



Mongolia:
Enhancing Resource
Management through
Institutional Transformation

Training # 2 to the *Environment and extractive industry "Task Force"*

Winning conditions and planning tools to implement a Strategic plan

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One of the most challenging aspect of Strategic planning is **implementing the plan** : getting what's on paper to come to life and achieving the goals and strategy included in the plan. Work for successful implementation of a plan needs to start when work on the plan begins, and continue through the implementation.

Never forget the **three fundamental pillars** to produce and to implement a Strategic plan: 1- **communication**; 2- **communication**; 3- **communication**.

A) WHILE DEVELOPING THE STRATEGIC PLAN

- 1- **Communicate**: organizational communication about the plan and the planning process needs to start as soon as the planning process is determined, and needs to last until complete implementation of the plan.
- 2- **Engage** : include all or representative groups of constituents within and outside the organization during the planning process (public consultations).
- 3- **Align**: ensure the resulting strategies and goals of your plan are aligned with any close partners and higher level organizational goals.

B) ONCE THE STRATEGIC PLAN IS WRITTEN (IMPLEMENTATION) / 1

- 1- **Keep it moving:** get senior leadership visibility behind the plan and clearly demonstrate that the organization is supportive of implementing the plan.
- 2- **Communicate** : make the plan in a clear presentation using multiple formats (Web, brochures, ...), share with in and without the organization. Update the information to reflect progress and accomplishments.
- 3- **Engage people:** be sure to engage enough people to support the workload.
- 4- **Set priorities:** all of the goals cannot be implemented at the same time. Spread the activities out over the year. Review the goals and determine the best timing. This may be influenced by opportunities for quick success.

B) ONCE THE STRATEGIC PLAN IS WRITTEN (IMPLEMENTATION) / 2

- 5 – **Have a leader for each goal** : one designated point of contact for a goal will make it easier to share information, to monitor the status and to coordinate work across all components of the plan.
- 6- **Identify measures** : measures and clear expectations make it possible to see how you are doing, what progress you've made .
- 7- **Link the plan to daily activities**: keep the plan visible by integrating it into regular activities such as staff meeting.

B) ONCE THE STRATEGIC PLAN IS WRITTEN (IMPLEMENTATION) / 3

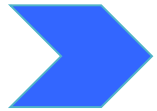
- 8- **Set milestones within the plan** : develop action plans for individual initiatives inside the Strategic plan. Determine who is responsible for what, when it will be started and completed, and what intermediate accomplishments are needed to achieve final results.
- 9- **Recognize accomplishments** : to recognize what has been done generate energy to do more. Don't wait until a project is completed to celebrate !
- 10- **Always be open to new inputs, and learn from the past** : plans are not written in stone. Be alert about changes inside and outside the organization. Track implementation approaches that work well, and which need refinement.

C) ... AND ANYTIME ALONG PLANNING AND IMPLEMENTING !!!

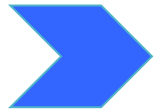
1- **Stay flexible in your approach** : the best Strategic plans provide strong direction and identify goals to reach, but don't act as "straightjackets". The world around us is still moving even if we have printed our plan on paper. Effective implementation means finding a balance between maintaining a consistent strategic focus and adapting to changing circumstances.

2- **Maintain constant communication** : Successful execution of your plan requires that all of your stakeholders be acutely aware of your direction and priorities. Most organization's leaders delay or neglect the crucial act of clearly communicating plan and goals to their staff members.

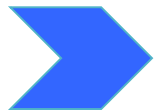
IMPLEMENTATION IN FIVE STEPS



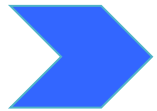
1- Communicate the project of building and implementing a Strategic plan inside and outside your organization



2- Translate strategic goals into actionable initiatives



3- Mobilize the team

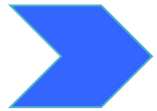


4- Align finances to support implementation

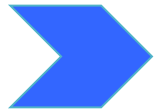


5- Monitor progress
(we will now focus on this fifth step but one simple mechanism that many organizations use to monitor progress is the quarterly review)

QUARTERLY MEETINGS IN FIVE QUESTION MARKS

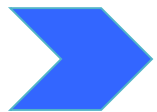


1- Are you on track in terms of your implementation timeline ?

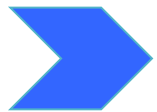


2- If you are off-track, so why ?

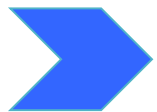
It could be: a) challenges underestimate; b) wrong staff or wrong partners involved in the action; c) not enough capacity of the team leader; d) changes happened into priorities; e) inappropriate budget.



3- What, if any, changes have occurred internally or externally that are affecting the implementation or the execution of an action ?



4- Was your timeline realistic and do you need to update the timeline according the changing conditions ?



5- Do your priorities have sufficient resources, human and financial ?

From theory to practice : Increase administrative capacity through assistance to operationalize and monitor the 2017 action plan of Dornod Aimag

Step 1- Design a monitoring / tracking grid for the Action plan

Step 2- Prioritize actions inside the global plan (Aimag's development goals in 2017)

Step 3- Identify measurable indicators for each action

Step 4- Determine target dates

Step 5- Identify budget for each action

Step 6- Identify reporting periods

Step 7- Assign a lead in Governor's Office responsible for tracking the action Plan

DEPARTMENT / DIVISION POLICY TRACKING GRID

DORNOD AIMAG'S ECONOMIC AND SOCIAL DEVELOPMENT GOALS 2017

#	Policy Area / Project Name	Current Status	Decision Points/Milestone	Target /Completion Dates	Responsible Department & leader	Budget
1	1,1.1 To enroll all levels of government officials in capacity building training, seminars. / Soum governor, Administration head, Bag governor, Bag's Citizen's khural head, government officials/		List of decisions to be made	Match dates to decision points	GAD	
2	1.1.2 To organize training to develop human resource and meeting to exchange practices.	Active	List of decisions to be made	Match dates to decision points	GAD	
3	1.1.3 To organize "Day to meet citizens" "Open door day", "Local administration time" in soum, department, division, agency levels.					
4	1.1.4					
5	1.1.5					

FROM THEORY TO PRACTICE:

IMPLEMENTATION OF AN ACTION IN LOCAL GOVERNANCE (1.1):

1.1.2 To build the « Environment and extractive industry *Task Force* » on the production of a practical tool, the ***Booklet of extractive industries***.

Dornod Aimag's *booklet of extractive industries*

