

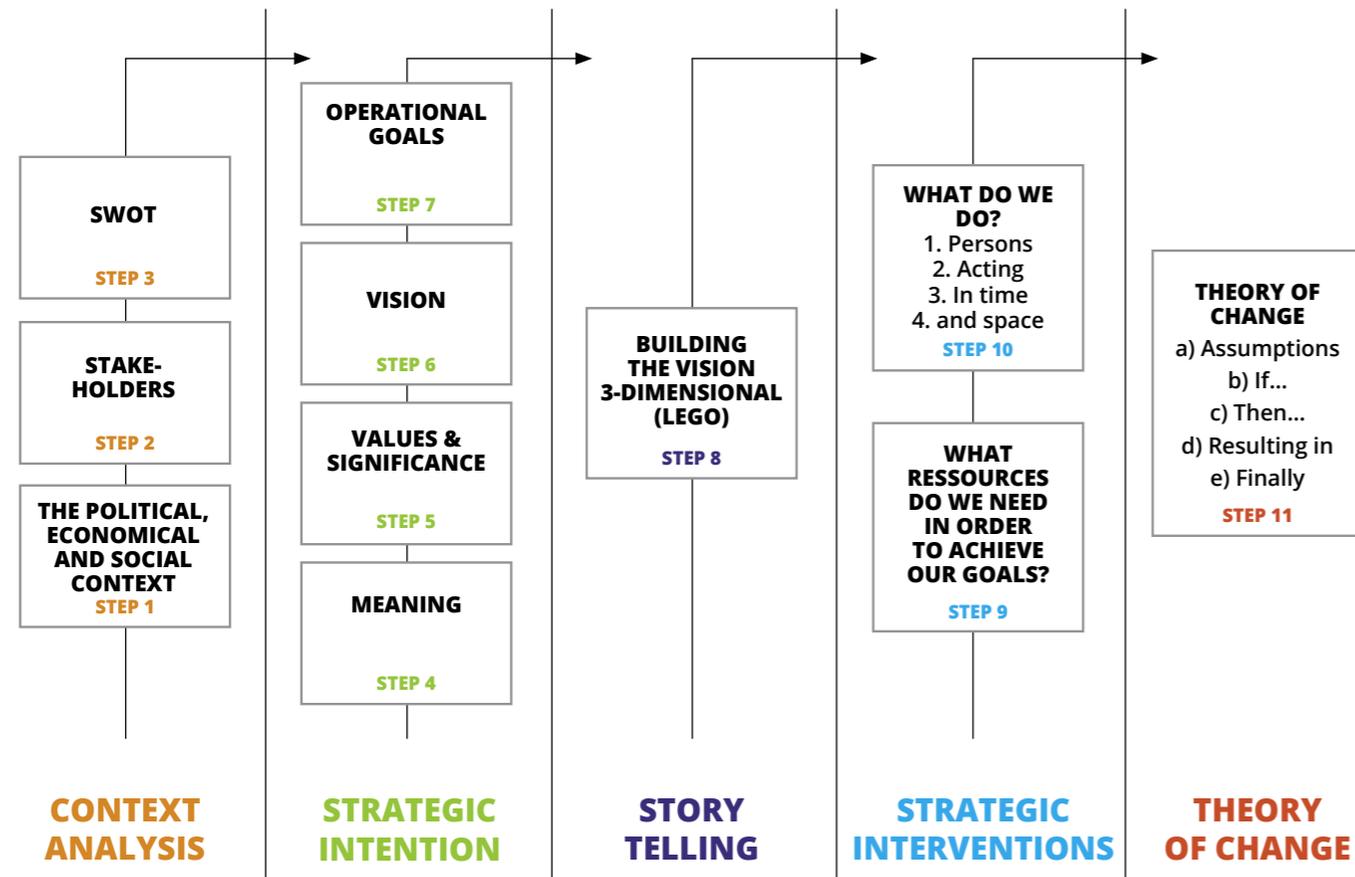


OPEN FUN FOOTBALL SCHOOLS



STRATEGIC PLANNING

STRATEGIC DEVELOPMENT PROCESS IN CROSS CULTURES



STRATEGIC PLANNING IN CROSS CULTURES

Like a successful football team a winning organization must have a strategy that can help its players – the management, the staff and the key stakeholder’s – to drive the organisation and its activities in the ‘right’ direction. A winning strategy must first of all have clear goals, and it must answer the basic questions:

Where do we come from?
Context Analysis

In what direction do we want to go?
Strategic Intentions

What are we doing to achieve our desired goals?
(Persons Acting in Time and Space)
Strategic Interventions

Furthermore it is important to understand that a strategy is only successful if it creates understanding and acceptance of joined directions and priorities among managers and employees and it has only effect when all staff and key stakeholders begin to act upon it and can see their own work and results in the light of the plan.

Of course it is up to the owners and the management of an organisation to decide upon their strategy. However to create ownership and participation Cross Cultures always consider it important to involve as many keystoneholder’s in the strategy process as possible.

Finally, it is important to emphasize that a strategic plan must be considered a dynamic tool. It is not possible on either a mathematical or a theoretical manner, to develop a strategic plan and subsequently lean back and wait until the organization has changed into an advanced enterprise. A winning strategy is thus measured on what the organization does, not on what the organization say they intend to do.

In this light, I hope you will find this manual a useful tool in your efforts of designing a winning strategy for your organization.



Anders Levinsen
Founder & CEO
Cross Cultures
August 2015

Who are affected *directly* by the program?

What is their interest in our program?

Handwriting lines for direct stakeholders.

Handwriting lines for interest of direct stakeholders.

Who are affected *indirectly* by the program?

What is their interest in our program?

Handwriting lines for indirect stakeholders.

Handwriting lines for interest of indirect stakeholders.

STEP 2 STAKEHOLDER ANALYSIS



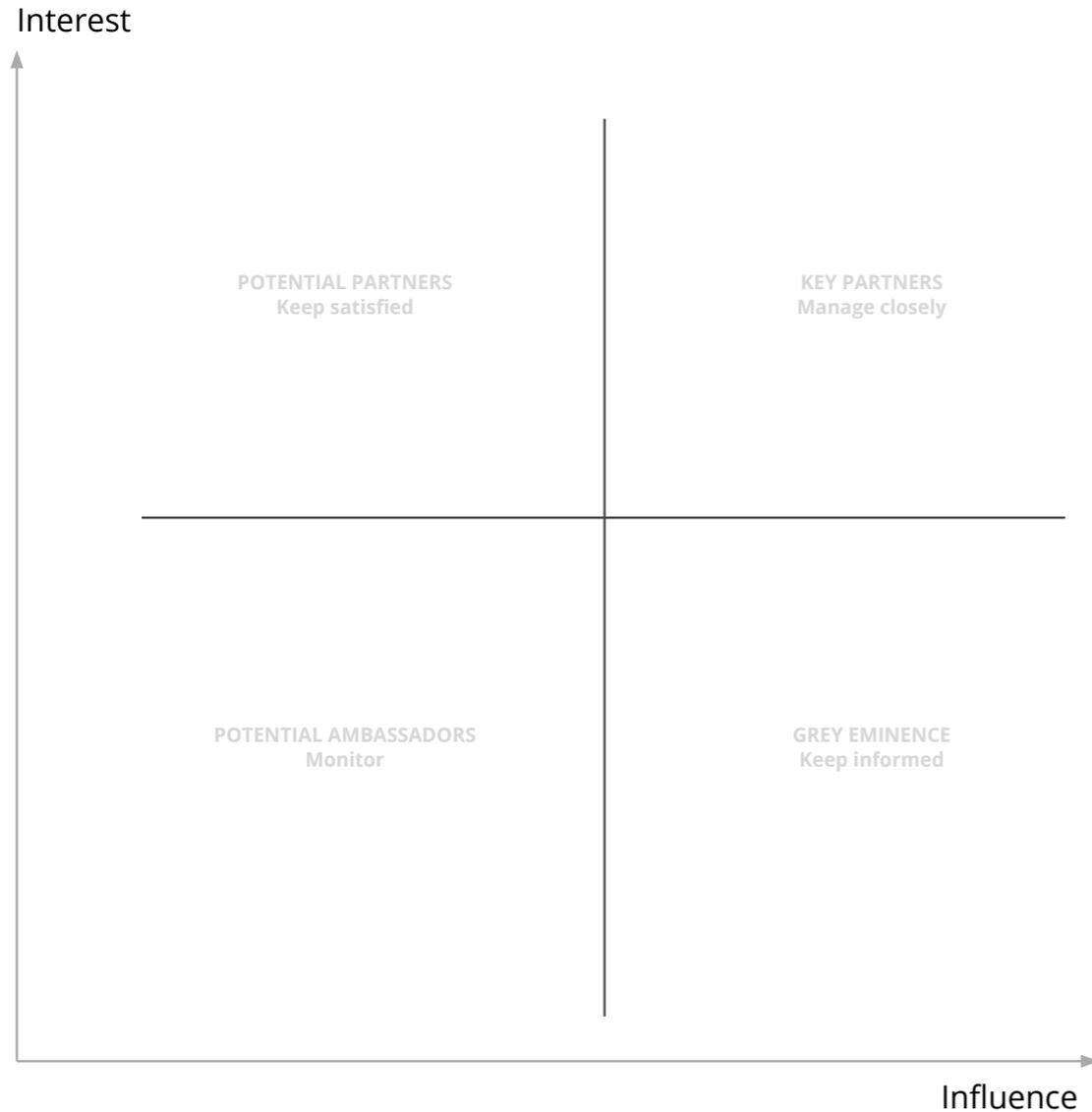
A stakeholder analysis is the process of identifying the individuals or groups that are likely to affect or be affected by a proposed action, and sorting them according to their impact on the action and the impact the action will have on them. This information is used to assess how the interests of those stakeholders should be addressed in a project plan.

Tip:
List all the parties, which are likely to be affected by the development, both positively or negatively, directly or indirectly

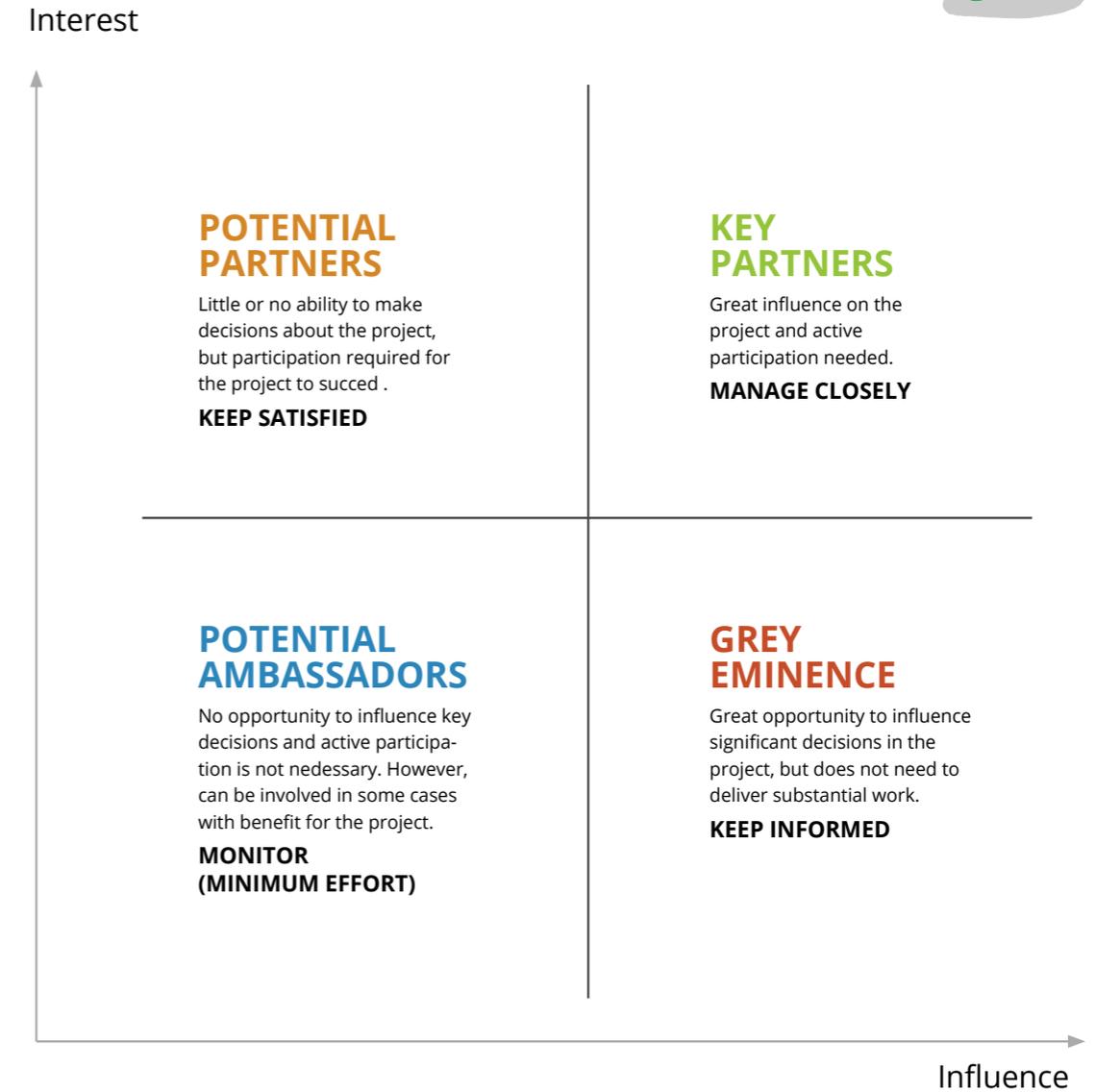
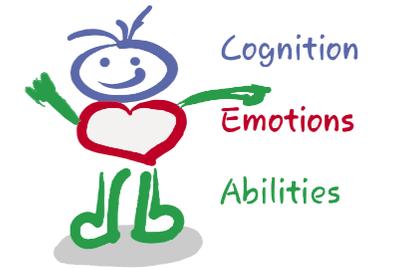
- Guiding questions:*
- Who are affected directly by the program/ organization?
 - Who are affected indirectly by the program/ organization?
 - What is their interest in the program?

PLACE THE STAKEHOLDERS IN THE MATRIX BELOW AND DISCUSS:

- How can we create value for the stakeholders?
- How can we manage our stakeholders to make them feel ownership in our organization/program?



STAKEHOLDER ANALYSIS



STRATEGIC INTENTION

MEANING/MISSION

Why do we exist?

VALUE & SIGNIFICANCE

What values are important to use?

VISION

Where do we want to go?

STRATEGIC GOALS

How do we realize our mission and the vision?

IN WHAT DIRECTION DO WE WANT TO GO?



Photo: Cross Cultures

What is true 'X'?

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

What is good 'X'?

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

What is beautiful 'X'?

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

What is righteous 'X'?

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

STEP 5 VALUE & SIGNIFICANCE

The basic values are a description of what is important to us in our relationship with colleagues, customers and partners in general.

In this way the basic values serve the purpose to draw the company's profile outward and it is meant to be the common frame of reference when making decisions in the organization both in daily life and in relation to long-term decisions.

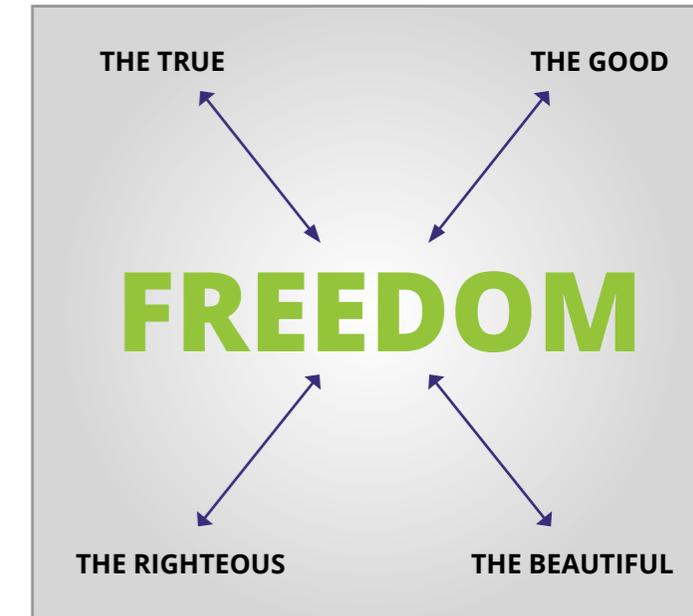
Guiding questions:

a) *Identify the four values you find most important and discuss:*

- Why is this particular value important to me?
- If the value could speak, what would the value say to me?
- What is the opposite of the chosen value?

b) *Discuss your chosen values up against the four dimensions in the "Greek Template":*

THE GREEK TEMPLATE



Guiding questions:

If your basic value is 'Love'

- What is 'true' love?
- What is 'good' love?
- What is 'beautiful' love?
- What is 'righteous' love?

HUMAN CAPITAL:

What capacity do we have?

ORGANIZATION CAPITAL:

What capacity do we have?

INFORMATION CAPITAL:

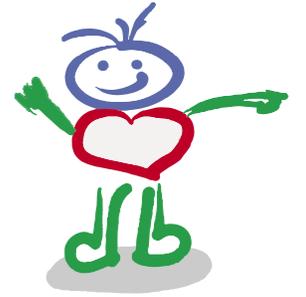
What capacity do we have?

What shall the staff and stakeholder's learn:

What shall the staff and stakeholder's learn:

What shall the staff and stakeholder's learn:

STEP 10 KNOWHOW AND TECHNOLOGIES



It is important to evaluate what knowhow and technologies are available and what knowhow and technologies needs to be enhanced to implement the desired strategy?

In this context it can be useful to distinguish between

Guiding questions:

a) Human Capital

Does the staff have the desired know how and capacity to facilitate and accomplish the desired change?

What shall the staff and stakeholder's learn in order to be able to facilitate and accomplish the desired change?

b) Organization Capital

What competences are needed within the organization to facilitate the desired change? For example:

- Culture
- Motivation
- Leadership

c) Information Capital

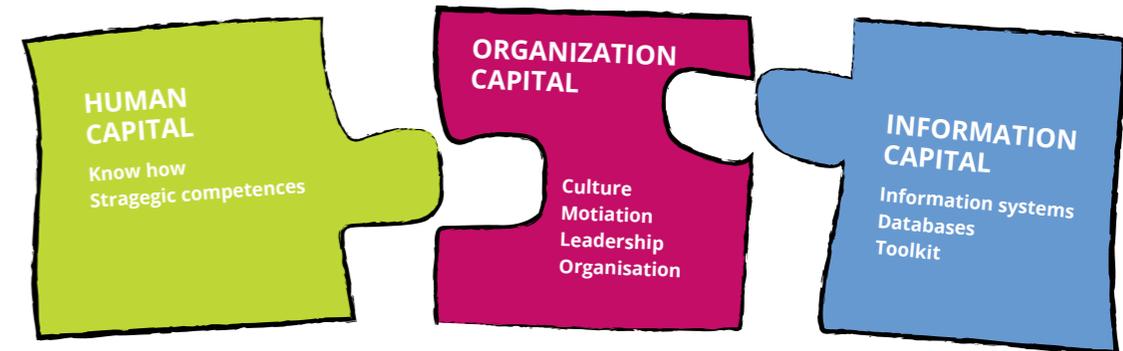
What is the communication strategy?

What information systems are available to support the desired change and the communication strategy?

What systems must be enhanced? For example:

- Databases
- Toolkit
- Information Systems

What technologies do we need in order to achieve our goals?



THEORY OF CHANGE

It requires a clear link between ideas about how a system can be built and the actual strategies implemented. Creating this clear link can be accomplished through the use of theory-based frameworks. These frameworks are tools that can guide you through the process of articulating ideas about the best approaches for developing programs and solutions.

The Theory of Change brings together the considerations above in a dynamic system.



THEORY OF CHANGE

TITEL

MEANING / OVERALL DESIRED CHANGE (Step 4)

OVERALL ASSUMPTION What do we take for granted?

The rationale behind the action

INPUT What assets/inputs do we bring into the process?
(if we are cooking: What raw materials do we bring to the cooking process?)

If we

OUTPUT What services does the process produce?
(if we are cooking: What is the course made up by the raw materials?)

Then

OUTCOME What is the intended result we would like to achieve? On organisational- and individuallylevel
Resulting in

IMPACT What is the final benefit (development objective) of the action
Finally

THEORY OF CHANGE EXAMPLE

TITEL Theory of Change: OFFS + Sport + School + Police

MEANING / OVERALL DESIRED CHANGE (step 4) To improve life quality and public security with the aim to prevent children and youth from becoming delinquents or victims of crime by

- a) stimulating a social environment where everybody feels accepted, secure and part of a community and
- b) stimulating permanent cooperation and partnership between community police and local community.

OVERALL ASSUMPTION: Efficient crime prevention measures are not a matter for the police alone.

It requires coordinated and joint efforts from the sectors that are in daily contact with children, youth and their families

	The rationale behind the action	Assumptions (STEP 7)
INPUT	If we Cross Cultures uses the Open Fun Football School (OFFS) program as platform to facilitate network, communication and cross sector collaboration between Sport + School + Police (SSP) in local communities and introduces the key stakeholders to the Cross Cultures approach to OFFS + SSP	The stakeholders are willing to participate in the OFFS program using grassroots football as tool for social change.
OUTPUT	Then cross sector networks are established facilitating <ul style="list-style-type: none"> • new partnerships between Sport + School + Police • cross sector SSP-activities in local communities • confidence between children and youth at risk, communities and the SSP stakeholders. 	The stakeholders are willing to cooperate with other stakeholders/ in new partnerships
OUTCOME	Resulting in a three-level cross sector governance structure (strategic, coordinating and operational) that allows key persons from Sport + School + Police to define and address local needs and develop a dialogue based cooperation across the sectors in the field of primary, secondary and tertiary juvenile crime prevention.	The building of a three-level cross sector governance structure is supported (not obstructed) by the relevant national government authorities
IMPACT	Finally contributing to <ul style="list-style-type: none"> • Permanent cooperation and partnerships between Sport + School + Police (SSP) • Confidence between the citizens, communities and the SSP-network • Problem oriented bottom-up approach to achieve security and juvenile crime prevention • Respect for ethical principles, human rights and diversity 	The partnerships and co-operations are permanent and the prevention programs adhere to the Cross Cultures approach to SSP <i>From:</i> single sector (police) national interventions <i>To:</i> cross-sector cooperation community-based interventions top-down approaches 'pointed fingers' bottom-up approaches dialogue and cooperation

STRATEGIC PLAN



STRATEGIC GOALS – GOAL 2

WHAT ARE WE DOING TO ACHIEVE OUR GOALS?

OPERATIONAL GOAL:

GOAL 1, STRATEGIC DEVELOPMENT:

PHASES/MILESTONES:	PHASES/MILESTONES:	PHASES/MILESTONES:
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>

STRATEGIC GOALS – GOAL 3

WHAT ARE WE DOING TO ACHIEVE OUR GOALS?

OPERATIONAL GOAL:

GOAL 1, STRATEGIC DEVELOPMENT:

PHASES/MILESTONES:	PHASES/MILESTONES:	PHASES/MILESTONES:
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>

STRATEGIC GOALS – GOAL 4

WHAT ARE WE DOING TO ACHIEVE OUR GOALS?

OPERATIONAL GOAL:

GOAL 1, STRATEGIC DEVELOPMENT:

PHASES/MILESTONES:	PHASES/MILESTONES:	PHASES/MILESTONES:
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>

STRATEGIC GOALS – GOAL 5

WHAT ARE WE DOING TO ACHIEVE OUR GOALS?

OPERATIONAL GOAL:

GOAL 1, STRATEGIC DEVELOPMENT:

PHASES/MILESTONES:	PHASES/MILESTONES:	PHASES/MILESTONES:
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>

NETWORK

OPEN FUN FOOTBALL SCHOOLS OFFICES BALKAN

Bosnia-Herzegovina

Country co-ordinator Esad Hadzijusufovic
Tel: + 387 33 789 535, + 387 33 789 536
Fax: + 387 33 922 442
sarajevo@ccpa.eu

Croatia

Country co-ordinator Velimir Suban
Tel: +385 1 66 777 79
Tel:/Fax: +385 1 66 777 67
zagreb@ccpa.eu

Kosovo

Country co-ordinator Visar Peja
Cell: +377 44 161 221
pristina@ccpa.eu

Macedonia

Country co-ordinator Ceno Aleksandrovski
Tel: + 389 2 307 99 32
Fax: + 389 2 309 01 68
skopje@ccpa.eu, offmacedonia@on.net.mk
www.offmacedonia.com.mk

Montenegro

Country coordinator Miodrag Stanisic
c/o Fudbalski Savez Crne Gore,
Srednja regija, Pera Cetkovic 183,
81000 Podgorica,
Phone tel.no. +38220657180,
Mobile +38269408566
dg.stane@gmail.com

Serbia

Country co-ordinator Sanja Lucic
Tel: + 382 11 2 622 499 / 382 11 2 628 554,
+ 382 11 2 628 337
Fax: + 382 11 2 628 554
beograd@ccpa.eu

OPEN FUN FOOTBALL SCHOOLS OFFICES MIDDLE EAST

Iraq

Country co-ordinator Jamal Ashoor
C/o CCPA al Salaam Football School
Tel: +964 790 11 95 042
baghdad@ccpa.eu

Jordan

Country co-ordinator Issam Sadeq
Tel: +962 795 58 21 63
amman@ccpa.eu

Lebanon

Country co-ordinator Mazen Ramadan
Tel:/Fax: + 961 1 808540
beirut@ccpa.eu

Oman

Country Coordinator: Nasser Alriyami
Tel: +968 99341116
muscat@ccpa.eu

Tunisia

Country co-ordinator: Jalel ben Tekaya
Tel: +216 97 107 961 / +216 20 36 55 95 / +216 71 78 15 17
tunis@ccpa.eu / bentekaya.jalel@gmail.com
Fax: +216 71 78 16 88

OPEN FUN FOOTBALL SCHOOLS OFFICES CIS / CAUCASUS

Armenia

C/o Football Federation of Armenia
Country co-ordinator Marina Tashchyan
Tel: +374 77 42 50 84
Tel:/Fax: +374 10 54 14 05
yerevan@ccpa.eu

Azerbaijan

C/o Association of Football Federation of Azerbaijan
Country co-ordinator Karim Aghaev
Tel: + 994 12 209 450
Fax: + 994 12 458 0955
baku@ccpa.eu / affa@azeronline.com

Georgia

CIS Regional co-ordinator Valeri Cholaria
Country co-ordinator Badri Karkashadze
Tel: +995 32 912 910 / 913543
Fax: +995 32 912 910 / 995 32 292 305
tbilisi@ccpa.eu

Moldova

C/o The Football Association of Moldova
Country co-ordinator Ghenadie Scurtul
Tel: + 373 22 880 420
Fax: + 373 22 210 432
chisinau@ccpa.eu, fmf@fmf.md

Ukraine

C/o Football Federation of Ukraine
Country co-ordinator Mr Yevgeniy Stolitenko
Tel: +380 (044) 5210562
Fax: +380 (044) 5210550
kiev@ccpa.eu, stolit@ffu.org.ua

This Strategy Plan is drafted by:

Name of Organization:

Workshop:

Place and date:

Participants:

Signatures:

Name and Signature of the CCPA - Instructor:



NAME:

