



MINISTRY OF JUSTICE OF BOSNIA AND  
HERZEGOVINA

SECTOR FOR STRATEGIC PLANNING, AID  
COORDINATION AND EUROPEAN  
INTEGRATION

Strategic Planning Handbook  
2008

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# **1. Acknowledgements**

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## 2. List of Acronyms

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BiH	Bosnia and Herzegovina
FPA	Federation Police Administration
HJPC	High Judicial and Prosecutorial Council
HR	Human Resources
JSRS	Justice Sector Reform Strategy
MOJ	Ministry of Justice
SSPACEI	Sector for Strategic Planning, Aid Coordination and EU Integration

### 3. Glossary of Terms

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**Indicator:** This is used where there is a need to find a way of judging performance against a strategic objective or programme where direct measures are not readily available. Indicators need to be interpreted and are generally qualitative in nature or are a proxy measure from which performance against a particular objective can be assessed.

**Leadership:** The ability to lead, including inspiring others in a shared vision. Leaders have clear visions and they communicate these visions to their employees, directing and influencing them towards shared goals.

**Management:** The process of executing plans, coordinating activities and resources, fostering cooperation among organisational units, and supervising day-to-day operations.

**Mandates:** Descriptions of those things that an organisation is mandated to perform either formally by the law or informally by stakeholder expectations.

**Measure:** This is appropriate where it is possible to directly measure progress against a particular objective or programme. A measure tends to be quantitative in nature and directly relevant and understandable. Any associated targets must be based on past performance, to ensure they are both achievable but also challenging.

**Mission:** A broad description of what an organisation does, with/for whom it does it, what are its distinctive competences, and why the organisation does what it does.

**Operational planning:** The process of producing, monitoring and evaluating annual plans directed towards accomplishing the strategic objectives laid out in the strategic plan. An organisation should have operating plans that correspond to its fiscal year for each major organisational unit.

**Performance management cycle:** A continuous process that includes not only the creation of strategic and operational plans, but also monitoring and evaluating these plans, as well as linking them to the annual budget planning and budget monitoring processes.

**Situational analysis:** The starting point of the strategic planning process by which both the internal organisational and external environmental context are examined and identified. The aim of a situational analysis is to identify the strengths and weaknesses of the organisation as well as the potential threats (impediments to organisational success) and opportunities (for growth, development and success) it faces.

**Stakeholders:** Any group or individual who can affect or is affected by the achievement of the organisation's objectives.

**Strategic issues:** Those problems or opportunities that the organisation must manage to achieve its mandates and mission.

**Strategic objectives:** Broad statements of what the organisation hopes to achieve in a three-year period. They focus on outcomes or results and are qualitative in nature.

**Strategic planning:** 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, with a focus on the future.

**Strategic programme:** A specific activity or set of activities that contribute towards the implementation of a strategic objective. There might be several programmes under a single objective.

**Values:** The core beliefs that underpin how the organisation should behave and conduct its business.

**Vision:** How the organisation will look when it fulfils its full potential – a target to strive for.

## 4. Introduction

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### 4.1 What is strategic planning?

Strategic planning is a disciplined effort directed at making essential decisions and establishing essential activities that shape and indicate what an organisation represents, what it does, why it does what it does, while constantly focusing on the future<sup>1</sup>.

Strategic planning is one of the tools that the leaders and managers of an organisation can use to help make decisions that are informed and optimal, as well as achievable. It is a process that helps an organisation to plan its future activities, identify priorities, efficiently allocate resources (not only financial, but also its human and other material resources), and monitor progress against the set strategic objectives.

Strategic planning is used to help an organisation implement in the best possible way its competencies as defined by law and other regulations – concentrating available energy, crystallising thinking, ensuring that everyone inside an organisation strives towards achievement of the same objectives, conducting a self-evaluation, adapting the direction in which the organisation moves and enabling reaction to changes in the environment.

The strategic planning process requires discipline, given the need for a certain order and sequence to ensure that the process is focused and productive. The process of developing the plan should involve the asking of a series of questions that assist those who plan to make a review of experiences, consider different assumptions, collect and include information on the present situation and forecast changes in the environment in which the organisation conducts activities within its competency.

Since it is impossible to do all necessary things at once given limited resources, the strategic planning process implies that certain organisational decisions and activities are more important than others, and that the process of developing the strategy is actually making difficult decisions about what is considered most important for achieving organisational success (i.e. priority-setting).

Finally, strategic and budget planning must be two interactive processes. The strategic plan sets the direction of the organisation's work, while the budget ensures the resources required for implementation of this plan. Setting objectives and strategic programmes assist an organisation to identify priorities required for budget development, and conversely a strategic plan that neglects fiscal reality cannot be implemented. Thus, it is essential for the strategic planning process to become an integral part of the organisation's budget and financial planning process.

### 4.2 What is the purpose of the strategic planning process?

The purpose of carrying out a systematic strategic planning process in order to develop a strategic plan is to:

- Enable the identification of priority issues in order to help inform the budgeting and

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<sup>1</sup> Bryson: 2004

normative process;

- Provide guidance as to what should be the focus of policy development initiatives;
- Provide a solid evidence base for decision makers (e.g. ministers, government, parliament) to consider and decide on their priorities, as well as on the optimum allocation of resources (financial and human) both for the current time and the future;
- Ensure that the organisation/sector/government are more oriented towards meeting citizens' needs, having taken account of these as part of the strategic planning process; and
- Assist with the creation of inter-institutional, inter-government, public, private and non-governmental partnerships by identifying how best stakeholders need to be involved in both the strategy development process itself, and implementation, monitoring and evaluation of the resulting plan.

### **4.3 What makes the strategic planning process successful?**

Some of the basic features of successful strategic planning, which are addressed in more detail later in this document, include:

- Strong leadership and vision of the organisation's management;
- A participative and consultative approach which involves a wide range of the organisation's internal staff and external stakeholders;
- A tailored approach that is adapted from best practice to suit the specific needs and available resources of the organisation;
- Gathering of clear evidence to inform the development of strategic objectives;
- A realistic assessment of available funds and human resources;
- Consideration of a broad spectrum of views and priorities before taking decisions aimed at creating consensus;
- Fresh ideas and continuity, so that the strategic plan, as well as the strategic planning process, are regularly analysed and reviewed.

### **4.4 What are the potential benefits of the strategic planning process?**

If the strategic planning process is carried out in line with the above success factors, a number of benefits can be achieved, including:

- Increased effectiveness through the fulfilment of the organisation's mandates and mission;

- Increased efficiency through the achievement of more positive outcomes with less resources;
- Improved understanding and the ability to foresee and adapt to changing circumstances;
- Better decision making;
- Enhanced organisational capabilities;
- Improved communication through coordination and cooperation.
- Greater transparency and accountability through the creation of a framework against which the performance of the organisation can be judged;
- Creation of a common purpose amongst internal and external stakeholders; and
- Creation of greater awareness and understanding of the operating environment..

#### **4.5 What is the strategic and legislative framework for strategic planning in the Ministry of Justice (MOJ) of Bosnia and Herzegovina?**

A ministry's strategic plan must reflect four key drivers: EU accession needs, current government wide public sector reform initiatives, sector wide strategy documents such as the Justice Sector Reform Strategy for Bosnia and Herzegovina (JSRS), and the ministry's mandated responsibilities.

##### **EU Accession**

The establishment of a strategic planning system is not a formal precondition for a full EU membership. However, most countries which have recently become full EU members or are candidates for membership have established systems to facilitate the meeting of numerous conditions of the EU accession process, and subsequently for meeting obligations that follow EU membership. The EU strongly recommends and expects potential member countries to have developed appropriate capacities for strategic planning and policy development, as this represents one of the foundations of sound public administration. The introduction of sound strategic planning processes can be instrumental in helping a government to plan how it will meet EU criteria and best practice.

##### **Public Sector Reform**

BiH authorities have committed themselves to a public administration reform process with the goal of establishing *“efficient, effective, professional and accountable public administration at all levels of government in BiH that will provide best possible service to citizens, and support BiH progress towards the full EU membership”*<sup>2</sup>.

The BiH Council of Ministers, governments of the Entities and Brcko District, with financial and technical assistance from the EC Delegation to BiH, initiated the *“System Review of*

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<sup>2</sup> See document “Public Administration Reform: Our programme” - (<http://www.mpr.gov.ba/?ID=28>)

*the Public Administration in Bosnia and Herzegovina*<sup>3</sup>, with the aim of conducting an overall analysis of the existing situation in the cross-governmental systems and structures of the public administration in BiH. This system review identified serious shortcomings in the BiH public administration one of which was the finding that *“most institutions do not have analytical capacity for setting strategic objectives which are expected to be supported by horizontal public administration functions. Without clearly set strategic objectives, it is not possible to attain the full, positive effects of the modern public administration system in BiH”*.

The need to resolve the lack of strategic planning capacity was further defined through a series of measures identified in several strategic documents in BiH, such as the revised version of the BiH Medium-Term Development Strategy<sup>4</sup>, and more recently, the EU Integration Strategy of Bosnia and Herzegovina<sup>5</sup> which among other things defines the following necessary measures:

*“(...) Develop capacities or mid-term strategic planning, development and coordination, (...)”*, and  
*“(...) Develop and adopt methodology for strategic planning, development and coordination at all levels of authority in BiH”*. (...).

In October 2006, the BiH Council of Ministers, Governments of Entities and the Brcko District have adopted the Strategy for Public Administration Reform in BiH<sup>6</sup> together with the Action Plan 1 which, among other things, identifies the following measures:

- *“The procedures for responding to strategic documents will ensure that ministries are able to identify, and effectively communicate the government priorities within their competence, in response to draft strategic documents.”*
- *“They will also ensure that ministries analyze the approved strategic documents of the government, respond with their own policy initiatives that conform to the strategy, and contribute to its realization.”*
- *“The procedures for annual policy work planning will ensure that inputs to the government’s annual work program take sufficient account of government priorities, especially priorities related to harmonization with EU legislation (e.g. BiH NPAA). These processes must ensure that:*
  - *All sectors/ departments within the ministry are involved in determining the ministry’s priorities for policy and legislative initiatives in the upcoming year;*
  - *There is an internal coordination process to ensure that the overall submission of the ministry is realistic and balanced; and*
  - *The ministry has the capacity to adequately fulfil its work plan.”*
- *“The ministries and other administrative bodies will assess their existing organisational and human resource capacity to perform the process of strategic planning, policy analysis and legal drafting; and ensure the most appropriate*

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<sup>3</sup> See document “System Review of Public Administration of BiH – Final Report”

[http://www.europa.ba/files/docs/publications/en/FunctRew/Final\\_Report.pdf](http://www.europa.ba/files/docs/publications/en/FunctRew/Final_Report.pdf)

<sup>4</sup> See in particular SECTION II – Sector strategies – Public Administration Reform, page 82-86,

[http://www.dep.ba/dwnld/Revidirana%20SRS+AP\\_lokalna\\_latinnica.pdf](http://www.dep.ba/dwnld/Revidirana%20SRS+AP_lokalna_latinnica.pdf)

<sup>5</sup> See document EU Integration Strategy for Bosnia and Herzegovina, pages 31 and 32, <http://www.dei.gov.ba/ba/?ID=544>,

<sup>6</sup> See in particular Section 4.1.2. Improving policy capacities in individual institutions, pages 25 and 26, and Section 4.1.3.

Improving the link between policy objectives and budget, page 26 <http://parco.gov.ba/latn/?page=110>

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*internal organisational arrangements (depending on the workload and the existing human resource capacities for these functions), allowing these functions to be centrally located within the organisational structure.”*

- *“Develop a thorough training program for existing and new strategic planning, policy analysis, and drafting personnel –including initial certification, specialization and periodical upgrading.”*
- *“Envision funds for the employment and training of specialized staff in institutions undertaking strategic planning, policy analysis, and legal drafting, as well as some funds for activities to be undertaken in the course of policy development, and drafting.”*
- *“Develop handbooks and other tools to assist staff performing these specialised functions.”*

The need to establish an integrated approach to strategic and budget planning processes is clearly identified in the provisions of the Law on Financing of BiH Institutions (*“Official Gazette BiH”* no. 61/04)<sup>7</sup>. Namely, the Law for the first time introduces and defines the system of *“programme budgeting”* in BiH. This is an innovative methodology of budget development and execution, which exists in all EU member countries, and which requires the budget users to prepare a budget based on the programmes and activities the institutions planned for the medium term period (3 years). The aim of this budget methodology is to create a clear link between the objectives established in the strategies of different sectors and the budgets (which is where the greatest weaknesses in BiH were identified with regards to the public finance management). Each budget allocation should be linked with an objective from the strategic plan. In principle, programme budgets are usually linked to national development plans (e.g. Medium-Term Development Strategy of BiH), sector strategies (e.g. BiH Justice Sector Reform Strategy) and/or institutional strategic documents (e.g. Strategic plan of the BiH MoJ). However, since both strategic planning and programme budgeting are innovations for the BiH public administration, one of key preconditions for their successful implementation and use in practice is the development of appropriate capacities and acquiring appropriate skills, in all line ministries

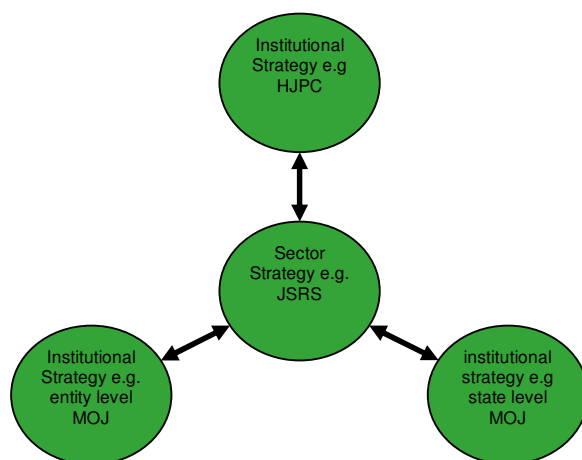
### **Sector Strategies**

The JSRS sets the strategic framework for the BiH justice sector as a whole. It envisages that each institution, including the state MOJ, will either revise their existing strategic plan or create a new one to be in line with the strategic framework for the entire sector. Some general principles for preparing, monitoring and evaluating strategic plans are also set out in the JSRS.

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<sup>7</sup> See Articles 7 and 8 of the Law on Financing of BiH Institutions

**Diagram 1: The relationship between institutional strategies and sector strategies**



The need for sector based planning was confirmed in a declaration made at a Conference on the funding needs of the State Justice Institutions of BiH held in Brussels in March 2006. In this declaration the Council of Ministers of BiH, Donor Countries and the European Commission committed to the principle that the State MoJ of BiH should develop a comprehensive Justice Sector Plan covering the entire country. The declaration envisioned that such a strategy would “*serve as a catalyst for further developing and strengthening of the Justice Sector of BiH as a whole*”. On the basis of this commitment, the JSRS was developed.

### **Mandate of the MoJ of Bosnia and Herzegovina**

Article 13 of the Law on Ministries and Other Administrative Bodies of BiH (Official Gazette of BiH No. 5/03) sets out the competencies of the State MOJ, which include:

- *drafting relevant legislation to address issues arising from the exercise of the MoJ's competence in respect of judicial institutions at the BiH level and international and inter-entity judicial co-operation;*
- *acting as a central co-coordinating body for ensuring inter-entity legislative and justice system coherence and best practice, by providing good practice examples for the discussion or co-ordination of initiatives;*
- *providing guidelines and monitoring legal education in order to ensure inter-entity harmonisation and compliance with best practice examples.*

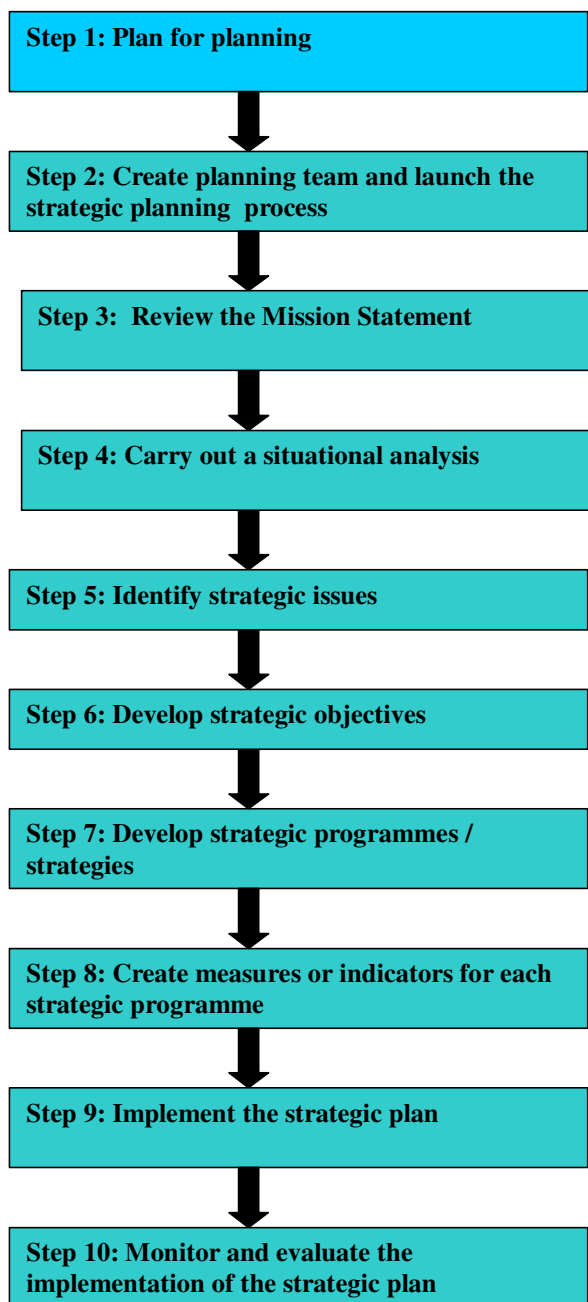
The Rulebook on Internal Organisation and Job Systemisation of the BiH MoJ establishes the internal structure of the MOJ to include a Sector for Strategic Planning, Aid Coordination and European Integration (SSPACEI) which has a number of responsibilities including the coordination of strategic planning and performance management processes both within the MOJ and across the BiH Justice Sector.

## 5. The 10 Key Steps of Strategic Planning

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There are ten key steps which need to be followed in a successful strategic planning process. Diagram 2 below illustrates these steps, and the remainder of the toolkit provides guidance on carrying out each step.

**Diagram 2: The 10 steps of strategic planning**



## 6. Step 1: Plan for Planning

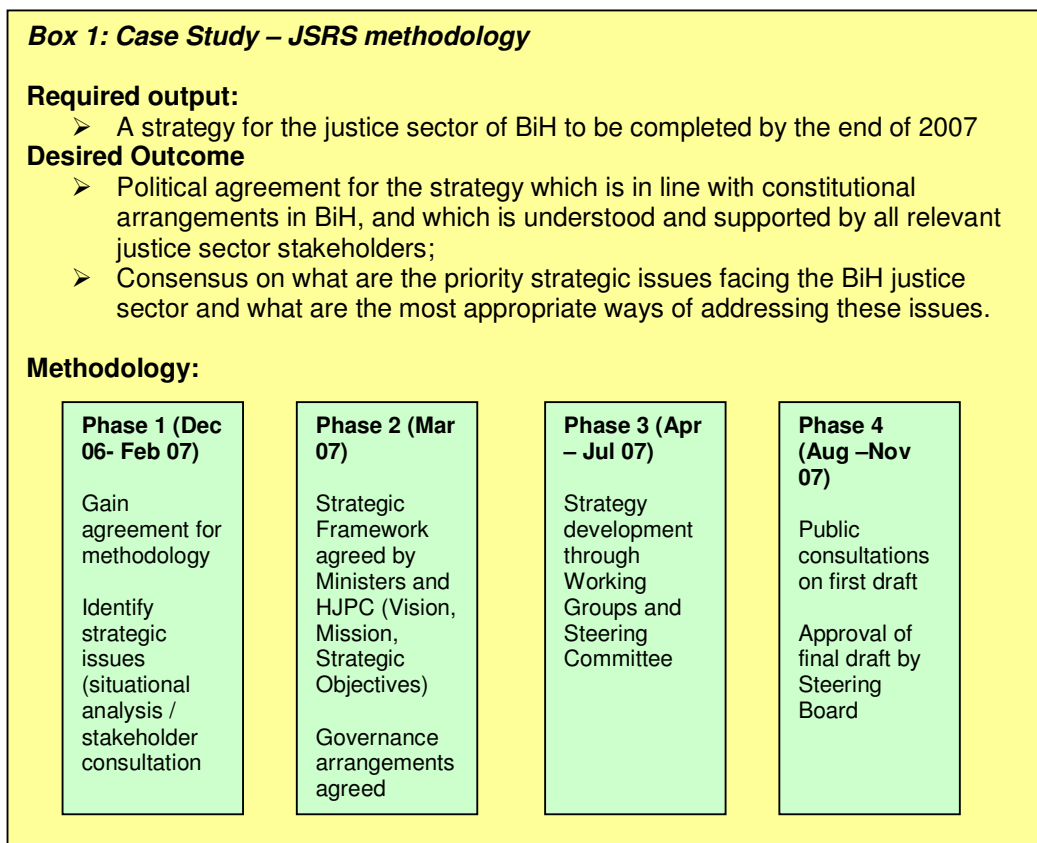
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A critical first step is to design a process for development of the strategic plan itself. This will require SSPACEI staff to hold an internal team meeting or workshop, which should result in the outputs described below being produced.

### (i) Draft methodology

The methodology for developing the strategic plan should incorporate all the principles of good strategic planning and be designed to bring about the benefits as described in the introduction to this handbook. It should produce the required output (a strategic plan) within the required timeframe and to the desired standards. It should also lead to the desired outcomes. For example, encouraging support for the strategy development process and strategy itself may be desired outcomes and this will require the methodology to be one which is participative and inclusive, involving and consulting a wide range of stakeholders as appropriate.

**Box 1** sets out a case study for how the methodology for the development of the BiH JSRS was developed to ensure the desired outputs and outcomes were achieved within the agreed timeframe. **Annex A** contains a sample methodology for development of the strategic plan of a single institution.

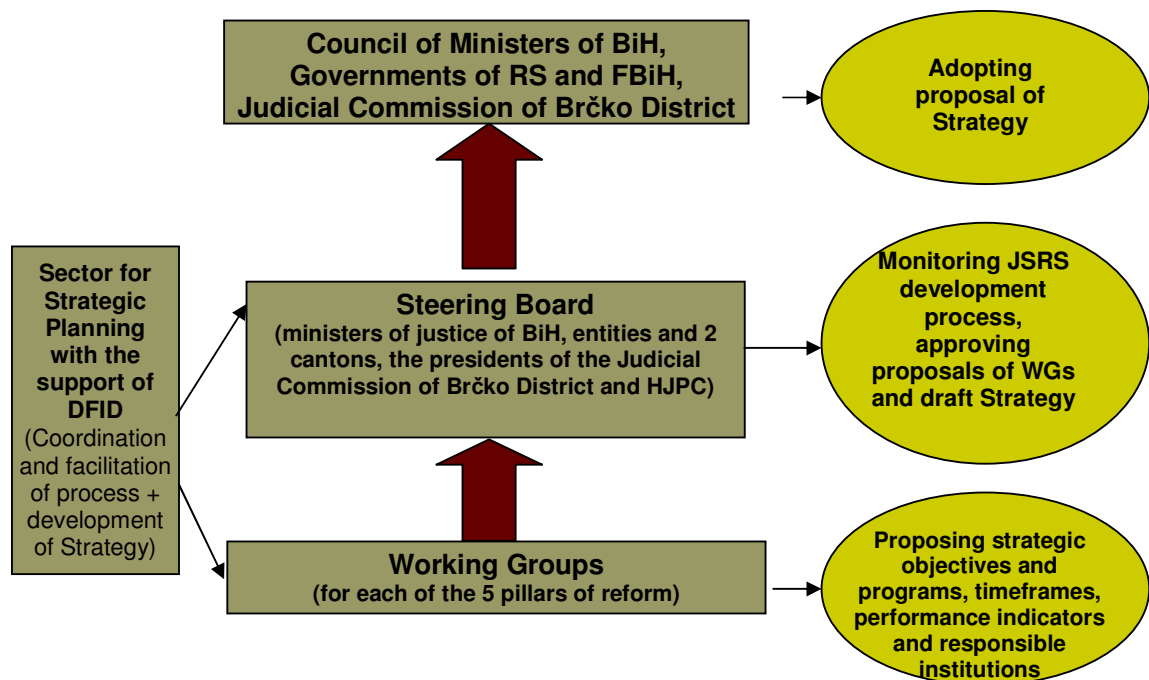


## (ii) Draft governance arrangements

Governance arrangements should be developed which set out the various roles and responsibilities of those involved in the strategic planning process and help to ensure that principles such as clear leadership and ownership; wide participation; and the creation of common purpose are all realised. **Diagram 3** sets out the example of governance arrangements that were agreed for JSRS development.

A useful tool for deciding on governance arrangements is to carry out a 'RACI' analysis. RACI is an acronym which helps to identify those who are 'Responsible', 'Accountable' 'need to be Consulted' or 'need to be Informed' for a particular activity.

**Diagram 3: Governance arrangements for JSRS development and adoption**



**Annex B** contains a sample RACI analysis for development of an institutional strategic plan for the MoJ. The governance arrangements developed for an institutional plan will obviously be less complex than those needed for the JSRS, with the key roles being played by the 'sponsors' who have overall accountability (most likely the Minister and/or the Secretary) and the Planning Team made up of MOJ staff which will be responsible for developing the plan. The next section describing Step 2 provides more details on possible governance arrangements.

## iii) Stakeholder analysis and communications plan

A stakeholder is any person, or organisation that can place a claim on the organisations resources, or output or is affected by its output. A stakeholder analysis is the means for identifying who are the organisation's stakeholders both external and internal and how they need to be engaged in the strategic planning process, if at all.

**Annex C** contains some tools and templates for carrying out stakeholder analysis.

The next step after completing the stakeholder analysis is to develop a communications plan which will help to identify why, how, when and by whom communication will take place with the MOJ's stakeholders in relation to the strategy development process.

The communications plan should not be created in a vacuum. It is essential to ensure that it is in line with any MOJ or government wide policies on communications and consultation, and internal or external stakeholders with any responsibility for or interest in communications processes and activities – such as the MOJ's press officer - should be consulted before the draft plan is finalised.

**Annex D** contains a sample template of a communications plan.

#### **(iv) Risk management plan (optional)**

To develop such a plan, all the various obstacles and problems, both actual and potential, should be identified and mitigating actions agreed for each one. Such a plan needs to be reviewed and updated on a regular basis, as risks change over the course of the planning process.

**Annex E** contains a sample risk management plan.

#### **Final checklist for planning phase**

The following is a list of questions which SSPACEI should be able to answer at the end of Step 1.

- How long will the process last?
- What other factors will have an impact on timings (e.g. the budgeting process)?
- What methodology and tools (e.g. workshops, consultations, research etc) will we use to develop the plan?
- What senior figures in the Ministry will sponsor the strategic planning process? Do they have necessary authority, resources and time? How will we involve them in the process?
- Who will be on the strategic planning team?
- How should stakeholders be involved?
- Who will be the audiences of the plan and to whom and how will it be communicated?
- Will outside assistance be required? (e.g. external consultants, donor funding etc)
- What resources will be needed such as budget, people, information, meetings, facilities, external advisers etc?

The senior accountable person or persons in the Ministry (most likely the Minister and

/ or the Secretary) should approve the methodology and governance arrangements before proceeding to Step 2. This will be essential to ensure they have ownership of the overall process and provide visible support and sponsorship for SSPACEI's role in coordinating and facilitating the process. This in turn will help to encourage commitment from other staff in the Ministry in contributing to and supporting the strategic planning process.

## 7. Step 2: Creating a Planning Team and Launching the Strategic Planning Process

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One of the principles of successful strategic planning is that it should create common purpose in the Ministry. Another is that it should be participative and create buy-in from those who will be required to implement the plan. Therefore, the next step, once the overall process for developing the strategic plan has been agreed with the senior sponsors (most likely to be a Minister or Secretary) who have overall accountability, is to create a planning team and formally launch the process.

### 7.1 Creating a planning team

**Planning Team:** Although SSPACEI has the main role in designing, coordinating and facilitating the planning process in the MoJ, it will be necessary to set up a planning team that is representative of all key functions carried out by the Ministry. Therefore this will most likely include each of the Assistant Ministers who lead Ministry Sectors. Key cross-cutting functions such as Finance, Human Resources and IT should be represented on the planning team. A clear mandate and delegated responsibility should be given by the Minister and Secretary to planning team members, and it will be important to brief each of the proposed members fully on what will be expected of them in advance of the formal launch of the process (see below), so that any questions or concerns can be dealt with at an early stage.

**Chair of Planning Team:** It is not necessary for the Secretary to be a member of the planning team, providing the governance arrangements ensure that he / she is accountable for the overall planning process and final output and outcomes (see Step 1). However the Secretary should be given the option to be a member of the planning team if he / she wishes to be more closely involved, and in that case would most likely be the Chair. Otherwise the Assistant Minister for SSPACEI would be the best candidate to chair the planning team.

It is worth noting that the Assistant Minister for SSPACEI will have a dual role in respect of the strategic planning process:

- i. He will have overall responsibility for the development and implementation of the strategic planning process itself.
- ii. He will contribute to the strategic planning process alongside other Assistant Ministers as a member (and possible Chair) of the planning team.

### 7.2 Launching the strategic planning process

It is important that once the strategic planning process has been agreed with the senior sponsors (Minister and Secretary), and planning team members have been briefed, there should be a formal launch of the process so that everyone in the Ministry is aware of and understands what impact it will have on them. A formal launch is also a useful means of conveying the importance which the Ministry is placing on the strategic planning process to help encourage cooperation and support from staff.

There are a number of possible options for launching the process:

- **Holding a launch conference:** high impact and creates sense of importance of strategic planning process, especially if Minister and /or Secretary involved, but logistically complicated and expensive.
- **SSPACEI holds briefing meetings for each sector:** less impact than a conference and more time consuming, although easier to arrange and will enable closer and more tailored communication with each sector.
- **Sending out a communication by email:** this will work best if it is sent from the senior sponsors (Minister and / or Secretary), but only suitable if all staff have access to email.
- **Cascading information down the management chain:** key messages and clear instructions would have to be given to Assistant Ministers by SSPACEI who would then pass on to their teams via regular communications mechanisms such as through team meetings. This relies on trusting managers to communicate effectively with their staff but risks messages being diluted or miscommunicated.
- **Creating a newsletter:** Could be emailed and / or distributed in hard-copy to all staff so that they have information about the strategic planning process. This could be a one-off to launch the process or a regular communications mechanism (e.g. used to update on progress at key milestones of the strategic planning process). Some expense involved in producing hard-copies.

Whatever option or combination of options is chosen for the launch of the process, they should be included in the consultation plan developed during Step 1, as part of the approach to consulting and/or informing 'internal stakeholders' of the MOJ.

## 8. Step 3: Review the Mission Statement

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The MOJ already sets out its mission in its Strategic Plan for 2006-08 (**Box 2** below). This step involves reviewing this mission statement to check whether it is still up to date or if it needs to be revised or even completely changed.

### 8.1 Review of mandates

The first task towards deciding whether the MOJ's mission statement is still appropriate or not, is to review the ministry's mandates.

A mandate is an expectation, formal or otherwise, as to what functions the Ministry should be carrying out. Formal mandates are those requirements that must or should be done under the law, codes, rule books and regulations (and the JSRS). Informal mandates are stakeholder expectations.

**Table 1** provides a template (including the example of the MOJ's mandate to lead on strategic planning. A similar exercise should be carried out for each function which the MOJ is mandated to carry out according to law, the Rulebook and other sources.

**Table 1**

<b>Mandate</b>	To lead on strategic planning for the BiH justice sector
<b>Source</b>	MOJ Rulebook
<b>Key Requirements</b>	To coordinate strategic planning processes both in the state MOJ, and in the BiH justice sector
<b>Are we doing it?</b>	Yes – new sector created in 2007 (SSPACEI) to ensure the MOJ carry's out this role. The sector has already coordinated a process to develop a Justice Sector Reform Strategy.
<b>Evaluation (e.g. funded? Are we still doing it? Is it out of date?)</b>	Good progress in fulfilling this mandate in 2007 and it will need to continue into 2008, both in terms of coordinating implementation, monitoring and evaluation of JSRS and also coordinating the review of the MOJ's institutional strategy. More donor support confirmed for 2008. However sector is not yet fully staffed, so insufficient resources and capacity to continue and sustain this work without donor support.

## 8.2 Review of the Mission Statement

### 8.2.1 Mission statement

Once an up-to-date version of the MOJ's mandate has been agreed, the next step is to check if the existing mission statement is still appropriate.

A mission statement is a broad, comprehensive (but brief) statement defining the organisation's purpose. A mission should answer three questions:

1. What does the organisation do?
2. Why does it do it?
3. For whom?

A mission statement should:

- Be clear and concise
- Be logical but also have an emotional appeal
- Be eloquent and not long-winded or bureaucratic
- Be understood by all the organisation's employees and stakeholders
- Address the organisation's mandates
- Identify the basic needs the organisation was designed to meet
- Be clear on defining whom the organisation serves
- Acknowledge the expectations of the organisation's key stakeholders

The mission should only substantially change if the Ministry's enabling legislation, Rulebook or other such mandate sources have changed. However, once the mandates have been clarified, it is good to review the mission statement as part of the planning process to check it is still meaningful and understood by everyone.

**Box 2: The Ministry of Justice's Mission (Medium Term Strategy 2006-2008)**

**"To provide equal access to timely justice and efficient, ethical, lawful and accountable public administration in accordance with European Standards"**

In reviewing the mission statement, it helps to ask the following questions:

*Q1: What is our current mission, what does it say about who we are, what our purpose is, what business we are in, who we serve, and how we are unique?*

*Q2: In general what the basic social and political needs we exist to fill, or what are the basic social or political problems we exist to address?*

*Q3: What is our role in filling these needs or addressing these problems and how does it differ from the role of other organisations?*

*Q4: How should we respond to our key stakeholders?*

*Q5: Is our mission outdated and if so how?*

### 8.2.2 Vision and Values

Some strategic plans also include a Vision for the future either instead of or in addition to the mission statement. Whereas the mission statement answers the questions: “Why does our organisation exist? What business are we in and for who?”, a **vision**, is more encompassing. It answers the question, “What will success look like?” and describes what the organisation should look like as it achieves its full potential. In defining a vision it helps to consider 3 questions:

*Q1. Succinctly describe the organisation as it is right now against its mission, people, service and structure, processes, resources, culture and external legitimacy, and support.*

*Q2. Succinctly describe that organisation using the same areas where you would like to see the organisation in three to five years time.*

*Q3. If Q1 and Q2 are out of alignment in these areas where are the major misalignments or gaps? This is important in the later steps. The vision only needs to be a sentence or two.*

**Box 3** contains the example of the vision statement contained in the JSRS. The JSRS does not contain a mission statement, as prior to the creation of this strategy, the justice sector in BiH did not operate properly as a single system with a joint mission, objectives and programmes, but rather as a series of individual institutions which did not cooperate with each other in a systematic manner. Therefore, the JSRS is about achieving this vision for the future, and in fact will become a source of future mandates for individual institutions and the sector as a whole, once adopted by the various state and entity level governments.

**Box 3: Vision statement for the justice sector in BiH**

**“An efficient, effective and coordinated justice system in BiH that is accountable to all BiH citizens and is fully aligned with EU standards and best practices, guaranteeing the rule of law”**

### 8.2.3 Values statement

Strategic Plans sometimes also set out the organisation’s values, although these are optional rather than essential. A values statement should articulate how an organisation will conduct itself. It is helpful to honestly list all of the current values of the MOJ at this time and evaluate whether they are still appropriate. Secondly, list the additional values you would like to see the MOJ adopt to guide the future conduct of its business and its relationship with its key stakeholders. Thirdly, select from the existing/proposed list the top 8 – 10 values you think are the most important, with definitions that most people can agree upon.

**Box 4** sets out an example of the values identified by the BiH Federation Police Administration (FPA) in its current strategic plan.

**Box 4: BiH Federation Police Administration Values and Principles (From Strategic Plan 2005-07)**

The implementation of the FPA's Mission will include adherence to the following values and principles:

**Professionalism  
Partnerships  
Respect for all  
Efficiency in work  
Developing awareness**

**Police independence  
Developing cooperation  
Protection of human rights  
Affordability  
Accountability**

## 9. Step 4: Carrying Out a Situational Analysis

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A situational analysis of data and trends affecting the organisation needs to be carried out to indicate the context in which the plan is being developed.

This will help the planning team to understand:

- The impact of the **external environment** on the organisation such as trends, events or initiatives affecting its ability to achieve its mission; external requirements and so on.
- An organisational diagnosis, to ascertain **internal capabilities**. In other words the organisations **strengths and weaknesses**, as well as the opportunities and threats it faces.

There are a number of tools that can be used to carry out the situational analysis. It is recommended that a combination of these is used in order to ensure a full analysis is carried out and all relevant internal and external factors are taken into consideration.

- **SWOT Analysis:** This is a tool for identifying the **opportunities** and **threats** affecting the organisation, as well as its **strengths** and **weaknesses**. SWOT is an English language acronym standing for these 4 factors. It should be endeavoured to make the analysis as objective as possible, by focusing as much as possible on the perspective of stakeholders and citizens who are affected by the MOJ's work. See **Annex F** for more detailed guidance on undertaking a SWOT analysis and a template.
- **PESTLE Analysis:** This is a tool for analysing the external trends and issues affecting the Ministry's mission. PESTLE is an acronym which provides a checklist of thematic areas which should be considered as part of the analysis. It stands for **Political, Economic; Social; Technological, Legal and Environmental**. It can be used to identify the 'opportunities and threats' as part of a SWOT analysis. See **Annex G** for more detailed guidance and a template.
- **Resource Audit:** This is a tool for identifying the quality and quantity of resources available to the Ministry. It can contribute to the SWOT analysis. See **Annex H** for more detailed guidance.
- **Performance Review:** It is important to carry out a review of performance against any existing strategic plans. **Annex I** contains more detailed guidance.

A variety of methods for gathering relevant information during the situational analysis can be used. For example:

- desk research of relevant documents and internet resources
- one-to-one consultation meetings with internal and external stakeholders
- Group meetings / workshops with relevant stakeholders

Whatever tools and methods are chosen, the final output should be an analysis which summarises both the internal and external context in which the MOJ should develop its strategic plan. The situational analysis will also feed into the identification and prioritisation

of strategic issues, as set out under Step 5.

## 10. Step 5: Identify Strategic Issues

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The identification of strategic issues and what to do about them lies at the heart of the strategic planning process. A strategic issue is a fundamental problem or opportunity.

Using the information gathered through the situational analysis, issues start to be identified. For example, as part of the situational analysis (e.g. through the SWOT analysis), it may have been identified that the issue of internal communication within the state MOJ is causing concern, or as part of the external stakeholder analysis it perhaps became clear that there exists a perception that communication with external stakeholders of the MOJ needs to be improved. This suggests that effective communication with both internal and external stakeholders is an issue for the MOJ.

To take another example from the Justice Sector Reform Strategy, the initial situational analysis identified the area of 'Execution of Criminal Sanctions' as one for which there was a need for reform. Under this theme, three priority strategic issues were identified through stakeholder consultations and desk research:

- Management of the criminal sanctions system needed to be improved
- Prison overcrowding needed to be addressed
- There needed to be greater application of international standards

### ***Strategic or operational issue?***

It is sometimes difficult to decide whether an issue is strategic or operational. The division between the two is often debatable and there will sometimes be operational issues which have sufficient strategic significance to feature in the strategic plan. In other words, just because an issue is operational, does not mean that it should not be dealt with in the strategic plan if it is particularly urgent and important, although generally there should be a clear distinction between the two. The questionnaire set out in **Annex J** is designed to help a decision whether the issue is strategic or operational.

A good way of deciding if an issue, whether strategic or operational, should be included in the strategic plan is to categorise it according to its degree of urgency and importance. Often, issues seem very important only because they are urgent. For example installing air-conditioners may be urgent but installing air-conditioners would most likely not be included in the strategic plan. The strategic plan should include those operational issues which are particularly 'important' or 'important and urgent' and not those which are urgent alone.

Once you have identified the strategic issues (or particularly important and urgent operational issues), it is necessary to evaluate how significant this issue is. To do this two questions must be asked:

*Q1. How is this issue related to the MOJ's Strengths; Weaknesses; Opportunities; and Challenges? (as identified through the situational analysis)*

*Q2. How is this issue related to the MOJ's Mission, Mandates, Vision, Values or other?*

Next it is necessary to discuss what are the consequences of not addressing the issue – in other words, what makes it a priority? It may not be possible to address all issues

through the strategy because of time and resource limits. Therefore, it will be necessary to list all identified issues in order of priority, so that decisions can be made as to which need to be dealt with through this particular strategy. **Annex K** contains a number of tools for prioritising issues that can be used in workshops and so on.

The strategic issues identified might be very distinct from one another, or a number of related sub-issues might need to be grouped under a specific strategic theme. For example, as part of the process for developing the JSRS, a wide range of issues were identified, but it was possible to group these under five key strategic themes – or ‘strategic pillars’. These were:

1. The need to further reform judicial system
2. The need to further reform the execution of criminal sanctions
3. The need to improve access to justice in BiH
4. The need for further reform to support economic growth
5. The need to create a coordinated, well managed and accountable justice sector

**Box 5** sets out an example of the issues identified under one of these strategic pillars.

**Box 5: JSRS - Issues identified under the strategic pillar of the ‘Execution of Criminal Sanctions’**

- i) *Management of the system needs to be reformed:* The legal framework for the execution of criminal sanctions is not harmonised. The ministries of justice of BiH and entities do not have sufficient capacity to effectively and efficiently manage the operations of the prisons. The categorisation of prisons and classification within prisons do not reflect current and future trends, endangering overall management of the system.
- ii) *Overcrowding is highly prevalent:* Alternative sanctions are not effectively implemented in practice and there is no probationary system in place. Prison capacities are outdated and not aligned to international standards
- iii) *Further effort is required in the implementation of international standards:* Particular focus is needed on the treatment of vulnerable groups, health care, independent prison inspection and prison staff, and management training in this topic.

## 11. Step 6: Develop Strategic Objectives

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Once the key issues that need to be addressed by the strategy have been agreed, it is time to develop issue-specific strategic objectives.

Strategic objectives are broad statements of what the organisation hopes to achieve in the period covered by the plan. They focus on outcomes or results and are qualitative in nature. **Box 6** sets out a sample strategic objective from the JSRS.

**Box 6: Sample Strategic Objective from the Justice Sector Reform Strategy for Bosnia and Herzegovina**

**“Further strengthen and maintain independence, accountability, efficiency, professionalism and harmonisation of the judicial system which ensures the rule of law in BiH”**

A single strategic objective should be identified for each priority issue or group of sub-issues that come under a single theme (as in the JSRS where issues were grouped under five ‘strategic pillars’ – see Step 5), and should aim for approximately 4-6 strategic objectives in total rather than a long list which would suggest the objectives are focusing on detailed operational rather than strategic issues. As we will see in the next step it is possible to have a longer list of activities under each objective.

When developing strategic objectives, it is important to ask the following questions:

*Q1: What will we do to address this issue? (Is it **SPECIFIC?**)*

*Q2: How will we know we’ve done it? (Is it **MEASURABLE?**)*

*Q3: Are there any insurmountable barriers which will prevent us from doing it? (Is it **ACHIEVABLE?**)*

*Q4: What is the outcome for citizens? (Is it **RESULTS ORIENTATED?**)*

*Q5: When we will do it? (Is it **TIME-BOUND?**)*

The acronym ‘SMART’ is often used to describe an objective which meets the above criteria.

The process for developing an objective should begin by asking what actions need to be taken to address one of the priority issues (or group of issues) identified as part of Step 5 (SPECIFIC). Using another example from the JSRS, one of the issues identified related to the various problems in the criminal sanctions system in BiH. The initial draft objective to address this issue might have been:

**“To improve the system of criminal sanctions in BIH “**

Next this initial draft needs to be further developed by checking against the other four criteria. Using the above example, it is clear that the objective as currently drafted does not set out clearly what the results or outcome will be, and also this vagueness will make it difficult to measure or set a particular timeframe within which the objective should be achieved.

To develop the objective further, it is necessary to ask the question “...and then what?” In the case of the above initial draft of the objective, the answer might be:

***“The system will be in line with EU requirements”***

However, it is still not clear what the outcome or benefit will be, so it is necessary to ask the question “...and then what?” again, to which the answer might be:

***“There will be more humane and legal treatment of prisoners and re-socialisation of offenders”***

Putting all this together the overall SMART objective will be:

**“Develop a more harmonised system of criminal sanctions in BiH which by respecting European standards ensures humane and legal treatment and effective re-socialisation in prisons in BiH”.**

Strategic objectives provide the high level framework within which more detailed strategies can be developed to deal with the identified strategic issues, and provide a clear statement of what the MOJ’s priorities are for period covered by the Strategic Plan.

## 12. Step 7: Develop Strategic Programmes or Strategies

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This step refers to the development of strategies (sometimes referred to as 'strategic programmes' as in the JSRS).

Strategy development is concerned with deciding which are the most appropriate responses to the identified strategic issues and corresponding strategic objectives. A number of initial questions need to be asked when deciding on appropriate strategies to achieve the strategic objectives:

*Q1: What should be the specific goal for addressing the relevant issue?*

*Q2: What are some of the practical activities we might pursue to address this issue and achieve our desired outcome as set out in the relevant strategic objective? (e.g. develop new or improved policy, legislative instrument, process, system etc)*

*Q3: What are the barriers to realising these activities? (management resistance; low skills levels; poorly designed organisational structure, lack of resources etc)*

*Q4: What initiatives might we pursue to achieve the activities and overcome the barriers? (policy initiatives; reviews; working groups, organisational restructure etc)*

*Q5: What are the key actions (with existing resources of people and budget) that must be taken this year to implement these major proposals?*

*Q6: Who would be responsible and against what timeline?*

**Box 7** contains an example of how you might apply these questions in practice in relation to a hypothetical strategic issue, relating to the need to improve communications with external stakeholders.

**Box 7: 'How can we improve communications with our external stakeholders?'**

**Q1. What should the specific goal be against this strategic issue?**

For example: Stakeholders are informed of and / or consulted on MOJ activities in the most appropriate and timely manner so that the reputation of and public trust in the MOJ is increased, and stakeholders have an opportunity to feed into policy and operations.

**Q2. What are some of the practical activities, we might pursue to address this issue and achieve our desired outcomes?**

For example: Establish and maintain a stakeholders database; train relevant staff in consultation policies and communications best practice; further develop web-site; create a communications strategy for the MOJ etc

**Q3. What are some of the barriers to realising the strategy activities?**

For example: lack of resources for training; lack of in-house knowledge; management resistance etc

**Q4. What then are the major initiatives that we might pursue to achieve these alternatives and overcome the barriers?**

For example: commission a review of external communications to identify gaps between current and best practice; seek assistance from donors

**Q5. What are the key actions (with existing resources of people and budget) that must be taken this year to implement these major proposals?**

For example: public information officer to develop MOJ communications plan in light of review recommendations.

**Q6. What specific steps could be taken in the next six months to implement the major initiatives and who would be responsible for taking them?**

For example: establish review team (including donor support); implement review; source training in communications for relevant staff; explore technological solutions to improve communications etc.

**Box 8** below includes examples of some of the strategic programmes included in the JSRS as a means of addressing the overall objective relating to criminal sanctions mentioned earlier.

**Box 8: Strategic Programmes contained under Reform Pillar 2: Criminal Sanction**

**Strategic Objective:** To develop a more harmonised system of criminal sanctions in BiH, which by respecting European standards ensures humane and legal treatment and effective re-socialisation in BiH prisons

**Strategic Programme 1:** Pass framework Law on criminal sanctions execution in Bosnia and Herzegovina and harmonise all regulations pertaining to criminal sanctions execution.

**Strategic Programme 2:** Establish prisons administrations

**Strategic Programme 3:** Conduct re-categorisation of the prisons and classification within the prisons

**Strategic Programme 4:** Create conditional release system

As a final checklist, it is important to ensure that all the strategies or strategic programmes that have been developed address the following questions:

**Q1. What is the purpose of the strategy or strategic programme?** (i.e. overall outcome that is intended to be achieved as a result of implementation e.g. improve communication with stakeholders to ensure they are better informed and involved in MOJ work)

**Q2. What are the goals of the strategy or strategic programme?** (i.e. what are specific goals are to be achieved through implementation e.g. development of communications plan; improved use of technology etc)

**Q3. Does the strategy adequately address the strategic issue?** (i.e. will the strategic issue cease to be an issue if we achieve all these goals)

**Q4. What parts of the MOJ are required to implement the strategy?** (i.e. who will be accountable and responsible? Do we need to set up a working group or project team? e.g. identify civil servants to participate in /oversee review; Human Resources help with identifying training sources etc)

**Q5. Which stakeholders and aspects of stakeholder relationships are crucial for effective implementation of the strategy?** (i.e. who do we need to inform, consult or cooperate with to successfully implement this strategy? e.g. as part of review consult with all stakeholders on how they think MOJ communications could be improved; donors for support etc)

**Q6. When do we need to have implemented these strategies or strategic programmes?** (i.e. is this an immediate priority this year or should the work be spread out into a number of stages that last several years? Are there any factors which will influence timing? Etc)

## 12.1 Links to the Budgeting Process

As mentioned in the introduction to this document, the strategic planning process needs to be closely aligned with the budgeting process. A key part of ensuring that strategic objectives meet the 'achievable' and 'realistic' criteria is the affordability of their implementation. There is no point in including ambitious strategic objectives and programmes which have no hope of being sufficiently funded either through the domestic budget allocation or donor assistance.

A new budgeting process has recently been introduced to BiH which has three key features:

- The use of programme budgeting to structure bids and financial management;
- The compilation of 3 year budgets at all levels;
- The requirement to supply performance information for both existing funding allocations as well as bids for future increased funding.

The development and implementation of a strategic plan will facilitate the budgeting process in the MOJ (particularly in the case of the performance information requirement set out above), but will also be impacted by it, in relation to helping planners be realistic about what funds are likely to be available, particular in light of the indications set out in Budget Framework Papers (approved in 2007) which set out the factors which have led to the revenue forecasts, general fiscal strategy and the determination of budget ceilings for each budget user in BiH from 2008-10.

The timing of the strategic planning process will also need to be aligned with that of the budget process in Bosnia and Herzegovina, as well as take account of donor programming schedules. At the current time, the budgeting process in BiH takes place in the first half of the year, with the overall deadline for the process to be completed being 30<sup>th</sup> June. In practice this means that institutions need to have made clear and substantiated bids by April each year. Therefore, the strategic planning process needs to be timed so that it can feed into the preparation of bids, with at least the first draft prepared by April.

An important part of the planning process should be an analysis of how much the strategic programmes are estimated to cost to implement. For example, are there any capital or other one-off costs such as new offices, equipment and so on? Is it necessary to hire new staff? Can the strategic programme be funded through the existing budgets or will it be necessary to reallocate resources or even seek additional funding (e.g. from donors).

Table 2 below provides an example of a cost analysis carried out for one of the activities in the current MOJ mid-year strategic plan

**Table 2: Sample Cost Analysis of a Strategic Objective**

<b>Strategic Objective</b>	To promote equal access to a harmonised, fair, effective and efficient justice system for BiH
<b>Activity</b>	Establish policy and planning capacities within the MoJ to encompass entire BiH justice sector
<b>Specific Tasks</b>	<ul style="list-style-type: none"> <li>• Agree with HJPC and others role and responsibilities and start development of justice sector strategy</li> <li>• Establish new Unit under BiH MoJ Secretary and develop its capacity to collect and analyse data on justice trends and agency performance</li> <li>• Establish legal database and library – seek donor assistance</li> </ul>
<b>Medium Term Resource Implications</b>	<ul style="list-style-type: none"> <li>• 5 staff in addition to currently approved staffing levels</li> <li>• Money implications for recurrent costs once donor funding ends</li> <li>• Staff time</li> </ul>
<b>Capital / One-off costs</b>	<ul style="list-style-type: none"> <li>• library set up - computers and investment in books, journals etc</li> </ul>
<b>Recurrent / One-off costs</b>	<ul style="list-style-type: none"> <li>• Salaries for 5 new staff (policy unit including legal librarian)</li> <li>• Journal subscriptions and book purchasing</li> <li>• Maintenance of IT</li> </ul>
<b>Estimated amounts</b>	<ul style="list-style-type: none"> <li>• Annual staff costs = 54,000 KM for five new staff positions</li> </ul>
<b>Source of recommendation</b>	<ul style="list-style-type: none"> <li>• EC Justice Sector Review;</li> <li>• European partnership medium-term priorities;</li> <li>• Proposal for EC funding</li> </ul>

Given the close links between the strategic planning and budgeting processes, both the Finance Division within the MOJ of BiH and the Ministry of Finance of BiH will be key stakeholders. The Head of Finance within the Ministry would most likely need to be a member of the planning team, or at the very least consulted closely throughout the process.

## 13. Step 8: Create Measures or Indicators for Each Strategic Programme

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As discussed under Step 6 one of the criteria of a 'SMART' objective is that it should be 'measurable', so that those implementing the strategy can monitor progress towards achieving the required outputs and evaluate the outcomes achieved as a result. As such, the strategic plan should contain either indicators or measures to enable monitoring and evaluation to take place.

**Indicators** are used where there is a need to find a way of judging performance where direct measures are not readily available. Indicators need to be interpreted and are generally qualitative in nature or are a proxy measure from which performance against a particular objective can be assessed.

For example, the JSRS contains a number of 'indicators of implementation' which will be used to assess whether a particular strategic programme has been successfully implemented or not. This type of indicator was chosen because of the lack of a comprehensive system of collecting, sharing and analysing performance management information for the justice sector as a whole. **Box 9** contains an example of one of the indicators of implementation in the JSRS.

### **Box 9: Example of an indicator of implementation in the JSRS**

**Strategic objective:** To further strengthen and maintain independence, accountability, efficiency, professionalism and harmonisation of the judicial system which ensures the rule of law in BiH

**Strategic programme:** Develop a review of the realistic financial needs of the judicial institutions in BiH, taking into consideration priorities in the judiciary

**Indicators of Implementation:** 1) A study prepared and adopted as the basis for future for financing of the judiciary in BiH; 2) methodology for future projections of financial needs for the judiciary agreed.

**Measures** are appropriate where it is possible to directly measure progress against a particular objective. Measures tend to be quantitative in nature and are directly relevant and understandable. Any associated targets must be based on past performance, to ensure they are both achievable but also challenging. **Box 10** contains an example of a measure and associated target.

### **Box 10: Example of a measure and associated target**

**Measure:** Decreasing the number of prisoners re-offending after release.

**Target:** Number of re-offending prisoners reduced by 20% in 2008

The design of indicators and measures will depend very much on the type and sources of information available. These might range from the very simple, such as surveys, focus groups and interviews to more sophisticated methods such as financial systems information and the use of data gathered from management information systems.

## 14. Step 9: Implementing the Strategic Plan

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The strategic plan should contain details of how it will be implemented. At a very basic level, the plan should specify who will be responsible for each activity or programme, as well as set out timelines for completing implementation. Implementation of the strategic plan will also rely on the development of plans that operationalise the activities identified through the strategies or strategic programmes

### 14.1 Timeframes and responsibilities

The JSRS contains details of timeframes and institutions responsible for each strategic programme to be completed, a sample of which are included in **Box 11** below

**Box 11: Examples of timeframes and responsibilities for strategic programmes of the JSRS**

Strategic program	Responsible institution(s)	Time frame for implementation	Indicators of implementation
Develop and adopt a plan for funding the reconstruction of the courts from domestic, credit and donor resources, based on the architectural and technical plan of the HJPC	BiH, Entity and Cantonal MoJs, BD JC and HJPC	months 12 – 24	1. Plan developed and adopted; 2. Sources of credit and donor funds identified and funds activated; 3. Plan for finding funds for continuous financing of technical and material needs from domestic budgets developed and adopted
Implement in full the information and communication strategy of the courts and prosecutors' offices developed by the HJPC	BiH, Entity and Cantonal MoJs, BD JC and HJPC	months 12 - 60	1. Sources of donor funds identified and funds activated; 2. Plan for finding funds for continuous financing of ICT of courts and prosecutor offices from local budgets developed and implemented

A large number of people may be involved in implementing the programme, but wherever a possible, a lead official or unit should be assigned to have lead responsibility (although in the JSRS joint responsibility needs to be taken between several institutions). Whoever is designated as having lead responsibility for a particular activity, will be responsible for ensuring coordination with other staff, units or institutions as necessary, and will be accountable for reporting on progress against implementation.

In the case of timings, it is particularly important to consider the most appropriate sequence. For example, is the achievement of one objective dependent of the achievement of another? How much capacity does the Ministry have to implement strategic programmes or activities in any given year? Which are the most urgent objectives and are there any quick wins which would be most valuable if implemented in

the first year or two? Are there any objectives which will require phased implementation of the entire period covered by the plan? Care needs to be taken not to be too ambitious and have too much activity taking place in a single year.

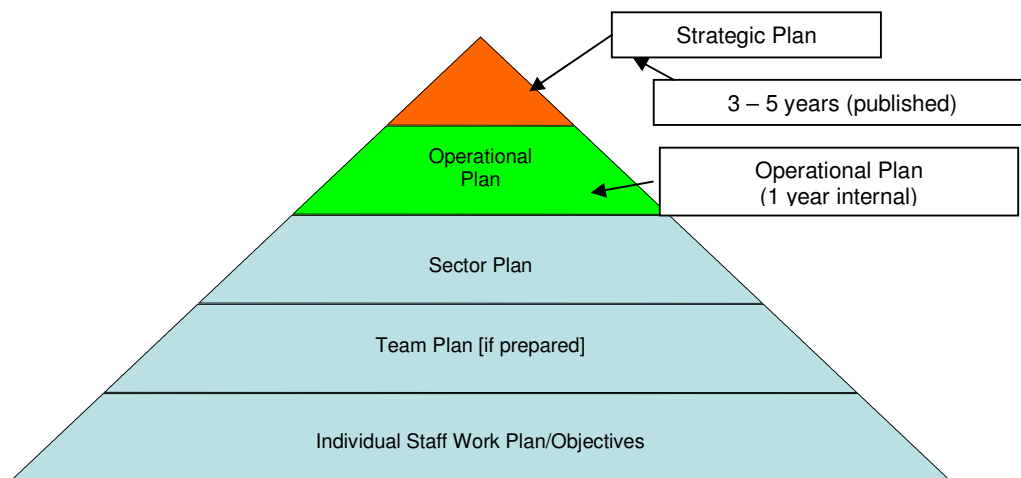
## 14.2 Developing Operational Plans

A key task in ensuring the Strategic Plan is implemented is in cascading tasks down a 'planning hierarchy' by creating shorter term operational plans or workplans for the Ministry, sectors, teams and individuals, that are linked to the achievement of the mission statement and strategic objectives. Whereas the Strategic Plan provides the strategic direction for the next 3-5 years (depending on the life of the Plan), there is a need for a more detailed annual operational plan (or implementation plan) setting out detailed actions, targets, alongside who is responsible, how it will happen, what performance should be achieved and how much will it cost?

Each Sector in the Ministry may also develop their annual workplan which sets out how they will fulfil their specific mandate and contribute to the overall MOJ Strategic and Operational Plans.

**Diagram 4** below sets out how all the Ministry's plans related to each other from the high level Strategic Plan down to individual workplans or objectives.

**Diagram 4: Planning Pyramid**



In this model the operational plan is an organisation wide plan, and is communicated, monitored, reviewed and amended internally, and plays its part in achieving the strategic objectives set out in the Strategic Plan.

Moving down the planning pyramid, organisational units (sectors, teams, individuals) should also indicate how they will contribute to the implementation of the strategies, and the resources that will be used to do so, including:

- Processes, procedures and management of the organisation or organisational unit;
- Staff; and
- Financial management and budget (where possible indicating concrete budgetary needs for achieving the priority objectives, results and actions that have been defined).

## 15. Step 10: Monitoring and Evaluation

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Progress towards implementation of the plan against the various measures or indicators developed (as set out in Step 8) needs to be monitored and evaluated on an ongoing basis, a process which will itself feed into future planning initiatives.

### 15.1 Monitoring

Monitoring is the continuous assessment of implementation of plans in relation to agreed outputs and delivery schedules and of the use of planned inputs. A continuous assessment of performance is a critical part of the ongoing performance management cycle. Monitoring enables information to be passed up the management hierarchy and contributes to accountability and transparency. Systems for monitoring can be simple or complex depending on the capacities of the organisation concerned. For example, monitoring might be through relatively simple reports, using quite basic data and statistical analysis, or it might be through more sophisticated analysis of management information data if that exists.

### 15.2 Evaluation

Evaluation is the periodic assessment of an intervention's relevance, performance, efficiency and impact in relation to stated objectives. It ensures a more comprehensive assessment than ongoing monitoring of plans (although uses information gathered as part of the monitoring process). Evaluation necessarily involves consultation with stakeholders, thus playing an important role in the stakeholder management.

The strategic plan should set out what the means of monitoring and evaluation will be. Some examples might include:

- A system of periodic written reports to monitor and evaluate progress;
- Meetings to discuss the outputs and outcomes of strategy implementation.

**Box 12** includes the example of monitoring and evaluation arrangements for the JSRS

#### ***Box 12: JSRS Monitoring and Evaluation arrangements***

Strategic planning units, coordinated by SSPACEI, will gather information from questionnaires, meetings and outputs of the permanent functional working groups, and use these to prepare quarterly progress reports on the status of implementation of strategic programmes against indicators. Status will be classified according to a 'traffic light' system:

- green means the strategic programme is implemented or on track
- amber means there are delays in implementation which require the attention of the working groups
- red means that the strategic programme has not been initiated or is severely at risk and this requires attention and action by the members of the Ministerial conferences

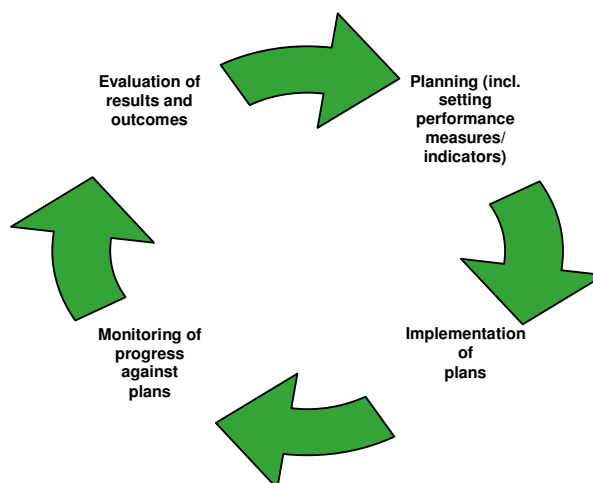
Twice a year, a more in-depth evaluation of progress will be made to the Ministerial conferences, and these discussions will form the basis of any revisions to the JSRS

## 16. Conclusion

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The creation of a strategic plan, following the 10 steps described in this handbook, is just one part of the overall performance management cycle, which is set out in **Diagram 5** below. Implementing, monitoring and evaluating the plan are ongoing processes, which will continue throughout the lifespan of the plan. Furthermore, the plan itself may well need to be revised in light of the outcomes of these processes, or of changing circumstances which were not foreseen at the time of drafting.

**Diagram 5: The Performance Management Cycle**



Of course, the exact process used to develop a strategic plan, and the format and content of the strategic plan itself, should be adapted to suit the specific needs and circumstances that face the institution or institutions concerned at a given time. However, this handbook provides some guidelines which, if followed, will enable the overall goal of strategic planning to be achieved, namely to enable fundamental decisions and actions to be taken that shape and guide what the organization or sector does in order to make best use of its resources. **Annex L** also contains a sample template for a strategic plan, which can be adapted to specific needs of the organization providing the overall guidelines and principles set out here are followed.

## **Appendix A - Sample methodology for developing an institutional strategy for the MOJ in 2008**

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This sample methodology has been designed to be in line with the budgeting cycle timeline for 2008, in order that priorities decided as part of the strategic planning process inform preparation of the draft budget submission.

<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>
<p><b>Workshop I (SSPACEI):</b></p> <p><b>Design of strategic planning process</b></p> <p>Outputs:</p> <ul style="list-style-type: none"> <li>- Draft governance arrangements</li> <li>- Draft methodology</li> <li>- Draft stakeholder analysis and communications plan</li> <li>- Draft risk management plan</li> </ul>	<p><b>Workshop II (SSPACEI facilitate; Minister and/or Secretary lead; Planning team attend)</b></p> <p><b>Launch of planning process</b></p> <p>First meeting of planning team to:</p> <ul style="list-style-type: none"> <li>-Discuss planning process roles &amp; responsibilities</li> <li>-Present findings of situational analysis</li> </ul>	<p><b>Workshop III (SSPACEI and planning team)</b></p> <p><b>Strategic Issues and Strategic Objectives</b></p> <p>Outputs:</p> <ul style="list-style-type: none"> <li>- Discussion and prioritisation of draft strategic issues</li> <li>- Discussion of draft strategic objectives for 2008-10 (approximately 6 in total)</li> </ul>	<p><b>Workshop V (SSPACEI and Planning Team + external experts if appropriate)</b></p> <p><b>Strategic programmes / activities for objectives 4-6</b></p> <p><b>Performance measures</b></p>	<p><b>Preparation of first draft of strategic plan (SSPACEI)</b></p>	<p><b>Consultation on first draft (MOJ stakeholders)</b></p>

January	February	March	April	May	June
	-Review of mandates and mission				
<b>Meeting</b> SSPACEI with Minister and Secretary to get agreement to methodology and governance arrangements		<b>Meeting</b> SSPACEI with Minister and Secretary to sign-off priority strategic issues & objectives		<b>Comments on first draft by planning team</b>	<b>Agreement of final draft by Planning Team</b>
<b>Desk research and consultations</b> SSPACEI carry out to feed into situational analysis		<b>Workshop IV</b> (SSPACEI and Planning Team + external experts if appropriate)  <b>Strategic programmes / activities for objectives 1-3</b>  <b>Performance measures</b>	<b>Meeting</b> SSPACEI with Minister and Secretary to sign-off strategic programmes / activities	<b>Sign off on first draft by Minister / Secretary</b>	<b>Sign off of final draft by Minister / Secretary</b>
			<b>Inputs to budget process (MOJ bid)</b>		<b>Publication</b>

## Appendix B - Sample RACI analysis for development of the MOJ's Plan

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Responsible	Accountable	Consult*	Inform*
Planning Team (Assistant Ministers)	Sponsor (Minister)	MOJ managers	MOJ staff
Planning (SSPACEI) Coordinator		Entity MOJs	Other justice sector stakeholders
Secretary		HJPC	

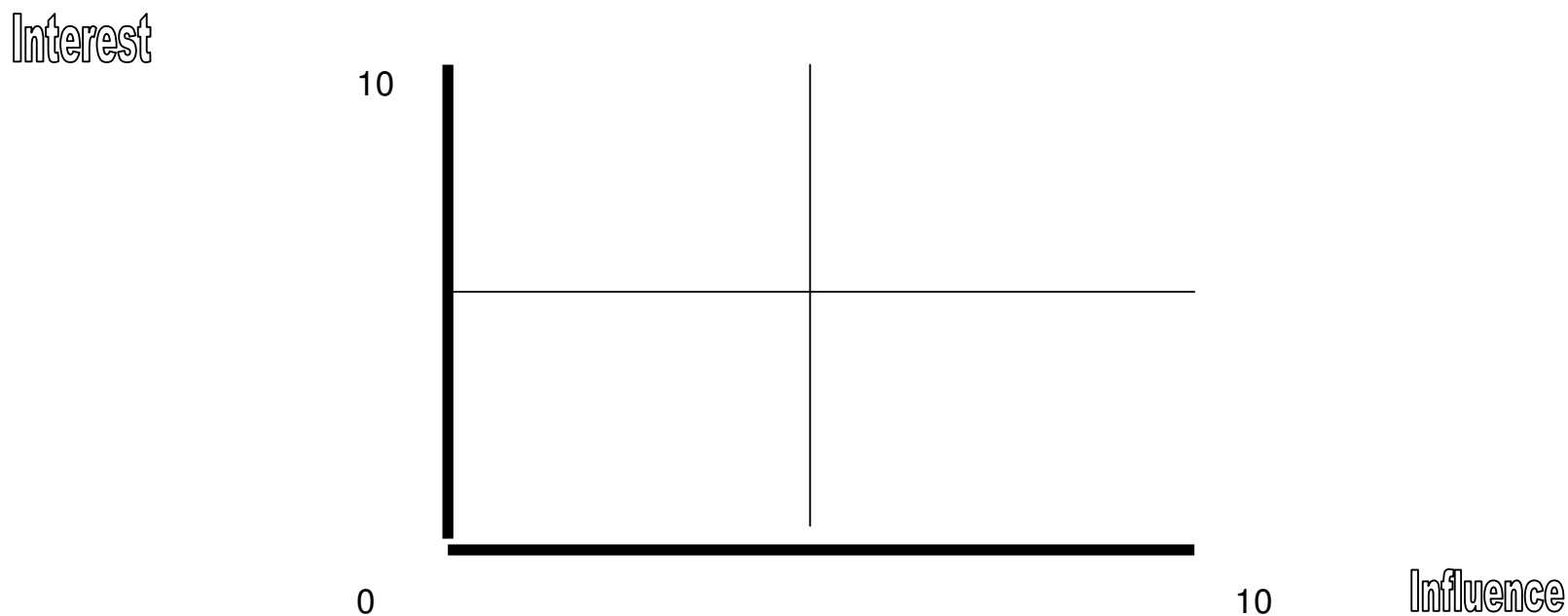
\*The stakeholder analysis (see **Annex C**) will help identify stakeholders and whether they need to be consulted or informed (or both)

## Appendix C - Stakeholder Analysis

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A stakeholder is any group or individual who can affect or is affected by the achievement of the organization's objectives. A stakeholder analysis is the means for identifying who are the organisation's stakeholders both external and internal. First of all it is necessary to identify all of the main stakeholders of the Ministry.

Next, these stakeholders need to be categorized in terms of their influence on and interest in the strategic planning process and its outcomes. The graph presented below, gives an illustration of how stakeholders can be assessed and prioritized according to these two criteria. Each stakeholder is allocated a score between one and ten in terms of influence and interest.



In light of the level of interest and influence of each stakeholder, two further questions need to be considered:

- What role should this stakeholder have in the strategic planning process, if any? Should they be informed, consulted, collaborated with or given some decision making power?
- At what stage or stages in the process should the stakeholder be involved?

The final report from the stakeholder analysis process may look something like the table set out below:

<b>Stakeholder Analysis Report sheet</b>				
Stakeholder	Influence (1 to 10)	Interest (1 to 10)	Type of Involvement (Consult / Inform / Decision Maker / Collaborator / Delegated Authority / Ignore)	Timing of involvement (i.e. what stage of process – e.g. process design phase; situational analysis; public consultation phase; at key milestones such as production of key outputs etc)
1.				
2				
3				
4				
5				
6				
7				
8				
1 = lowest; 10 = highest				

## **Appendix D - Developing a communications plan**

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Once the stakeholder analysis is complete, it should be possible to develop a communications plan which sets out why, how, and when you will engage with various stakeholders. There are a wide range of communications methods, some of the more common ones of which are set out in the table below.

<b>Method</b>	<b>Description</b>
Advertisement in newspaper – 1. Brief 2. Detailed	1. Invites expressions of interest from public 2. Invites expressions of view from public
Media articles/coverage	Can explain plan in more or less detail and invite expressions of interest or written/email views
Written summary of plan offering more involvement if interested	Gives the key elements of plan and leaves it with recipient to request more information
Written request for views with copy of plan (with or without specific questionnaire)	Commonly used method of consultation but may result in poor response – adequate response time important
Focus Groups/Workshops (by individual organisation or groups of organisations)	Focussed events designed to bring out views and suggestions proactively
Citizens Panels/Community Panels	Designed to obtain views and suggestions from selected representative cross-section of consultees
E-Consultation	Similar to written methods and depends on consultees' access to email
Large Scale Conference	Designed to obtain views and suggestions from large groups of consultees
Individual Interviews and Meetings	Based on structured questionnaire and/or discussion, is designed to proactively obtain views and suggestions. Also can be used to keep informed of progress.

In choosing the methods of consultation for each stakeholder there are a number of dilemmas:

- High Cost versus Low Cost
- Time Consuming versus Quick and Easy
- High Impact versus Low Impact
- Proactive versus Reactive
- Generic versus Individually Tailored

Of course, internal stakeholders must not be neglected. It is much easier to have key internal stakeholders involved in the process from the start rather than exclude them and then at the end of the process try and convince them of the effectiveness of the process and the quality of the findings. Once having identified the key internal stakeholders it is necessary to decide how they should be involved in the process.

The template, including sample content, on the next page is one example of what a final communications plan might look like. Of course this plan will need to be reviewed on an ongoing basis, and updated as necessary to take account of changing circumstances or evolution of stakeholder attitudes and interests.

Stakeholder/ Participant	Stakeholder Classification	Desired Outcomes	Message	Method/ Engagement Activity	Timing	Responsibility	Verifiable Indicator
General Public	Inform	BiH citizens are aware that a justice sector strategy is being developed, the reason for the strategy and the benefits it will deliver.	The development of the Strategy is supported by BiH justice sector institutions, international donors and others. It is an important step for EU integration	Press conference	Once Strategic Framework has been set	DFID team to assist SPACEI draft a press release. Minister to approve sign off. MoJ communications unit to distribute press release to media organisations and invite media to a press launch. DFID team to assist SPACEI prepare for press launch	Information about the development of the Strategy found in local press.
HJPC	Collaborate	HJPC actively participates in the strategy development. HJPC shapes, owns and supports the strategy developed	You are recognised as an important justice sector stakeholder for the development of the Strategy. You are invited to participate in the Steering Committee and Working Groups	Steering Committee membership  Working Group membership	Ongoing throughout process – with an initial meeting to be held at start of process	SPACEI to set up initial meeting and also draft formal invitations to Steering Group (final version to be approved and sent by Minister)	HJPC participates in Steering Group and Working Groups

## Appendix E - Risk management log

The following document sets out a template for a Risk Management Log, including sample content based on a hypothetical log prepared at the beginning of the JSRS development process (in October 2006).

Such a log needs to be prepared at the very beginning of the strategic planning process, then monitored and updated as appropriate throughout the duration of the process on a regular basis.

The RAG rating refers to classifying the latest status of each risk under one of the following categories:

- **Red** – risk is not being managed and seriously endangers the successful completion of the process or the achievement of the aims and desired outcomes, so urgent action is required.
- **Amber** – risk is being managed, but there is still likelihood of it causing delays or setbacks to the process, so further action is required
- **Green** – risk is being managed effectively and should not cause any major delays or problems to the process.

Major Issues / Risks Description	Impact, inc. category(ies)	Mitigation Plans	Owner	RAG Rating
Fragmented and politically sensitive justice sector makes development of a national strategy that is endorsed and supported by key stakeholders difficult	Strategies developed will be sub optimal	Frequent discussions with key stakeholders and review of project plan	Head of SSPACEI	
Delay in appointment of government, i.e. ministers of justice, due to new elections	Strategies developed will not have political buy-in from key stakeholders of the sector	Meet regularly with permanent ministry secretaries to inform on progress of strategy development, with the commitment of secretaries to inform ministers as soon as appointed	Head of SSPACEI	

## Appendix F - SWOT analysis

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\*The following is taken from the “*Strategy Survival Toolkit*” – a UK government publication ([www.strategy.gov.uk](http://www.strategy.gov.uk))

A SWOT analysis can be a useful way of summarising the relationship between environmental influences and core competencies and hence framing the agenda for developing new strategies. It can be simply understood as the examination of an organisation's or a strategy's internal Strengths and Weaknesses, and its external Opportunities and Threats.

### How to use SWOT

Identify the external factors acting upon the organisation or policy area using tools and methods such as PESTLE (see **Annex G**). Undertake the same process in terms of internal resources and competencies, using tools such as resource audits or performance reviews (see **Annexes H and I**). Use the SWOT framework, as shown below, to summarise the findings of these exercises.

Internal	Strengths	Weaknesses
	1	1
	2	2
	3	3
	4	4
	5	5
External	6	6
	Opportunities	Threats
	1	1
	2	2
	3	3
	4	4
5	5	
6	6	

List specific items related to the issue at hand under the appropriate heading in the table. It is best to limit the list to 10 or fewer points per heading and to avoid over-generalisations. Use evidence to answer the following, or similar, questions:

#### *Strengths*

- What are the/our advantages?
- What does the organisation / sector do well?
- What do other people see as our strengths?

#### *Weaknesses*

- What could be improved?
- What does the organisation / sector do badly?
- What do other people see as its weaknesses?
- What should be avoided?
- Are there any lessons we can learn from the experience of other similar organisations?

#### *Opportunities*

- Where are the good opportunities?
- What are the interesting trends that you are aware of?
- Useful opportunities can come from such things as changes in technology and markets on both a broad and narrow scale, changes in social patterns, population profiles, lifestyle changes and local events

#### *Threats*

- What are the obstacles to improving performance/delivery etc?
- Are the mandates for the organisation / sector changing?
- Is the organisation / sector under pressure as a result of changes in circumstances, demand/expectations? Is changing technology threatening our position?

#### **Rules**

To stop a SWOT analysis being biased, subjective or over optimistic, the following rules should be followed:

- the SWOT should be carried out in a team environment, which will provide a mechanism for bringing together information from

- individual members of the management team and will allow the team to reach a consensus
- nothing can be entered into either the strengths or weaknesses analysis, unless
    - customers would recognise the point...
    - AND... they would agree with the analysis...
    - AND... they would value the point made;

This forces the management team to focus on customer needs throughout the process;

- nothing can be both a strength and a weakness. If something is classified as both strength and a weakness, this merely means that it has not been broken down sufficiently.

This analysis should provide some useful insights that will help to ensure that the strategy capitalises on identified strengths and minimises or eliminates weaknesses, takes advantage of opportunities and avoids or lessens threats.

It is worth noting that the same factor can be an opportunity or a threat depending on the context and general strategic direction.

## Appendix G - PESTLE analysis

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\*The following is taken from the “*Strategy Survival Toolkit*” – a UK government publication ([www.strategy.gov.uk](http://www.strategy.gov.uk))

PESTLE analysis aims to identify and summarise environmental influences on an organisation or policy.

PEST analysis involves identifying the political, economic, socio-cultural and technological influences on an organisation - providing a way of auditing the environmental influences that have impacted on an organisation or policy in the past and how they might do so in future. However, increasingly when carrying out analysis of environmental or external influences, legal factors have been separated out from political factors (due to increasing legal influences outside national political systems, such as European and regional legislation). The increasing acknowledgement of the significance of environmental factors has also led to Environment becoming a further general category, hence 'PESTLE analysis' becoming an increasingly used and recognised term, replacing the traditional 'PEST analysis':

**P** - political  
**E** - economic  
**S** - socio-cultural  
**T** - technological  
**L** - legal  
**E** – environmental

The following can be used as a checklist to consider and prompt analysis of the different influences. The model can then be used to inform and guide further analysis.

- Which of the environmental factors are affecting the organisation?
- Which of these are the most important at the present time? In the next few years?
  - Political
  - Taxation policy
  - Local government/devolved administrations

- Economic
- Business cycles
- GNP trends
- Interest rates
- Inflation
- Unemployment
- Disposable income
- Socio-cultural
- Population demographics
- Income distribution
- Social mobility
- Lifestyle changes
- Attitudes to work and leisure
- Consumerism
- Levels of education
- Technological
- ICT developments
- Speed of technology transfer
- Legal
- International/European Agreement/Law
- Employment Law
- Competition Law
- Health & Safety Law
- Regional legislation
- Environmental
- Environmental impact

It is particularly important that PEST(LE) is used to look at the future impact of external factors, which may be different from their past impact. PEST(LE) analysis may also help to examine the differential impact of external influences on organisations either historically or in terms of likely future impact.

## Appendix H - Resource audit

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\*The following is taken from the “*Strategy Survival Toolkit*” – a UK government publication ([www.strategy.gov.uk](http://www.strategy.gov.uk))

A resource audit can be carried out to identify the quantity and quality of resources available to the organisation(s) that will be involved with the implementation of the new strategy. The key areas to assess include:

- Availability of and sources of finance
- Skills: organisational, leadership, technical expertise
- Availability of physical resources e.g. buildings, offices etc
- IT capacity
- HR capacity.

There are also some intangible organisational assets which should be assessed such as:

- goodwill
- branding
- contacts
- image etc.

The audit should be comprehensive, but should concentrate on identifying resources that are critical to the organisation's capabilities. It can also be helpful to conduct historical analysis, looking at the deployment of resources of the organisation by comparison with previous years. This can help identify any significant changes and reveal trends which might not otherwise be apparent. Benchmarking or comparing to other similar organisations in other countries can also help put the organisation into perspective.

Finally, it may be beneficial to undertake analysis as to the extent to which the organisation's resources are balanced as a whole. The three key aspects of resource balance analysis are:

- the extent to which various activities and resources of the organisation complement each other
- the degree of balance of the people within the organisation in terms of individual skills and personality types
- whether the degree of flexibility in the organisation's resources is appropriate for the level of uncertainty in the environment and the degree of risk the organisation is likely to take.

## **Appendix I - Performance Review**

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A performance review considers how the organisation has performed in the past against specific plans or its mandate more generally. The following questions need to be asked as part of this review:

- (for first plans) What has the strategy been to date (albeit unwritten) and how successful and useful has it been? (for second and subsequent planning processes) how successful and useful has the strategy been to date?
- What was the performance against the last plan (where one exists)? Did we meet all our objectives (as assessed by indicators / measures and targets)
- What trends in performance are there? (i.e. has our performance been improving, remained static, declining). What are the reasons?
- How do we compare with similar organisations? (Benchmarking exercise)?
- Are we fulfilling all our mandates?
- Are we managing our performance adequately? What systems are in place for monitoring and evaluation?
- Has the culture of the organisation moved to be more in line with the existing strategy?
- Have the structure, systems and processes moved to be more in line with the strategy?

From the answers to these questions it is possible to start to build up a picture of current capability of the organisation in terms of effectiveness and efficiency.

## **Appendix J - Questionnaire to distinguish between strategic and operational issues**

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It is sometime difficult to decide whether an issue is strategic or operational. All issues should be categorised as either strategic or operational. However the division between the two is often debateable and there will often be hybrid issues which have sufficient significance to feature in the strategic plan. In other words, just because an issue is operational, does not mean that it should not be dealt with in the strategic plan, although generally there should be a clear distinction between the two.

The following questionnaire is designed to help a decision whether the issue is strategic or operational.

<b>Issue:</b> _____			
	Operational ←————→ Strategic		
1. Is the issue on the agenda of senior managers?	No		Yes
2. When will the strategic issue's challenge or opportunity confront you?	Right now	Next year	2 or more years from now
4. How broad an impact will the issue have?	One Sector or part of one		Entire organisation
5. How large is your organisation's financial risk or opportunity as a result of this issue?	Minor (≤ 10% of budget)	Moderate (10-15% of budget)	Major (≥ 25% of budget)
6. Will strategies for issue resolution likely require:	No		Yes
a. Change in Mission?			
b. Development of new service aims and programmes?	No		Yes
c. Significant changes in revenue sources and amounts?	No		Yes

d. Significant amendment of laws or regulations?	No		Yes
e. Significant staff changes?	No		Yes
f. Significant technology changes?	No		Yes
g. Major facility changes?	No		Yes
h. Major changes in stakeholder relationships?	No		Yes
7. How apparent is the best approach for issue resolution?	Obvious, ready to implement	Broad parameters, few details	Wide open
8. What is the lowest level of management that can decide how to deal with this issue?	Sector Head		Top Management
9. What are the possible consequences of not addressing this issue?	Inconvenience, inefficiency	Significant service disruption, financial losses	Major long-term service disruption and large cost or revenue setbacks
10. How many external stakeholders are affected by this issue and must be involved in resolution?	None	1 or 2 individual stakeholders	3 or more, or whole justice system
11. How sensitive or emotive is this issue relative to community, social, political, religious, and cultural values?	Benign	Sensitive	Highly sensitive

## Appendix K - Prioritisation Tools

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A wide range of prioritisation techniques exist, some more complex than others, but the following are some simple tools which can be used to help prioritise strategic issues that have been identified as part of the planning process.

### Leapfrog technique

The description below is based on the assumption that a group is trying to decide on the top 3 priority issues.

- **Step 1:** Write all the issues being considered on post-it notes or large pieces of paper, and attach these in a row on a wall or board. This will work best if there are between 10 and 15.
- **Step 2:** Ask the group to look at the first three ideas at the left side of the row and decide by show of hand or voice vote, which of the two ideas at the far left has the highest rank. Rearrange them if necessary with the highest rank on the left. Next ask the group if the third issue in the row should displace (leapfrog) the idea currently ranked as number 2, and if so rearrange them. Then ask if this should also displace the idea currently and number 1, and if so rearrange them. This now leaves a 'temporary top 3' which have been ranked left to right.
- **Step 3:** Now each issue to the right of the Temporary Top 3, beginning with the issue in 4<sup>th</sup> position becomes a candidate to win a place in the Temporary Top 3. Ask if the candidate issue should rank higher than the issues in temporary rank 3, and if so rearrange the order accordingly. If the candidate idea cannot replace the idea then it should be put in the 'non-priority' pile. However if the candidate issues made it into rank 3 ask if it could then move into rank 2, and if so rearrange them. Finally, if it made it into rank 2, ask if the candidate issue should move into rank 1, and if so rearrange them.
- **Step 4:** Continue step 3 until all the candidate issues have been given a chance to win a place in the Temporary Top Three. When no candidates are left, then the temporary top three becomes the Final Top THREE.

The above method can be used to arrive at a higher number of priority issues, but above 6 might become overly complicated.

## Group voting technique

- **Step 1:** Create a list of issues and prefix each one with a letter (e.g. A: low level of staff capacities; B: lack of IT infrastructure etc).
- **Step 2:** Ask each participant to write the pre-fix letters in a column on a pad, then next to each letter ask them to assign a numerical score from the highest to lowest priority in their view. So if there are 14 issues, the one ranked at number 1 is their lowest priority and the one ranked at number 14 is their highest.
- **Step 3:** A column of letters is added to a flip chart or white board, and beginning with the A issue, ask each participant to provide the score they allocated. After all the scores have been provided for Issue A, then repeat for Issue B and so on, until all issues have been covered
- **Step 4:** Add up the scores for each issue and record the sum beside the letter. The issues are then ranked according to the total scores, the top score getting the top rank
- **Step 5:** A discussion can now take place about this ranking and whether there is consensus that it represents what the priority issues should be.

## Appendix L - Sample format for an MOJ strategic plan

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1. **Mandates** – A brief section describing what functions the MOJ is mandated to carry out. This might also be an appropriate place to include a diagram setting out the organisational structure.
2. **Situation Analysis** – See Step 4. Summary of analysis which sets the context for the development of the strategy. This might include a description of:
  - external factors affecting the MOJ, including opportunities and threats;
  - performance of the MOJ to date, including key achievements and strengths, as well as areas for development and improvement.
3. **Mission (and /or Vision - optional)** – See Step 3. A concise statement setting out the organisation’s mission.
4. **Values (optional)** – See Step 3. A list of values. Values can be expressed as single words or in sentence form.
5. **Strategic Objectives** – See Step 6. A list of each of the high level strategic objectives.
6. **Strategies / Strategic Programmes** – See Step 7. A list the strategies or programmes that will be implemented to achieve each of the strategic objectives. It may also be worth including some summary analysis on the strategic issues that each of these is designed to address (see Step 5).
7. **Performance Indicators or Measures** – See Step 8. A description of how successful implementation of each of the strategies will be measured. This does not necessarily need to be a separate section and may be presented along side the strategic programmes in Section 6.
8. **Links to the budgeting process / resource implications** – See Step 7. This can take the form of a narrative description of resource implications of implementing the plan. It could also list the specific resource implications of each strategic programme. Sometimes this information may be presented in tabular form under section 6, along with other information relevant to the implementation of each strategy or strategic programme, such as timeframes, responsibilities and measures/indicators.

9. **Implementation** – See Step 9. Describe arrangements for implementing the plan.

10. **Monitoring and Evaluation** – See Step 10. Describe arrangements for monitoring and evaluating the plan.