



Tools Roadmap

You can download and print out all the tools below from www.asiapacificforum.net/resources/strategic-planning-guide-tools.

THINKING STRATEGICALLY



GENDER MAINSTREAMING CHECKLIST

GENDER MAINSTREAMING CHECKLIST

Is there a gender balance in our workshops and interventions as set through our strategic plan?

Does our MRF have a gender policy and/or a gender strategy? Do we have specific funds set aside for gender specialization and gender mainstreaming work?

How can we consider strategies for advancing gender equality when acquiring our organizational health and capabilities? For example, do we need to increase additional learning, development and promotion opportunities for under-represented genders? (more to include in)

How do our interventions promote gender equality and positive perceptions of all genders? For example, is our complaints process accessible and safe for all genders?

Have we consulted stakeholders who can provide insights and perspectives into gender issues?

Have we identified human rights violations disproportionately experienced by different genders, particularly women and girls, transgender people and diverse people? (Should we consider addressing these issues as strategic priorities?)

Have we set measures and indicators that will enable us to monitor our progress towards gender equality?

Do we have in-house expertise on gender mainstreaming or do we need to identify external support with gender expertise?

MISSION, VISION AND VALUES WORKSHOP

MISSION, VISION AND VALUES WORKSHOP

It is best to develop your workshop on three parts to complete your mission. First, your vision, and finally your values. This is because they build on each other.

An external facilitator can help provide structure for the workshop and ensure the process is interactive and fun for all those involved.

For each part of your workshop, start with each participant writing their answer to the questions below on sticky notes (or index cards) and stick it to the wall. Group your own strategic thinking (discussion from section 1.2. All the sticky notes from just one wall and grouped into themes).

The problem you create provides the basis for a discussion and you can now "vote" on the themes. Don't try to put the workshop perfect at the workshop - this can be done to do so - this provides alternatives and staff statements learned with workshop participants and under your staff.

MISSION:

- What are we here to do?
- How do we do it?
- Who do we do it for?
- What value do we bring?

VISION:

- What are our big goals, our hopes and dreams?
- What will our country look like in our mission?
- Who and what are we trying to change?

VALUES:

- How do we need to behave towards each other and our stakeholders to achieve our mission and vision?
- What words best describe this behaviour?

RESPONSIVE MATTERS CHECKLIST

RESPONSIVE MATTERS CHECKLIST

Choose your responsive matters based on:

- The severity of the situation, assessed against international human rights standards
- The difference an intervention by your NHRF could make
- Whether your NHRF has the capacity to intervene
- Do these criteria apply a gender lens to the issue?
- Are we able to revisit our strategic priorities if the responsive matter requires our attention?

SWOT ANALYSIS

SWOT analysis template

You can use the SWOT process to explore any of the prior questions in the preceding table.

Strengths	Weaknesses
Opportunities	Threats

THINKING INWARDS



CAPABILITY FRAMEWORK

Capability framework template

You can use the prior questions in the preceding table to help you answer:

Strategic Objectives	Capabilities

STRATEGIC PLAN TEMPLATE

Strategic plan template

This template helps you complete your strategic plan. You will have separate pages for each of the following:

Strategic Objective	Why we need it	How we will measure our progress	Strategic Initiatives	Strategic Resources	Strategic Risks	Strategic Outcomes

OUTCOMES FRAMEWORK

Outcomes framework template

Strategic Objective	Outcomes	Indicators	Measurement	Frequency	Responsible



Gender mainstreaming in strategic planning

You can use the checklist below to apply gender mainstreaming in your strategic planning. This is known as applying a 'gender lens' to your thinking, your activities and your decisions.

GENDER MAINSTREAMING CHECKLIST



- Is there a gender balance in our workshops and interventions as we develop our strategic plan?
- Does our NHRI have a gender policy and/or a gender strategy? Do we have specific funds set aside for gender specialisation and gender mainstreaming work?
- How can we consider strategies for achieving gender equality when analysing our organisational health and capabilities? For example, do we need to ensure additional learning, development and promotion opportunities for under-represented genders? (more in Module 4)
- How do our interventions promote gender equality and positive perceptions of all genders? For example, is our complaints process accessible and safe for all genders?
- Have we consulted stakeholders who can provide insights and perspectives into gender issues?
- Have we identified human rights violations disproportionately experienced by different genders, particularly women and girls, transgender people and intersex people? Should we consider selecting these issues as strategic priorities?
- Have we set measures and indicators that will enable us to monitor our progress towards gender equality?
- Do we have in-house expertise on gender mainstreaming or do we need to identify external support with gender expertise?



MISSION, VISION AND VALUES WORKSHOP

It is best to divide your workshop into three parts: to consider your mission first, then your vision, and finally your values. This is because they build on each other.

An external facilitator can help provide structure for the workshop and ensure the process is interactive and that all views are reflected.

For each part of your workshop, start with each participant writing their answers to the questions below on stick-its (as many answers and stick-its as they want), drawing on your strategic thinking discussion from section 1.2. All the stick-its are then put on a wall and grouped into themes.

The picture you create provides the basis for a discussion and you can even “vote” on the themes. Don’t try to get the wording perfect at the workshop – this can be done by one or two people afterwards and draft statements tested with workshop participants and wider staff.



Mission

- What are we here to do?
- How do we do it?
- Who do we do it for?
- What value do we bring?

Vision

- What are our big goals, our hopes and dreams?
- What will our country look like if we succeed?
- Who and what are we inspiring to change?

Values

- How do we need to behave towards each other and our stakeholders to achieve our mission and vision?
- What words best describe this behaviour?



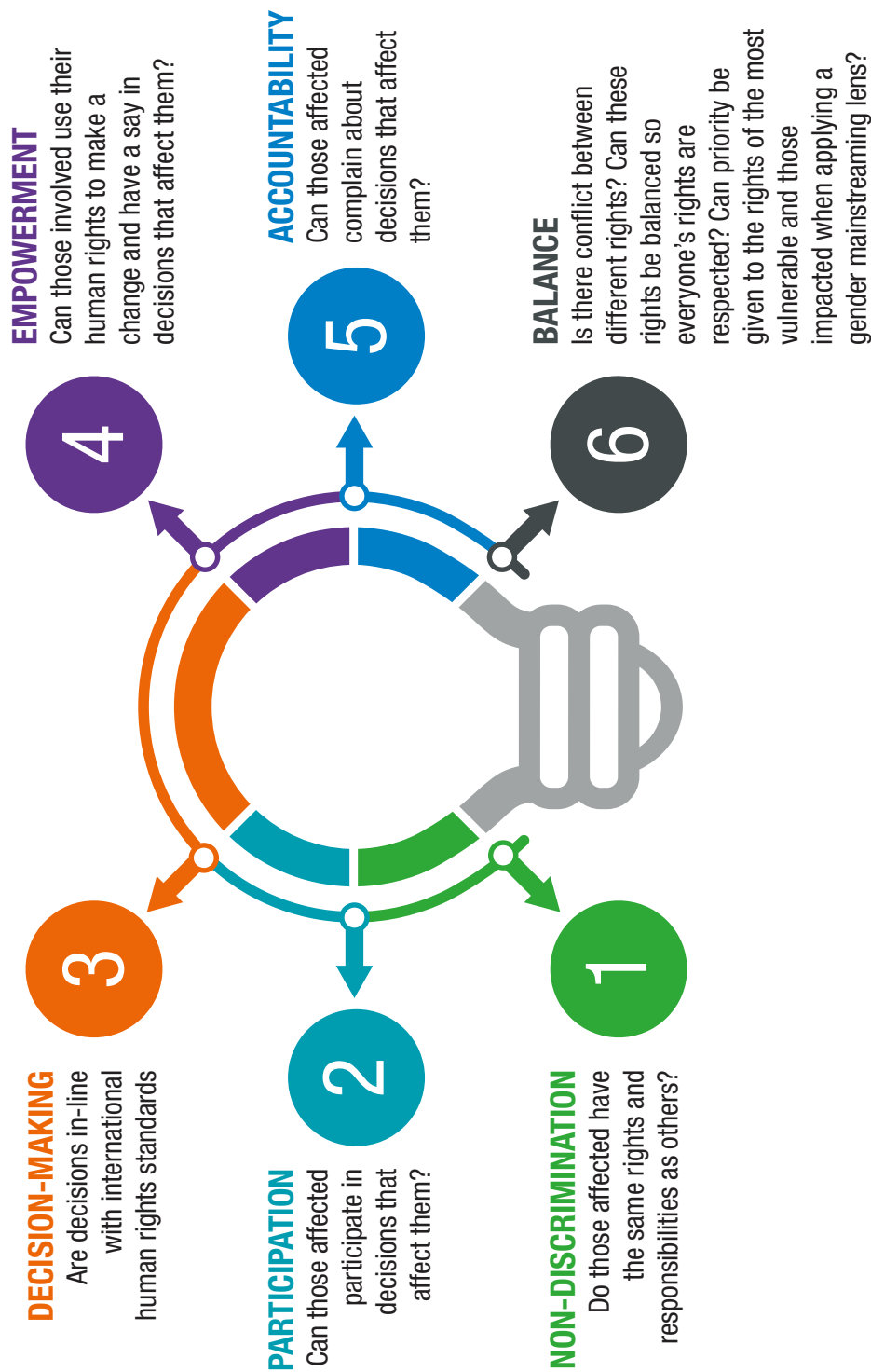
PESTEL Framework Template

You can use the prompts on the preceding page to fill out your PESTEL.

Political	Economic	Social	Technological	Environmental	Legal



Human Rights Issue Selection Tool



Criteria Decision Tree





SAMPLE QUESTIONS FOR STAKEHOLDERS

This is an example – you can expand or refine this list.



Do these priorities make sense to you against the criteria for selection we have developed?

Do you support some or all of these priority areas?

Do the draft priorities take gender into account?

Have we missed anything crucial?



MINI OUTCOMES FRAMEWORK

Fill out the table below by entering your strategic priorities, then think about your intended outcome(s).



Strategic priorities	Outcomes
Strategic priority 1 <i>e.g. Family violence</i>	Outcome 1 <i>e.g. Reduction in family violence</i>
Strategic priority 2	Outcome 1
	Outcome 2
Strategic priority 3	Outcome 1
	Outcome 2
	Outcome 3



SWOT analysis template



Strengths <i>Current capabilities and resources that we can draw on to advance a priority</i>	Weaknesses <i>Current internal weaknesses that need to be considered when deciding how to advance a priority</i>
Opportunities <i>Current external opportunities that we could take advantage of to advance a priority</i>	Threats <i>Current external threats that could limit our ability to advance a priority</i>



Outcomes Framework



Strategic priority	STRATEGIC PRIORITY 1			STRATEGIC PRIORITY 2		
	Description	Timeframe	Indicators	Description	Timeframe	Indicators
← Outcome						
← Impact						
← Output						



Capability Framework Template



Questions to assess capability	
Leadership	
Institutional arrangements	
Knowledge	
Accountability	



Questions to assess capability (continued)

**Protecting
human rights**

**Promoting
human rights**

**Advice and
assistance to
government**

**Stakeholder
engagement**

**Human rights
monitoring**



Strategic Plan Template

This template helps you complete your own strategic plan. You will likely require several pages.



Foreword	
Who we are and how we work	
How we developed our strategic plan	
Strategic context	



Strategic priorities	
Organisational health and capability	
Outcomes framework	
Implementing, reporting and reviewing the plan	



STAKEHOLDER CHECKLIST FOR TESTING YOUR DRAFT STRATEGIC PLAN



Have we accurately reflected our strategic priorities that emerged from our consultations?

Have we selected the right issues for our 'watching brief'?

Does our outcomes framework have the right interventions?

Will our organisational priorities help strengthen our institution?



Operational Plan Template



Introduction	
Strategic priorities	
Engaging internationally	



Organisational health and capability	
Budget	
Monitoring and reviewing the plan	