

Search for Common Ground - Belgium

Strategic plan 2018-2028

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Background

At Search for Common Ground (Search), we believe that conflict is inevitable but violence is not. Since the opening of our office in Brussels in 1994, we have been instrumental in defining citizen-led peacebuilding and demonstrating its efficacy. Today, as the nature of conflicts is shifting we need new infrastructures for peace, adapting our programming toolbox and organizational structure to meet tomorrow's challenges. This is not the first time that our organisation reinvents itself to best address the emerging challenges relating to conflict and peace. To tackle the conflicts of the 1990s we developed mass media projects and in the 2000s we championed citizen-led peacebuilding at the advent of the digital age. As part of the strategy design process which started in 2018, we have re-examined every facet of our programs, operations, and identity to create a strategic roadmap to drive change for the next decade (2018-2028). We see the opportunity to take our field to a new level of reach, influence, and performance. From program impact, to operational efficiency, local ownership, evaluation, and transparency, we will aspire to provide a model for successful peacebuilding in the first half of the 21st century to transform today's and tomorrow's conflicts.

This strategy was developed over a two-year period, with Search staff from around the world gathered to reflect on how our organization should change. We asked parliamentarians, diplomats, military leaders, and scholars how they see violent conflict evolving in the decades to come and how peacebuilders should adapt accordingly. We asked colleagues, communities, partners, and donors to tell us what was working well and what should be working better. Together, we rallied around this renewed vision for what Search for Common Ground will become by 2028. The strategy was presented and approved by the Board in 2018, and later on disseminated to the staff.

This strategic plan aims to outline how this strategy is and will be implemented, by whom and when, and to determine how success is and will be measured.

Scanning the landscape

For decades, violence has been steadily decreasing. Fewer people die from crime or armed conflict than ever before and interstate wars are at historical lows. Political rights and freedoms have advanced for many. Thanks to digital technology, people around the world manage to

connect in order to amplify their voices. At the same time, we witness new challenges for humanity. Ongoing conflicts trigger transnational population flows that threaten to upend many societies, and chronic crises seem no closer to being resolved. New communications channels are also creating spaces for violent ideologies to grow and old mechanisms and multilateral organisations put in place after WWII are now struggling to cope.

At the same time in Europe, there has been an increased demand among policy makers for the kinds of concrete, local, experiential insights on conflict transformation practices that Search offers. Through our work, Search has gained insights which can help inform these decisions so as to better promote safe, just, and peaceful societies. Further, shifts in policy makers' thinking around violent conflict over recent years - including the European Union' commitment to an 'integrated approach' and the Belgium DGD Comprehensive Approach optimizing cooperation between actors and in certain european governments new reflections around the triple nexus - have created a space for us to promote a conflict transformation 'third way' beyond the prevailing military-humanitarian duality.

Vision & Mission

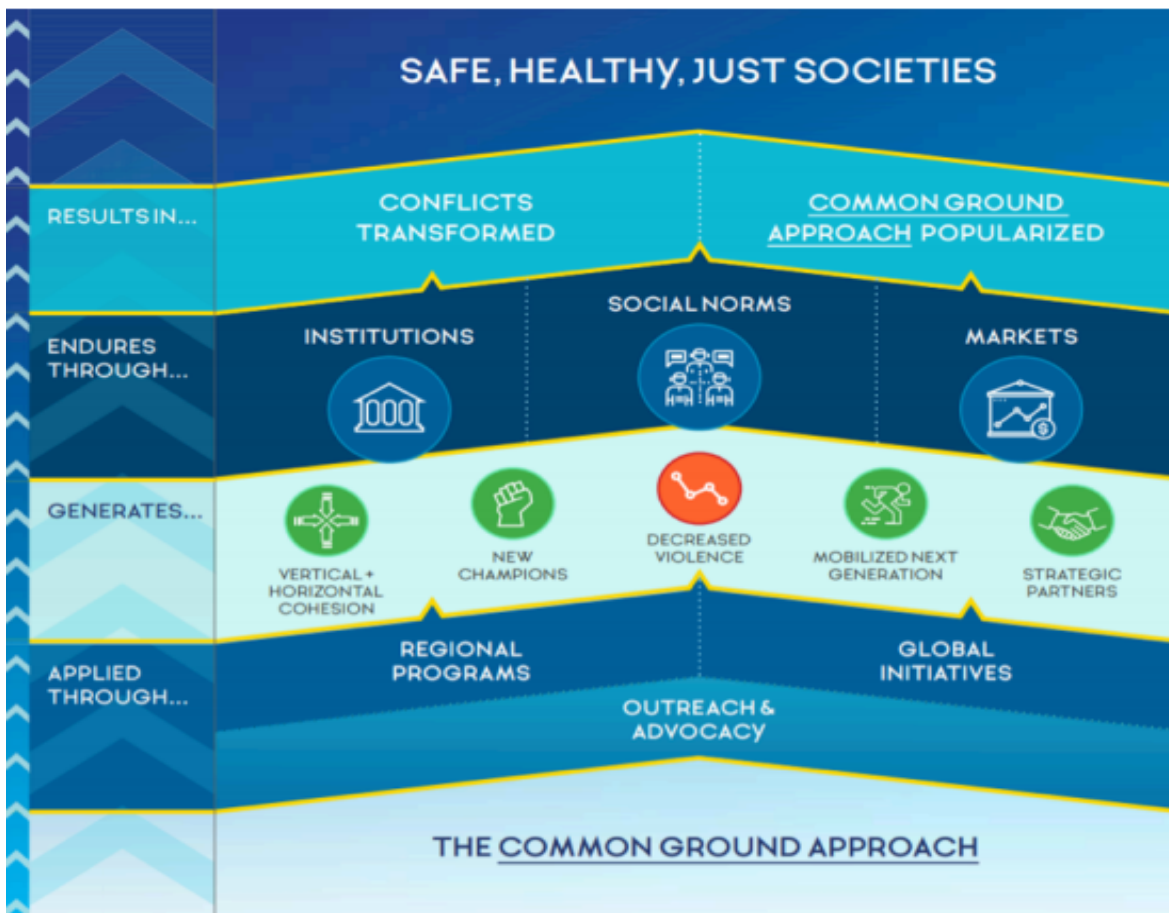
Search's 10 year Strategic Plan is based on **our vision** of a world in which differences stimulate social progress, rather than precipitate violence. A world in which respect for and cooperation with those we disagree with is considered the norm for individuals, communities, organizations, and nations. Supporting this vision is our core **mission** to end violent conflict, to transform the way the world deals with conflict, away from adversarial approaches, toward cooperative solutions.

To achieve progress on our vision and mission, our peacebuilding programs often take many forms. From mediation over water rights in Yemen, helping prisoners reintegrate in Indonesia, to soap operas in South Sudan and back-channel diplomacy among foreign ministries. While our programs around the world may vary, what we named the **Common Ground Approach (CGA)** is their foundation. The **CGA** is a methodology to transform how we respond to conflict. A series of guiding principles frame the design and application of peacebuilding programs, focusing in particular on identifying common goals and building opportunities for collaboration around them. Positive outcomes such as divided groups coming together to achieve shared goals, the establishment of trust between different groups, or building a preference for peaceful collaborative methods are direct results of the implementation of the CGA.

This transformation and the CGA takes time, which is why we invest in long-term commitments to the places where we work. Over the years, elements of the CGA have become mainstream into the broader field of peacebuilding practice. As part of one of our Strategic Objectives, we have refined the articulation of our approach to improve its implementation internally and offer it to partners externally.

To ensure that the positive changes created are systemic and sustainable Search has established a **unified Theory of Change** which outlines three ways in which change becomes enduring.

- The first one is when governments, security actors, religious organizations, and other powerful institutions see how the CGA helps them fulfill their mandate, they adopt it as their own.
- The second is when conflict transformation becomes normal and expected, people's behavior and interactions reflect the CGA.
- Finally, the third way in which change becomes enduring is when the diverse actors who make up a market see the value of the CGA, they resource it. Search leads this process in partnership with local individuals and organisations this way it ensures that our efforts are locally owned and endure far into the future.



Visualisation of Search's theory of Change

Strategic Objectives

Search's strategic plan is rooted in our vision and mission of transforming today's and tomorrow's violent conflicts. It is a road map for the next decade and is divided over three strategic objectives (S.O.):

- **S.O I:** Addressing the world's most consequential conflicts
- **S.O II:** Popularize Peacebuilding Practices with young people, as the most effective way of dealing with conflict
- **S.O III:** Inform Policy, generate resources, and cultivate support for peacebuilding

These three strategic objectives are the first tier of our 10 year Strategy and in-depth analysis and strategies have been developed for each objective by different working groups including both internal and external stakeholders.

S.O. 1: Addressing the world's most consequential conflicts

Context: This strategic objective is driven by three key observations:

- 1) Conflicts have changed and expanded beyond nation-state borders, involving neighboring countries, cross-border populations, and outside powers.
- 2) The CGA has proven its effectiveness, the highest pursuit of our mission compels us to apply a long-term strategy in a limited number of the most consequential conflicts where failure threatens tens of millions of lives and success can improve just as many.
- 3) The ability to adapt our programs in accordance with shifting conflict dynamics is essential. Operationally, going beyond a country program model grants us the flexibility we need to address the root causes of conflict wherever they are.

This is why by 2021, Search will shift its operational model from 35+ "country programs" to a focus on 10 conflict geographies with anticipated staff presence in 24 countries. Some of these geographies are experiencing violence, others are relatively stable, but the consequences of how conflicts within them are managed will be profound. This proposed portfolio directly builds on our existing field presence, our results and proven methods while also pushing Search into some new places which will be of importance in the coming 20 years. Collectively, we will be able to tackle many of the most critical conflict zones in the world, ensure a geographical diversity, and address many of the dynamics which we anticipate in the future.

Specific Objectives:

- 1.1. Develop 10 detailed conflict geography strategies as identified by the scope I strategy by the end of 2021.
- 1.2. Start operations in 7 new countries - Guatemala, El Salvador, Iraq, Syria, Afghanistan, Somalia, Saudi Arabia by the end of 2023.
- 1.3. Have fully operational, well-funded, multi-pronged and top-down/bottom-up programs in each of the 10 identified conflict geographies by the end of 2028

S.O. 2: Popularize Peacebuilding Practices among young people (15-24) as the most effective way of dealing with conflict

Context: The world faces huge challenges, including a 30-year high in violent conflict, authoritarianism, and climate change. Global threats require a type of collaboration that transcends dividing lines and produces lasting change. Unfortunately, this approach is not the norm. When pursuing goals, many people and institutions default to adversarial tactics, separating the world into allies and enemies. Such divisive thinking prevents humanity from solving urgent challenges, COVID-19 has underscored this problem.

The goal of S.O.2 is to ensure that collaboration becomes the default mode for addressing differences and grievances, with collaborative mindsets and skills widely expected, valued, and taught. Rather than letting grievances grow into violence, people and institutions will use empathy, dignity, and understanding to tackle our shared challenges cooperatively. We will socialize collaborative mindsets and skills across socio-cultural, political, and economic value chains. This objective targets young people aged 15-24 because transforming young people offers the best chance to transform society at large.

Specific Objectives:

- 2.1. Cultivate grassroots champions from around the world who are equipped with collaborative mindsets and skills by 2022
- 2.2. Embed opportunities to develop collaborative mindsets and skills into institutions 2024
- 2.3. Create the enabling knowledge and policy frameworks to support the popularization of collaborative mindsets and skills by 2022

S.O. 3: Inform Policy, generate resources, and cultivate support for peacebuilding

Context: Objective 3 is designed to shift the way global key actors address conflict. It is rooted in the belief that humanity's inability to deal with conflict constructively is the main challenge hindering progress in the world and that peacebuilding can help overcome this by changing social norms, institutions, and markets. Search recognizes that in order to change the way the world addresses conflict and build healthy, just, and safe societies, key institutions must use and support peacebuilding as their preferred method of responding to conflict. The vision of this strategy is that by 2028, peacebuilding will have transformed from a niche, underutilized field of work into a preferred approach for key actors to respond to the challenges of the 21st century.

Specific Objectives:

- 3.1. Key institutional, multilateral and governmental actors support effective peacebuilding and adapt external policies and actions that promote peacebuilding and utilize it in pre-, post-, and ongoing conflict environments.
- 3.2. Institutional incentives and structures support effective peacebuilding, by developing and implementing structures and norms within our targets that support long-term investment in addressing underlying, systemic drivers of conflict.
- 3.3. Champions make a better case for peacebuilding.
- 3.4. The funding ecosystem is transformed with sufficient, high-quality peacebuilding funding which meets the following healthy funding criteria 1) the size of an award, 2) the duration of the award, 3) alignment with our mission, 4) coverage of true project costs, and 5) the relative administrative complexity of the award.

Timeline

Executing this 10-year plan requires rebuilding aspects of our organization, and is articulated around three phases:

Phase 1: 2018, Preparation

- Consolidate transition plans toward new geographies
- Develop implementation plans for Scopes II and III
- Roll out the *Enduring Change Lab* toolkit
- Restructure support units into a Global Services Team
- Establish Board development strategy

Phase 2: 2019-2021, Transformation

- Shift program portfolio toward priority geographies
- Build replicable private philanthropic fundraising program
- Develop advocacy, outreach, and communications to advance Scopes II and III
- Establish strategic partnerships to popularize the *Common Ground Approach*
- Complete implementation of Board development strategy
- Deploy Global Services Team functions optimally across local, regional, and headquarters offices

Phase 3: 2022-2028, Expansion

- Develop robust programming in each of the priority geographies
- Offer program processes and methods to external partners

- Popularize the *Common Ground Approach*
- Achieve new levels of visibility and credibility for the peacebuilding field
- Sustain excellent operational performance

Gender and Environment

Environment

Search is well-versed in the impact that the environment can have on the lives of people living in places experiencing conflict, and how environmental issues can be a source of conflicts. Even though the majority of Search's projects have a relatively small carbon footprint as they are centered around activities such as training, personal development, fostering dialogue, and working in media productions, there are still steps that we can take to minimize negative impacts on the environment on both an organizational as well as project level.

At the **organizational level**, Search's environmental committee has created a strategy and action plan for 2020-2021 including priority actions such as: Redesigning Search's travel policy to limit carbon emissions; Conducting environmental audits; and training all staff on Search's environmental policy¹.

At the **Programme level**, Search has been implementing programmes at the intersection of conflict and environment for over 20 years, helping develop a broad understanding of the necessity for an integrated response to environment and conflict issues in countries like Angola, Burundi, the DRC, Guinea, Liberia, Madagascar, Nigeria, Rwanda, Sierra Leone, and Tanzania. Key themes include natural resource management between farmers and herders, the adaptation to evolving landscapes and resource scarcity due to environmental changes (i.e. Lake Chad Basin); the protection of natural parks in conflict areas, and programming on sustainable business practices to improve the relationship between extractive companies, governments, and local communities. We work on these themes with diverse groups of stakeholders, including communities affected by displacement issues, land grabbing, growing democratic pressure, as well as key government, private sector, and public audiences to raise awareness, build trust, and create durable solutions for resolving these conflicts collaboratively as an alternative to violence.

Gender

Women's and girls' empowerment and gender equality are critical to any efforts to maintain international peace and security. Search works in line with UN Security Council Resolution 1325 in order to prevent the negative impacts violent conflict can have on gender equality, as well as

¹See Search Environmental Policy

to create a space for women to play a positive and active role in peacebuilding processes. Our organisational approach is:

1. To empower women to engage in peace-building and civil society leadership
2. To prevent sexual and gender-based violence
3. To engage both men and women for gender equality.

Throughout our programming we mainstream gender equality and ensure that we follow “Do No Harm” principles to - at all times - avoid reinforcing gender inequality and discrimination against women and girls.

To do this, we use tools such as gender analyses and gender-sensitive monitoring and strive for gender parity within our programme delivery teams. Although the approaches Search utilizes vary depending on the country and field context, our projects often and regularly employ: gender analysis and reporting; capacity building; media, communications and outreach; network and alliance building; and gender mainstreaming.

Search manages several gender-focused programmes, and as such, Search has hired several gender-specialists at the country or project-level. Search also has one Gender Specialist supporting its programming at the regional / global level, and aims to generalize and expand the hiring of Gender experts at the global level, to support the mainstreaming of gender issues within its programming.

At an **organisational and strategic level** Search it's gender engagement task force is tasked with monitoring, analysing, and improving the internal gender balance. To this end an extensive gender deep-dive analysis was conducted using the results from the staff Employee Engagement Survey in March 2020. On this basis a new Policy for Gender Equality, Diversity, and Inclusion is made, looking specifically into work-life balance problems at country, regional and functional levels, as well as strengthening transparency with regards to gender equity in performance evaluation, promotions and other career development opportunities. In 2020, Search had a 39 % balance of women versus men within the organisation.

Monitoring, Evaluation and Reporting

Monitoring and Evaluation of our 10 years strategic plan impact

Monitoring and evaluation at Search is engrained in our organisation's DNA. With an Institutional Learning Team (ILT) of 28 and 40 DME staff members, across the world, spearheaded by our Director of Learning, Search has been monitoring and evaluating data on what works since 2012. This department of learning is continuously seeking to raise the quality

of our operations and improve the way in which we are understanding and telling the story of conflicts around the world.

DM&E for Peace, a platform for Peacebuilding Evaluation led by Search - ILT, is one expression of how we, in collaboration with practitioners, evaluators and academics from around the globe are sharing best practices on how to design, monitor and evaluate peacebuilding programs, increasing the effectiveness of the peacebuilding field.

Similarly, with this Strategic Plan, Search is willing to ensure a strong measurement methodology to ensure that we are on a positive track towards achieving the desired collective outcome of our action. This is the reason why Search developed in 2020, the [Global Impact Framework](#): this initiative aims to codify a set of actionable indicators relevant to the people living in conflict regions around the world.

This framework will serve as the basis to enable Search to provide a globally consistent language, measure high-level progress and trends towards the achievement of our three strategic objectives. It is built from the realization that Search and our field are facing a challenge in understanding and telling the story of conflict. The Global Impact Framework recognizes the value of the existing conceptual and indicator-based frameworks globally that provide a wealth of information on what correlates to conflict and instability, and enriches it with indicators originating from the wealth of peacebuilding expertise rooted in lived experiences of the major conflicts around the world: local peacebuilding practitioners. Search's Global Impact Framework aims to bind these two sources of knowledge for better cross-fertilization and decision-making at all levels, using three pillars of data collection:

- Global indicators
- Grounded Accountability Model
- Outcome Harvesting and Adaptive Management

This approach is progressively being rolled out within the organisation, and a first step was taken in 2020 with the agreement on a set of **Global indicators** aimed to understand conflict across the world. These Global indicators are articulated around six categories: Physical Violence, Agency, Polarization, Institutional Legitimacy, Sustainable Resourcing, and Conflict Dynamics.

Grounded accountability indicators: As from 2021, we intend to start identifying indicators that communities themselves use to assess changes in peace and conflict in their locality. The choice of indicators will help reveal community priorities and how communities see their own experiences. We are currently piloting the process to understand how this can be adapted for teams to use effectively from 2021 onwards.

Outcome Harvesting will serve to track the unexpected in our efforts to achieve our three strategic objectives. This method It focuses on both the intended and unintended consequences of programming, specifically those that result in concrete and observable changes such as demonstrated behavior change, documented institutional shifts, etc. Combined with other

methods, this approach allows teams to concretely identify how outcomes build on one another, and how programming influences behavior and decision-making processes. Using outcome mapping at the global model to continue to capture results as they evolve will be crucial to successful adaptation of long-term strategies.

S.O. 1: Addressing the world's most consequential conflicts

Global indicators:

Physical violence:

1. Proportion of population that feel safe walking alone around the area they live (SDG 16.1.4).
2. Conflict-related deaths per 100,000 population by sex, age, and cause (SDG 16.1.2).
3. % of respondents who agree that “sometimes it is necessary to use violence to accomplish your goals” .

Institutional legitimacy:

1. Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group (SDG 16.7.2).
2. Satisfaction with services, including who respondents depend on and how long it takes to receive a response (adaptation).

Agency:

1. Proportion of the population that believe they can make a positive difference in their neighborhood.

Polarization:

1. Levels of dehumanization (Beyond Conflict)
2. Measure of difference in information sources between demographic groups, including age and sex (proposed adaptation)
3. Levels of intergroup interaction
4. Inequality measure.

Sustainable resourcing:

1. € value of time and resources invested into identified priorities to support peace (developed by Search).

Context and Conflict Dynamics:

1. World Bank Databank Governance and Development Indicators
2. Strategic Development Indicators (ACLED).
3. Arms exports and imports, contextual indicators on governance capacity and development (World Bank Databank, SIPRI).

Community-defined indicators: In addition to these global indicators, we will identify indicators specifically relevant to the people living in the context of a particular conflict, and hold ourselves accountable to the identified priorities.

Outcome Harvesting: Tracks other unexpected outcomes related to our Theories of Change for the strategy in each geography.

S.O. 2: Popularize Peacebuilding Practices among young people (15-24) as the most effective way of dealing with conflict

Global indicators:

Agency:

1. Proportion of the population that believe they can make a positive difference in their neighborhood.
2. Proportion of population that believe they have the confidence/skills to take action about something they care about by age and sex (adaptation to capture behavior).
3. Comparative agency index: measurement of difference in perceived agency between demographic groups.

Polarization:

1. Levels of dehumanization (Beyond Conflict).
2. Levels of intergroup interaction

Institutional legitimacy:

1. Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group (SDG 16.7.2).
2. Satisfaction with services, including who respondents depend on and how long it takes to receive a response (adaptation).

Youth-defined indicators: Search will identify indicators specifically relevant to the young people whom we target, and hold ourselves accountable to the identified priorities.

Outcome Harvesting: Tracks other unexpected outcomes related to our Theories of Change for the strategy with our target constituency.

S.O. 3: Inform Policy, generate resources, and cultivate support for peacebuilding

Global indicators:

Sustainable resourcing:

2. € value of time and resources invested into identified priorities to support peace (developed by Search).*
3. Average number of sources of funding for youth-led organizations, sources disaggregated by whether they come externally or internally to communities. (Youth, Peace & Security Survey).*

Agency:

4. Proportion of authorities/power brokers who believe they are accountable to citizens, disaggregated by sex and age. *

Outcome Harvesting: Tracks other unexpected outcomes related to our Theories of Change for S.O.3

Baseline value and target value : At the time of writing this strategic plan, Search does not have baseline or target value for the Global Impact Framework indicators. As was mentioned in the earlier section, some of the indicators themselves are still being piloted and tested as we write this plan. Setting a target value for each of these indicators will be a long-term endeavour, which we aim to achieve as we operationalise further our strategy and finalise the “preparation” phase of this 10-years plan.

Data management: The holding and maintaining of the data pertaining to the strategic plan lies with each department, with an extra layer of centralization by the ASBL’s Institutional Learning Team, who ensures the harmonization and securitization of the global monitoring plan and database management.

Monitoring and Evaluation of the plan implementation

At Search, we know that having big ideas and long-term plans is critical, but that monitoring our progress towards the achievement of these big ideas is equally important. This is why, in addition to the set of indicators relative to the impact of our plan, we also have elaborated a series of indicators to measure the achievement of our strategic plan, from an operational perspective. For each objective, the below plan lists the outputs that are needed to trigger the change that we hope to achieve, with a set of output-level indicators and timeline.

Objectives	Indicators	Deptmt in charge	Target	
			By 2021	By 2028 (cumulative)
S.O. 1: Addressing the world's most consequential conflicts				
1.1. Develop 10 detailed conflict geography strategies and a set of locally adapted indicators	# of conflict geographies developed	Regional Directors, Strategy	10	10
1.2. Start operations in 7 new countries - Guatemala, El Salvador, Iraq, Syria, Afghanistan, Somalia, Saudi Arabia by the end of 2023.	# of operations in new countries	Programme, Strategy	3	7
1.3. Have fully operational, well-funded, multi-pronged and top-down/bottom-up programs in each of the 10 identified conflict geographies by the end of 2028	# of conflict geographies fully operational	Programme Dev., Programmes, Strategy	6	10
S.O. 2: Popularize Peacebuilding Practices among young people (15-24) as the most effective way of dealing with conflict				
2.0.a Develop a strategy to popularize	# of strategies	Children &	1	1

Peacebuilding		Youth deptmt, Strategy		
2.0.b Develop a mapping of targets & a monitoring and evaluation plan for S.0.2	# of plan	ILT	1	1
2.1. Cultivate grassroots champions from around the world who are equipped with collaborative mindsets and skills by 2022	# of grassroots champions equipped by Search	Children & Youth deptmt	5000	10000
2.2. Embed opportunities to develop collaborative mindsets and skills into institutions 2024	# of strategic partnerships with influential orgs	Children & Youth deptmt	3	5
2.3. Create the enabling knowledge and policy frameworks to support the popularization of collaborative mindsets and skills by 2022	# of influential institutions adapting their policies and structures to support collaborative mindsets and skills	Policy & Children & Youth deptmt	N/A	3
S.O. 3: Inform Policy, generate resources, and cultivate support for peacebuilding				
3.0.a Develop a Global Strategy and Outreach strategy	# of strategies	Policy, Strategy	1	1
3.0.b Develop a mapping of targets and a detailed monitoring and evaluation plan for S.0.3	# of plan	Policy, ILT	1	1
3.1. Key institutional, multilateral and governmental actors support effective peacebuilding and adapt external policies and actions that promote peacebuilding and utilize it in pre-, post-, and ongoing conflict environments.	# of external policies and actions that promote peacebuilding	Policy, Communication s & Marketing	TBD	TBD
3.2. Institutional incentives and structures support effective peacebuilding, by developing and	# of significant shifts, attributable to	Policy, ILT	TBD	TBD

implementing structures and norms within our targets that support long-term investment in addressing underlying, systemic drivers of conflict.	S.O. 3 activities, in target actors' internal structures			
3.3. Champions make a better case for peacebuilding.	#of champions engaged & equipped	Programmes, Policy	TBD	TBD
3.4. The funding ecosystem is transformed with sufficient, high-quality peacebuilding funding	# of healthy funding supporting peacebuilding actions	Policy, Communications & Marketing	TBD	TBD

Reviewing and Reporting on the Strategic Plan

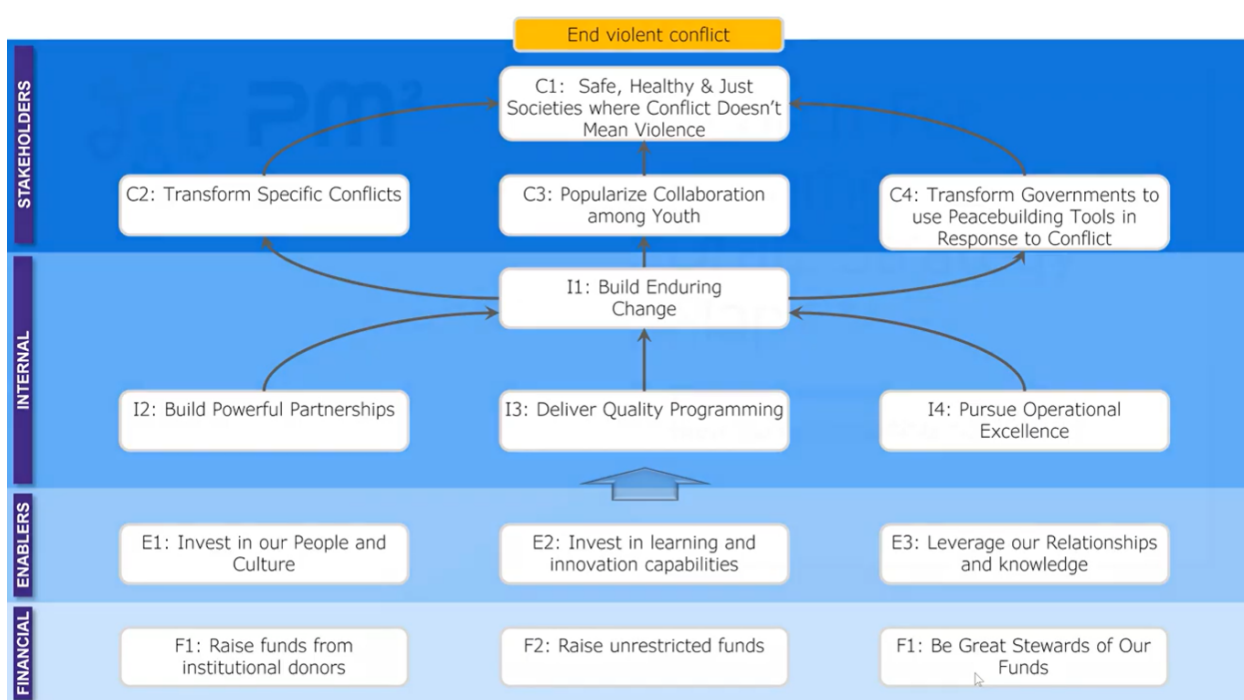
The 10 year strategy and the associated strategic plan will be reviewed by the working groups of each Strategic Objective at the end of the transformation phase in 2021 as per the plan's timeline. The results of this review are then presented to the Governing Bodies of the ASBL for their inputs, guidance, and recommendations. Any change to the plan is also submitted to the Board's approval.

In addition, each subset of the strategic plan has its own review, revision and update timeline. For instance, the conflict geography strategies (specific objective 1.1) are scheduled to be revised on a 5-years basis using a participatory and inclusive methodology.

Lastly, Search is an adaptive organization which plans regular adaptations of the strategy and the strategic plan based on external or internal factors when the needs arise, i.e.: crisis situations such as pandemics, financial crisis, reputational crisis; new opportunities arising such as new technological breakthroughs or new evidence revolutionizing our peacebuilding approach, for instance.

Operational planning, prioritization, and monitoring

Delivering on our Strategic Objectives requires a strong foundation and organisational structure. While this plan does not aim to enter into the details of how Search monitors its health, sustainability, or the organisational risks and opportunities it is important to touch on how we foresee that our 10-years plan can be supported by the diverse core functions of our NGO. The graph below illustrates how our vision and strategy is linked to core internal, external factors, as well as the enablers and the financial inputs needed to achieve this ambitious plan.



Foundational to the success of our strategic plan, are core elements that supports our organisation to position itself in such a way that it can deliver our three strategic objectives.

On a yearly basis, the Leadership Team, composed of each departments' head, determines the organisational key priorities for the year ahead, including which indicators will serve to measure progress towards achieving them. In order to do so, the organization uses the OKR approached generally attributed to Andy Grove. OKRs comprise an **objective**—a clearly defined goal—and 3–5 **key results**—specific measures used to track the achievement of that goal. The goal of OKR is to define how to achieve objectives through concrete, specific and measurable actions. The organisation's yearly OKRs are presented and validated by the Board, and used as a starting point for each department's objective setting for the year ahead. The yearly OKR process is conducted alongside the budgeting process. Progress towards the achievement of OKRs is reviewed on a quarterly basis by each department and by the Leadership team. Indicators of the OKRs are also presented at least once a year to the Governing bodies (Board and General Assembly).

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