**Organisation X Strategic Plan 2012 – 2014**

Organisation X’s revised **Vision Statement** is:

Harmony between nature and human development for the benefit of both

Organisation X’s updated **Organisational Values** are:

Organisation X…

* Has passion, dedication and commitment to its vision
* Has respect for ethnic and cultural diversity
* Is inclusive
* Is adaptable and responsive
* Strives for ‘openness’ and transparency
* Values participation and collaboration
* Values integrated approaches
* Values being a proactive advocate
* Values professionalism and teamwork

Organisation X’s revised **Mission Statement** is:

Organisation X is a non-governmental organisation which aims to maintain healthy forests, rivers and reefs for the benefit of all through protected area management, advocacy, and working with communities to develop capacity for the wise use of land and natural resources in North District, Panama

**Strategic Issues, Objectives & Actions**

The strategic objectives will be used as a basis on which to build a **monitoring and evaluation plan** including Specific, Measurable, Achievable, Realistic and Time-bound (SMART) indicators of outcomes. The strategic actions will be used to guide decisions regarding where to allocate resources and effort, and will form the basis of annual **operational plans** including activities, timescale, roles and responsibilities and resources required.

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| **Strategic issue** *A significant issue the organisation can help address* | **Strategic objective** *What is change you want to see in this issue in three years’ time?* | **Strategic actions***How will you achieve this change? What are your strategies?*  |
| Unsustainable natural resource extraction | 1. Increased sustainability of extraction in protected areas and community lands in North District | 1. Raise awareness of sustainable extraction and protected area and extraction laws amongst communities[[1]](#footnote-1) and relevant national stakeholders
2. Update and follow protected area management plans
3. Increase capacity of community to improve natural resource management
4. Diversify livelihood and economic opportunities for communities (see also 4.3)
5. Facilitate and support Community Development Plan preparation among communities (see also 3.2)
6. Advocate for enforcement of existing policies and plans
7. Identify and explore opportunities to develop support and partnerships for family planning (see also 4.4)
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| Unsustainable land use | 2. Increased application of best agricultural practises in North District | 1. Raise awareness of best practises among relevant stakeholders
2. Facilitate and build capacity to increase uptake of best agricultural practises among relevant stakeholders
3. Encourage replication beyond North District
4. Strengthen collaboration with agricultural institutions (NGOs and Government)
5. Advocate for the effective enforcement of relevant policies and plans
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| 3. Improved development and implementation of sustainable land use planning and management in North District | 1. Advocate for implementation of existing legislation and integration of environmental considerations into new policies and plans (e.g. NLUP and CDPs)
2. Facilitate and support Community Development Plan preparation among communities in North District (see also 1.5)
3. Explore and identify opportunities for partnerships to support delineation of community boundaries
4. Raise awareness of integrated landscape management amongst relevant stakeholders in North District
5. Collaborate with relevant stakeholders in North District to maintain landscape connectivity
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| Land clearance | 4. Reduce rate of clearance for agricultural and community expansion in North District | 1. Build fire management and prevention capacity among relevant stakeholders in North District
2. Sustainably maintain and/or increase levels of production on existing agricultural and/or cleared lands in North District
3. Diversify livelihood and economic opportunities for communities in North District (see also 1.4)
4. Identify and explore opportunities to develop support and partnerships for family planning in North District (see also 1.7)
5. Explore impact of immigration on issue
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| Financial unsustainability | 5. Improved financial sustainability | 1. Develop and implement fundraising (and marketing) strategy
2. Build staff capacity for fundraising and financial management
3. Improve marketing and external communications
4. Conduct annual financial audits
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1. Participants agreed to focus primarily on the communities of Golden Stream (inclusing Tambran), Medina Bank, Bladen, Trio, Indian Creek and Pine Hill, with a secondary focus on the communities of San Miguel, Silver Creek, Big Falls (inclusing Hicattee) depending on available organisational resources and need in terms of achieving strategic objectives. [↑](#footnote-ref-1)