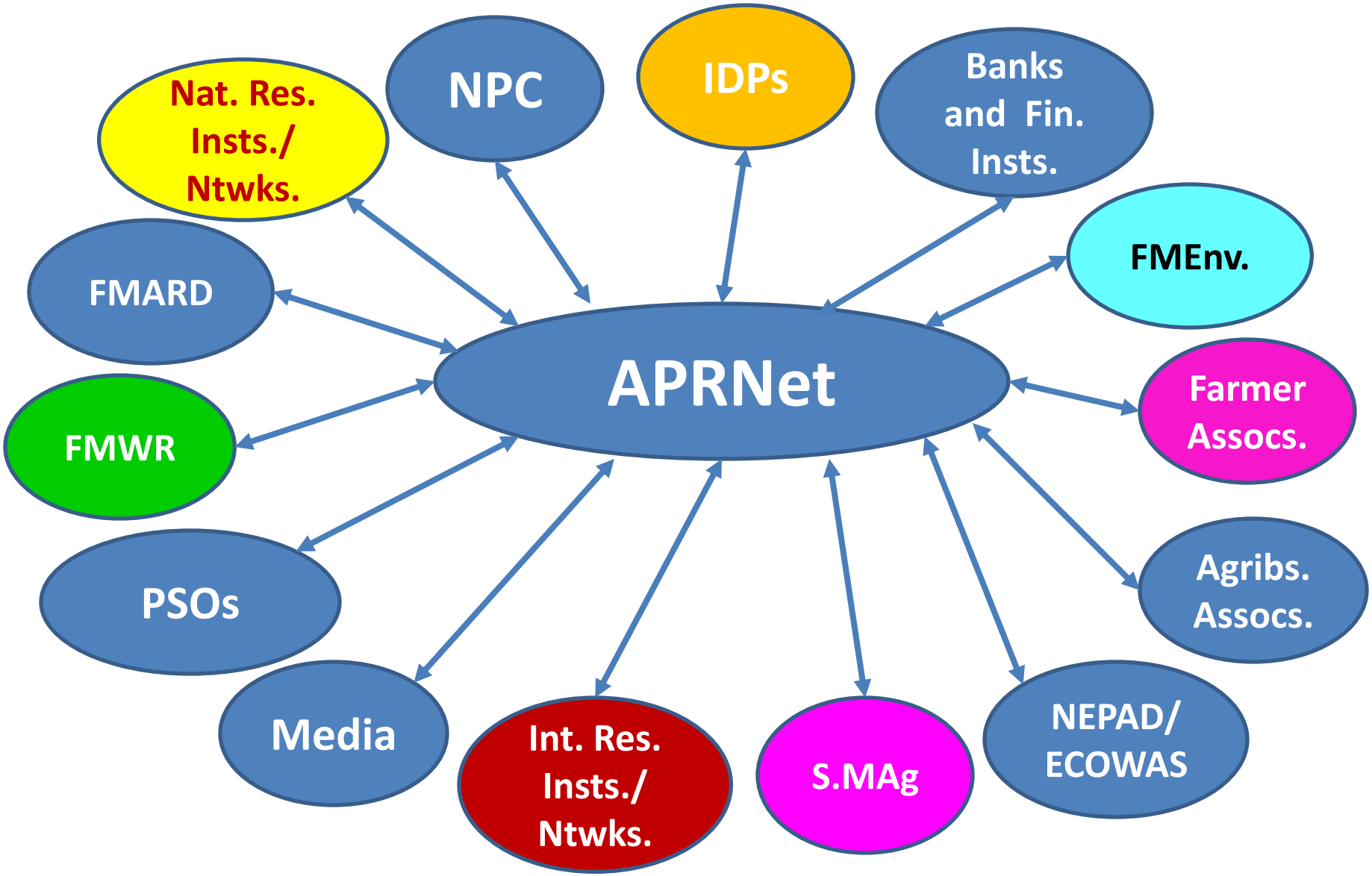
Using Business Planning Tools for Assessing Program Portfolio

- **Ability to pay for itself, otherwise where should the resources come from and how?**
- **Revenue potential – scale and intensity?**
- **Resource use intensity – type of resources – financial, mental, managerial and logistics**
- **Need to integrate program identification with funding strategies (program plans and fundraising plans should not be developed in parallel)**
- **Program strategies should be developed in tandem with resource mobilisation (funding) strategies**

NEED FOR STAKEHOLDER ANALYISIS

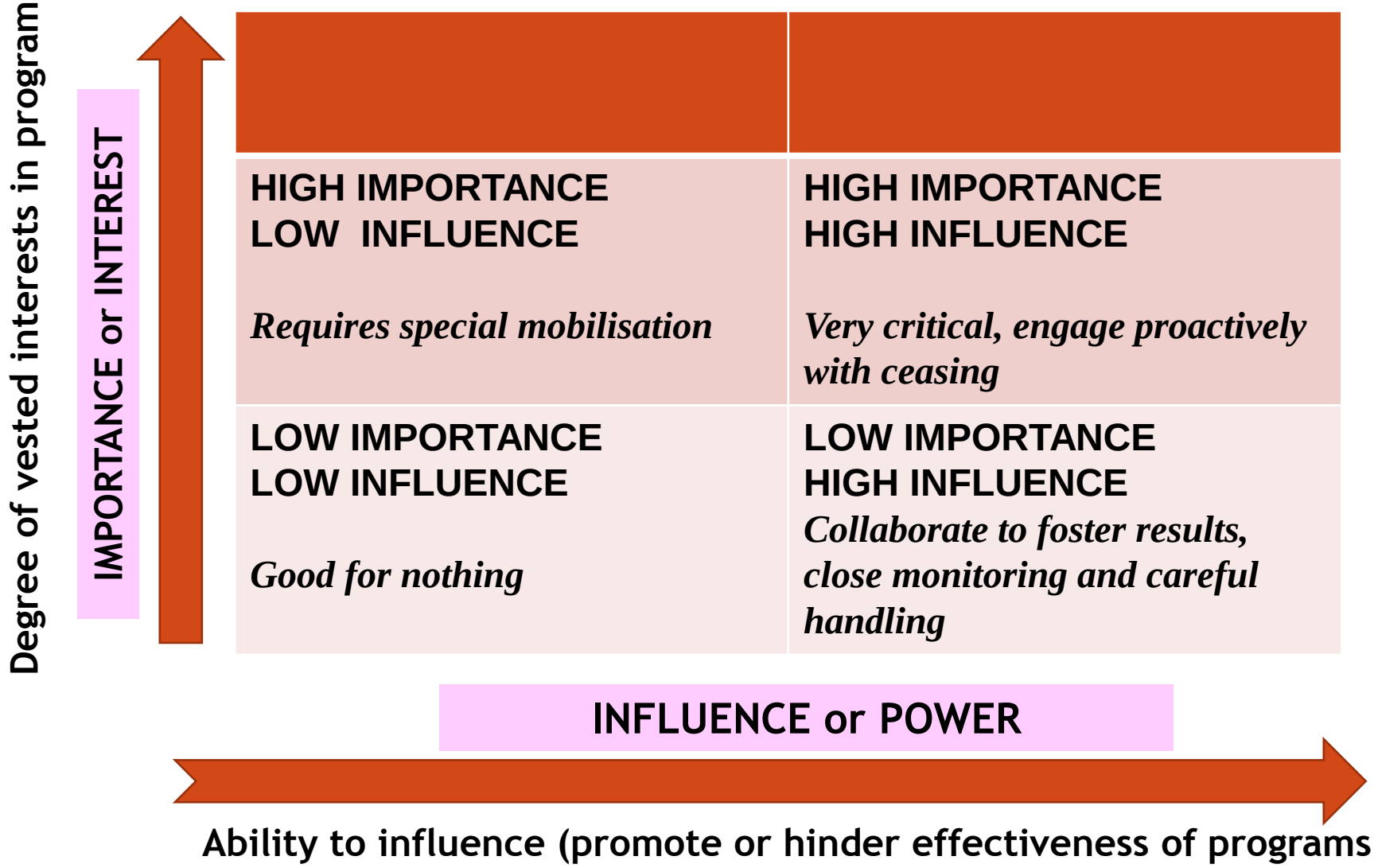
- To support and properly align resource mobilisation planning
- To guide the development of programs for maximum impact
- To identify and analyse existing and future "support for", "opposition to" and their possible impacts on programs and mission
- To inform and explore opportunities for collaboration, partnership and cooperation
- APRNet is an actor in the political, institutional, economic and research environment and needs to adapt and evolve to fit these contexts

Identifying and mapping stakeholders



Stakeholder Analysis

Influence/Power vis-à-vis Interest/Importance



Sustainable Business Model of Program Development

Mission Impact with Financial Viability

- Mission impact = the degree of importance of a program to APRNet's goals and mission.
- Financial Viability = the degree to which the program contributes to financial health, now and in the future.
- The philosophy for nonprofit organisation to articulate a program portfolio bearing in mind long-term financial viability and high mission impact.

COMPASSPOINT'S DUAL BOTTOM-LINE MATRIX
(adapted from Growth-Share matrix developed by the Boston Consulting Group)

MISSION IMPACT

HIGH IMPACT LOW VIABILITY Decision = Accept but invent how to leverage funds and contain costs	HIGH IMPACT HIGH VIABILITY Decision = Grow and sustain
LOW IMPACT LOW VIABILITY Decision = Reject/Discontinue	LOW IMPACT HIGH VIABILITY Money maker, cautiously accept but align for greater impact

FINANCIAL VIABILITY

Articulate Resource Mobilisation using Business Model Approach *(Ralphs, 2011)*

- **Resource mobilisation is the methodical and institutionalised process of attracting and managing the human, financial and physical resources required by APRNet to survive, grow, flourish and be sustainable**

- **Selected Programs are developed using the business model methodology within the framework of resource mobilisation**

APRNet Business Model?

- **The business model is the manner and paradigm in which APRNet delivers strategic value to stakeholders, entices funders to pay for that value and deploying the resources to creating goods and services that justify its existence**

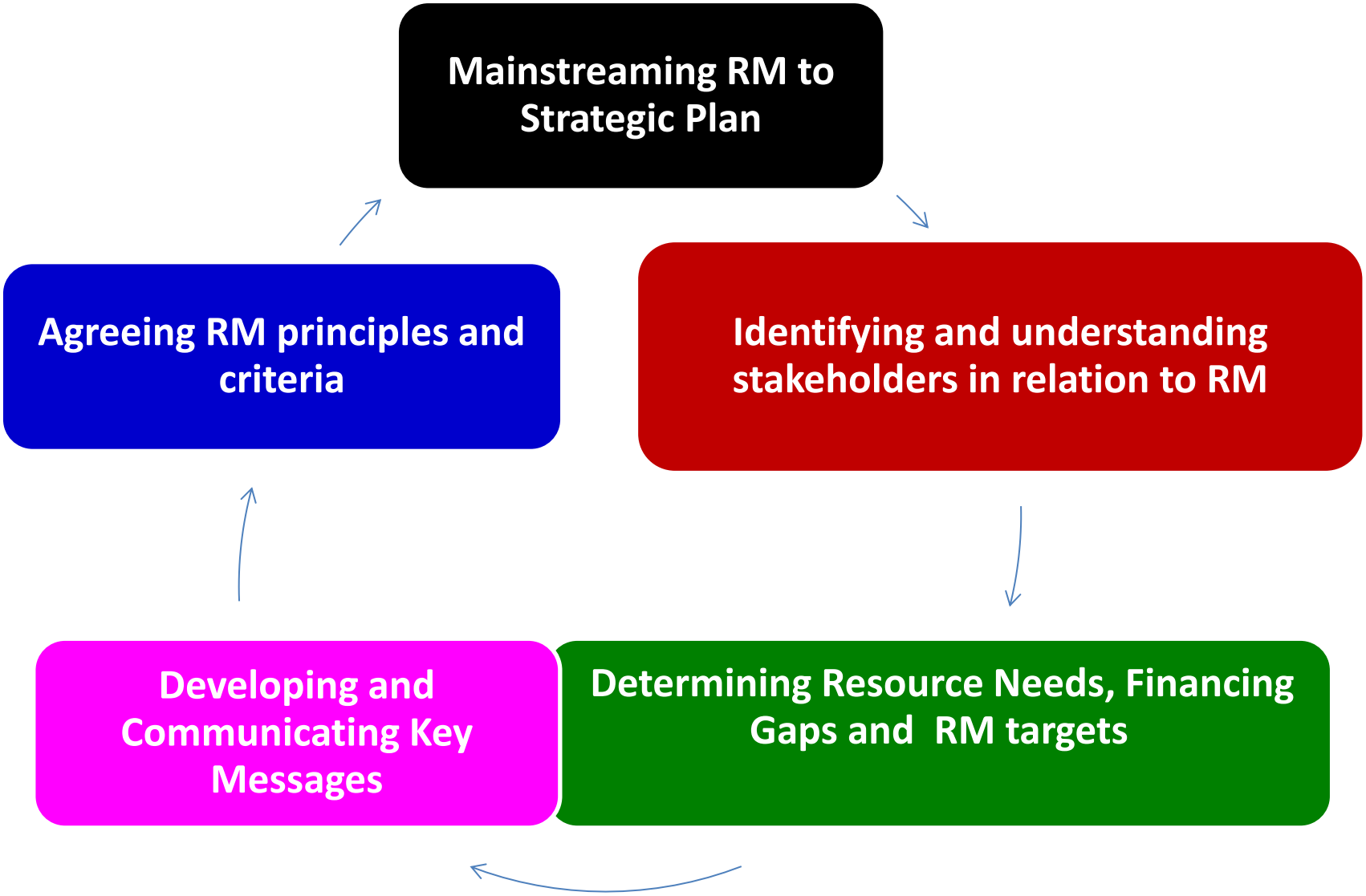
- **A business model reflects APRNet's hypothesis about what stakeholders want, how they want it and how a think tank can use its resources to best meet those needs, get paid for doing so and achieve their mission.**

- **Value refers to niche (uncommon, innovative, unique) outputs and services that distinguish APRNet from its competitors (the crowd), why stakeholders would work with APRNet rather than others. Value proposition is "value added" and the "processes thereof"**

Resource mobilisation requires the right business model, not just fund-raising activities

- APRNet requires a unique business model (BM) – mode of creating, delivering and capturing value
- The right BM enables APRNet to straddle political, research and business needs.
- Good business models (as discussed in literature on management theory) create virtuous cycles

Key Ingredients of an RM paradigm



4 + 3 sides of BM

1. **Value proposition & Messaging**
2. **Funding Formula**
3. **Key Resources**
4. **Key Processes/Delivery Mechanisms**

Clay M. Christensen, et al of Havard Business School

1. **Alignment – with strategic plan and program portfolio**
2. **Self-reinforcement – reinforces the mission of the organisation**
3. **Robustness – enables sustainability, tapping of opportunities and mitigation of risks/threats**

IN SUMMARY

Building blocks of a business model

Value proposition	Funding formula	Key Resources	Key Processes
Outputs: ¨ Research papers ¨ Articles and ¨ interviews ¨ Policy dialogue ¨ Training manuals ¨ Convening capacity **Services:** ¨ Workshops ¨ Conferences ¨ Consultancy ¨ Educational ¨ services ¨ Project management	**Revenue:** ¨ Individual or organizational donors (local, international, private or public sector) ¨ Membership fees ¨ Speaker fees ¨ Event fees (annual conference; topic-specific events) ¨ Government or local organizational consultancy contracts ¨ Subscriptions ¨ Peer-reviewed research funding **Costs:** ¨ Staff ¨ Infrastructure ¨ Travel ¨ Administration	**People:** ¨ Researchers ¨ Policy experts ¨ Administrators ¨ Management ¨ Board **Research resources:** ¨ Publications ¨ Libraries ¨ Internet ¨ Data collection tools **Equipment:** ¨ Phones ¨ Computers ¨ Office furniture **Collaboration:** ¨ Local/International ¨ Funding ¨ Intellectual **Brand:** ¨ Logo ¨ Materials ¨ Reputation and goodwill	**Research:** ¨ Methodologies ¨ Communication of research ¨ Research management ¨ Proposal writing and costing **Human resource:** ¨ Employment policies ¨ Travel ¨ Performance monitoring ¨ Reward systems **Communication:** ¨ Radio, TV, print ¨ Website ¨ Publications ¨ Marketing

By far, the most important strategic planning techniques are individual thinking and group discussion – *John Bryson 2004*

Hence, we shall break into groups to tackle the tasks involved in the Strategic Planning process.

Each group shall have a Coordinator and Secretary and shall adopt a Snow Card Technique

The Work of each Group shall last beyond this Strategy Workshop

Tasks for Group Sessions

- Situation Assessment – SWOC/SWOT Analy
- Identify, Analyze and Prioritize Strategic Issu

(see proposed Strategic Issues Agenda) –

  - for each Strategic Issue, state the rationale/justification, objectives and expected impact

- Select and Formulate Programs to achieve the Objectives and Outcomes for each Strategic Issue
  - For each Strategic Issue, develop a program portfolio
- Formulate Key Activities and Tools
  - Actions and steps to concretize the program
- Identify and propose Resource Mobilization Approaches/Methods
  - How will the programs be paid for? Who will pay for it?

The Snow Card Technique (Grenblat and Duke, 1981; Spencer, 1989) or Snowball Technique (Nutt and Backoff, 1992) –see John Bryson, 2004, pp. 140-141

- Focus on single question, problem or issue at a time
- Receive and brainstorm as many ideas as possible on the question or issue
- List 3-5 dominant items on the question on a worksheet or card and display for public view – use flipcharts
- Discuss, compare and contrast the items
- Reach collective opinion –group consensus
- Document the items and go to the next question or issue

ARPNet SP WORKPLAN & TIMELINES

Step		Responsibility	Timeline
1	Concept Note	APRNet Exco	Done
2	Initiation/authorisation of the SP process	APRNet Congress	Done
3	SP Workshop	Strategy Coordinating Committee	15 March 2012
4	Full Reports of SP Work Groups	Group Coordinators/ Rapportuers	30 March 2012
5	Harmonisation and Consolidation of Group Reports	Central Drafting Team	13 April 2012
6	Preparation and Circulation of First Draft SP document	Central Drafting Team	27 April 2012
7	Revisions & Production of Final SP document	Central Drafting Team	18 May 2012
8	Publication of APRNet SP document	IFPRI	8 June 2012

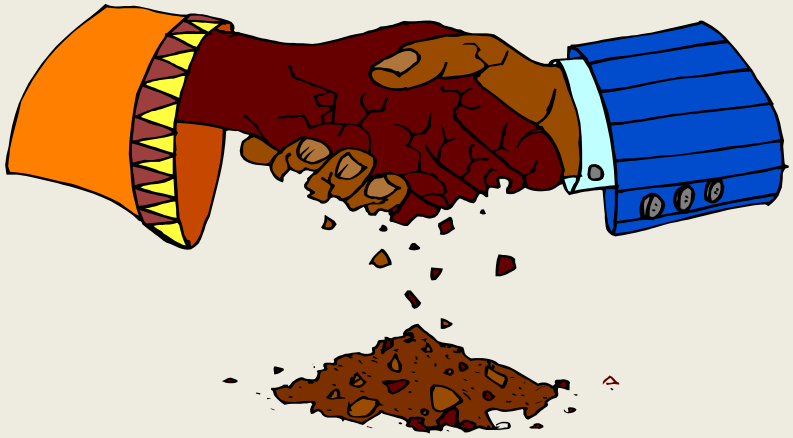
Outline of the SP Document

- Introduction/Preface
- Executive Summary
- Mission, Vision and Value Statements
- Organisational history and profile (governance, objects, achievements)
- The Strategy Planning process – from start to completion
- APRNet's Situation Assessment (SWOC/SWOT)
- Strategic Issues, Component Programs & Activities/Actions (the What's and How's)
  - Strategic Issue, Goals/Objectives, Approach, Programs, Activities
- Costing and Resource Mobilisation
- Implementation Framework (Roles/Responsibilities, Timeframe, Relationships)
- Monitoring and Evaluation - Logframe or Results Chain
- Summary and Conclusions
- Appendices

Needed from you….as members of the SP Coordinating Committee

- Commitment
- Participation
- Sacrifices (time and resources)
- Team Work

Together, we will build APRNet!



THANK YOU!