

Proposed Steps for Strategic Planning in 2017 **August 2016**

ENNHRI's current Strategic Plan runs from 2014 to 2017. Therefore, ENNHRI will undertake a strategic planning process in 2017 to adopt a new strategic planning beginning in 2018. This paper proposes certain steps that can be included in the strategic planning process.

1. Selection of Advisory Group

An Advisory Group will be created, made up of volunteer members who would like to be involved more closely in ENNHRI's Strategic Planning. Representational balance will be considered in the make-up of this group (by sub-region and type of institution). At least two ECC members would sit on the Advisory Group, including the Chair. The Secretariat would regularly liaise with the Chair and the Advisory Group throughout the process.

2. External Evaluation

An external consultant will be contracted to undertake an evaluation of ENNHRI's work. Both members and external stakeholders will be included. Some of the same questions included in the 2013 Membership Survey will be repeated to evaluate progress.

3. Situational Review

The Secretariat will undertake a Situational Review, which includes a SWOT analysis and considers both:

- the external landscape, and actions of other relevant actors; and
- the internal landscape of the network, including the Secretariat

4. Zero Draft Strategic Plan

Reports from the first three steps will be used to inform a tentative first draft, produced by the Secretariat in consultation with the Chair.

5. Consultation with Advisory Group

The Zero Draft Strategic Plan will be circulated among the Advisory Group and discussed at a meeting in person.

6. First Draft Strategic Plan

The Secretariat will integrate the comments from the Advisory Group to create a First Draft Strategic Plan.

7. Consultation with ECC

The ECC will discuss the First Draft Strategic Plan at a meeting, and can also send email comments. The Second Draft Strategic Plan will be amended and updated accordingly, and endorsed by ECC for consultation with membership.

8. Consultation with Membership

The Second Draft Strategic Plan, including comments from the ECC, will be emailed to the entire membership for their comments by email. The Secretariat

and Advisory Group would be available to discuss with any members by telephone, if requested.

9. Consultation with Strategic Partners

The Secretariat will consult with Strategic Partners on Second Draft Strategic Plan by telephone or in person. The list of Strategic Partners to be consulted will have been proposed by the Secretariat, consulted upon with the Advisory Group (at Step 6) and agreed by the ECC (at Step 8).

10. Third Draft Strategic Plan

The Secretariat will integrate the comments from members and strategic partners to create a Third Draft Strategic Plan.

11. Consultation with Advisory Group

The Advisory Group will comment on the Third Draft Strategic Plan by email and in a meeting (virtual sufficient). The Third Draft Strategic Plan will be amended and updated accordingly.

12. Consultation with and endorsement by ECC

The ECC will discuss the Third Draft Strategic Plan at a meeting, and can also send email comments. The Third Draft Strategic Plan will be amended and updated accordingly, and endorsed by ECC for final consultation with membership.

13. Consultation with Membership

The Third Draft Strategic Plan, including comments from the ECC, will be emailed to the entire membership for their comments by email.

14. Discussion at General Assembly Meeting

The General Assembly will discuss the Third Draft Strategic Plan at ENNHRI 3 General Assembly Meeting. Any comments received by email will also be discussed at this time, and the Third Draft Strategic Plan updated as required.

15. Adoption at General Assembly Meeting

The Strategic Plan will be adopted, including any agreed amendments, by resolution of the General Assembly.

Please see below a tentative timeline.

Items for General Assembly to consider:

- a) Comments on proposed steps and timeline.
- b) Proposal to include overview business plans for forward planning.
- c) Volunteers to sit on the Strategic Plan Advisory Group.

Tentative Timeline for Strategic Planning

Step	Action	Timing	Actor / Event
1	Advisory Group selected	October to December 2016	Volunteers from membership, final decision by ECC
2	External Evaluation and Membership Survey	January / February 2017	Consultant
3	Situational Review	March 2017	Secretariat, in consultation with Chair and Advisory Group
4	First Draft Strategic Plan	March 2017	Secretariat, in consultation with Chair and Advisory Group
5	Consultation with Advisory Group	March / April 2017	Meeting in person of Advisory Group, set up by Secretariat
6	Second Draft Strategic Plan	April 2017	Secretariat Consultation with Advisory Group
7	Consultation with ECC	May 2017	ECC meeting
8	Consultation with members	May - July 2017	Secretariat collects comments by email
9	Consultation with Strategic Partners	May - July 2017	Secretariat meetings / phone calls
10	Third Draft Strategic Plan	July / August 2017	Secretariat Consultation with Advisory Group
11	Consultation with Advisory Group	August / September 2017	Meeting [virtual], organised by Secretariat
12	Consultation with ECC	September 2017	ECC meeting in person, organised by Secretariat
13	Consultation with members in lead up to General Assembly Meeting	September / October 2017	Secretariat collects comments by email
14	Discussion at General Assembly Meeting	October 2017	Meeting in person of GA, organised by Secretariat
15	Adoption at General Assembly Meeting	October 2017	
	Design and Publication	November / December 2017	Secretariat