

CAPACITY-BUILDING

FOUNDATIONS OF ORGANIZATIONAL STRATEGY: THE IMPORTANCE OF A STRONG MISSION AND VISION WFUNA 40TH PLENARY ASSEMBLY, RIO DE JANEIRO

DEFINITIONS FOR ORGANIZATIONAL STRATEGIES

Strategic plan

A tool that provides guidance in fulfilling a mission and vision with maximum efficiency and impact. It should articulate specific goals and describe the action steps and resources needed to accomplish them.

A **Vision Statement** is a description of the organization's desired future state. An organizational vision statement answers the question "Where do we want to be?" and "What do we hope for in the future?"

A **Mission Statement** is brief expression of the organization's purpose. "Why do we exist?" and "What, at the most basic level, do we do?". The mission is the basic justification for the organization's existence and outlines the problems and needs it responds to. It describes what the organization does to achieve its vision.

Values reflect the principles on which an organization is built, and that guide its planning, operations and programs. It answers the question "What do we believe in?"

Goals (overall objectives) are broad statements of what the organization hopes to achieve, focusing on outcomes or results and qualitative in nature.

Objectives (sub-goals) are specific, concrete, measurable statements of what will be done to achieve a goal. Objectives include what will be accomplished, by when and by whom.

Strategies consist of approaches or activities needed to achieve the goals and objectives. "How will we actually accomplish our work?"



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UNA MISSION AND VISION CHECKLIST

Use the below checklist to determine if you have a strong mission and vision by ticking Yes or No. Improve the areas your have identified with a No and that are currently not covered in your vision and mission statements.

VISION	Y/N	MISSION	Y/N
Aspirational and motivating		Compatible with legal purposes	
Short and memorable		Concise and precise	
Easy to read and to understand		Relates to todays operating environment	
Describes the reasons for the establishment		Identifies organization's key stakeholders	
Capture the spirit of your organization		Demonstrates uniqueness or organization's added value	
Attention grabbing		Does not duplicate mission of another organization	
Describes a preferred future state and the objectives the UNA wishes to achieve		Use words such as support, involve, assist, contribute, provide, promote	
Is communicated to partners, beneficiaries, donors, etc.		Outlines the contributions the UNA wishes to make	
Is documented in writing by leadership		Is documented in writing by leadership	
Is reflected in your goals, objectives and strategies		Is reflected in your goals, objectives and strategies	

FIVE ACTION POINTS FOR UNAS

1. Review your mission and vision internally and determine whether you think it is strong by running through WFUNA's checklist and by researching online some strong statements published by other organizations.
2. Think about how you can distinguish your UNA from other organizations working in the same sector. Define your added value and comparative advantage.
3. Deliberate with your staff and confirm if they are aware of your mission and vision. If not, discuss your M&V with them to ensure a harmonized communication to outside partners and other stakeholders.
4. Evaluate whether your M&V relate to your overall strategic plan and review your strategic plan at least every 5 years by using a SWOT analysis (strengths, weaknesses, opportunities and threats).
5. Review how you currently communicate your mission and vision to external partners, beneficiaries, donors, etc. Do you publish it on your website and is it included in programmatic material? If not, start including and promoting your M&V more efficiently and more broadly.

NOTES

A series of 25 horizontal lines providing a template for writing notes.