



MANUAL FOR STRATEGIC GROWTH

*Strategy plan development & strengthening communications and fundraising
for cultural organisations and initiatives*

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1. Introduction

This manual has been developed as a part of the Culture for Change program, funded by the European Union, managed by the European Union Office in Kosovo, and implemented by Qendra Multimedia and Goethe-Institut.

The program within its activities envisages added support to successful cultural initiatives to grow sustainably in the future. In addition to provision of grants, the project team considers it is important that cultural initiatives are advised and informed on advantages for their initiatives to engage in long term planning for their strategic growth, which eventually should support their long term existence.

In this respect, this manual covers key areas that cultural initiatives should consider in their work, such as strategic planning, fundraising and communications. Each of these processes is explained simply in this manual, with advice on concrete and gradual steps that organisations/initiatives can take to improve in these three areas. It is designed as an introductory document, with practical advice for relatively inexperienced cultural initiatives in strategic planning, helping them become more sustainable and result oriented in their work.

The document opens with strategic planning initially, followed by a section on fundraising, and finally ending with advice on communications. These sections are built successively, as building smart fundraising and communications relies on having long term goals defined first.

Due to the fact that cultural initiatives, organisations and individuals have pronounced differences in their growth, experience and expertise, this manual might not best serve some organisations that have a long track record of existence and development. It serves better initiatives who are relatively new or and have not engaged in strategic planning. However, its structural approach in strategic development, communications and fundraising can still help organisations at all stages of development, in reviewing their work and approach.

2. Strategic Planning

A key process of development for an organisation or initiative is creating thematic programs out of individual projects.

Usually cultural organisations begin their work by the founders who are adept at certain aspect of cultural production, such as theatre, performances, film, painting, music, etc. The team behind the organisation identify a need for such cultural activities in their community, and proceed to organize them. If successful, these cultural activities become “traditional”, implemented yearly, in form of festivals or some sort of regular occurrence. These initiatives, in best scenario, grow over years, both in terms of quantity of events, their quality, but also number of guests, project implementation staff increase, resource, media and social following, etc.

However, with vast majority of cultural initiative, funding remains a challenge. It is scarce, short term, and frequently given on ad hoc basis. Cultural operators usually adapt to priorities of the donor, which in most cases is not culture focused, therefore forcing organisations to frequently apply for different areas and implement activities that are not their field of expertise.

Due to the annual and short time nature of their activities, organisations apply for short period funding support from donors. This is partly due to the fact they haven't designed long term programmes, but also due to the design of funding options by donors themselves.

To remedy such a situation, cultural organisations/initiatives should engage in strategic planning.

What is strategic planning?

Strategic planning is the process of documenting your vision and establishing a direction of your cultural initiative. In this process, an organization assesses both where they are and where they are going in the long term. It provides them with an opportunity to define what their mission, vision, and values are, and then what their long-term goals are, and what action plans they will implement to reach these goals. A well-written strategic plan can play a dramatic role in organization's development and its success, because it guides the organisation team how best to respond to outside opportunities and challenges and its raise their capacities and strengths along the way.

How to do engage in strategic planning?

The best method to create a strategic plan is for the core team members (founders, management, programmatic staff, and potentially the board) to gather in a location that is outside their usual place of work in a form of a retreat, possibly facilitated by an outside expert, or at least a person that is not involved in daily operations, who can moderate the process impartially. The retreat should be organized in a form of a full day session, for up to 2 days. The facilitator works with the organization team to define the following:

a) What is the vision, mission and values of the organisation/cultural initiative?

This is an important topic to define, as it goes to the very heart of why the organisation/initiative has been established, and whom does it serve. After successfully identifying the vision, mission and values, the organisation identifies a path to follow in years ahead.

b) What are the internal and external challenges and opportunities?

In the following session, the moderator will engage in a SWOT analysis, namely identifying strength and weaknesses of the organisation, which are internal factors, and opportunities and threats, which are external factors that can affect the work of the organisation.

While most of the information identified at this stage is obvious and can be easily identified, in many cases team members can put forth surprising information, especially in regards to opportunities and threats, which can be later used to asses risks and ways forward much better.

The final outcome of this exercise is a simplified table with four squares that highlights simply key information related to all areas of SWOT.

c) What are the long term goals and programmes of the organisation?

In this session of the retreat, the organisation team identifies key objectives of the organisation that support the realisation of its mission.

Examples of key objectives could be:

- To revive local culture life in X location by establishing a cultural centre.
- To promote X type of culture by creating an X festival.
- To make X location a centre of X type of culture in Kosovo.
- To create a vibrant community of cultural creators in X type of culture

It is advisable not to create more than 3 objectives, and if needed 5 a most. This is because each of the objective will then be followed by a programme to support this objective. Programmes are simply projects that organisation or initiative plans to implement, but have a wider scope in the sense that they cover the entire length of the strategic plan, than can be 3, 5 or even 10 years.

Following the definition of the objectives, the organisation core team needs to define the programmes that support these objectives. They define what needs to be implemented, where, by whom, and what results these programmes aim to achieve. Programmes' results are broader in nature, such as a change in the overall situation with cultural activities in X location, change of larger policy or code of conduct, or generating wider interest and community engagement in cultural activities.

Organisation team shouldn't write all the elements of programmes during the retreat. This is simply impossible for the duration of the retreat, and it should be done in later stages of strategic plan preparation.

d) What are the key projects of the organisation?

Following the definition of programmes, the team engages in discussion about yearly projects that will support the implementation of programmes. The key difference of a project vs a programme is that a project implements in a time limit, it has more concrete aims and objective that are SMART - specific, measurable, achievable, relevant and time bound. Projects specifically define how programmes are to be implemented on a yearly basis, what exact resources are needed, and what specific results they aim to achieve.

In this section of the retreat it is best that separate teams each create a project, or if the retreat participant numbers are small, tackle each project separately by the entire staff. A simple exercise is to define the objective of the project, its activities (which support the objective) and the project results (which each derive and support activities). Since the time is limited, defining only these issues is sufficient. Like with programmes, in a later stages of the writing of strategic plan, additional information can be written to create full projects, which can be used in applying for funding later on.

e) What the resources I need to implement by programmes/projects?

In the next section, the organisation/initiative team discusses and defines the resources needed to fully implement the defined programmes/projects. Resources are human, core and part time staff necessary, and other resources, such as equipment, running office costs, fuel, etc. Once all these things have been identified, the team needs to take another look at the programmes/projects, and see if their proposed programmes/projects require too much funding beyond what is possible to be fundraised, per projections. In this case, programmes/projects would need to be reduced in case they are overly optimistic in their scale.

Again, same as programmes/projects, there is no need to define all the costs of programmes down to every cent spent. The idea is to have a general sense of scale of budgets that support programmes, while in later stages of writing, in terms of funding needed, and to cross check that with the identified programmes.

f) What are the risks that we will face in implementing our programmes?

The next, and final task, of the retreat, for the core organisation team (including board) is to define internal and external risks that could endanger the work of the organisation. These risks could be economic, such a lack of funding, to safety risks, such as fire or other forms of force majeure, to political and security risks, including internal risks such as staff leaving the organisation, lack of expertise, experience in implementing programmes, etc. It is important that all team members think about the most extreme possibilities which could affect the work and organisation. Following the identification of these risks, methods should be proposed how to minimize these risks within the powers of the organisations, including on creating plans on how to react if worst comes to place.

What happens after the retreat on strategic planning?

Following the retreat where input by key organisational members/board has been taken into account, a qualified internal staff with good writing skills, or an external expert, should continue to develop the strategic plan further. The end product is fully developed strategic plan, with key sections specified below, written in more extensive detail. A sample of such document is presented below.

STRATEGIC PLAN BLUEPRINT

Cover Page

This is the first page of the document. It needs to contain the title of the document, name of the organisation, the duration of the strategic plan, and the date when the document has been produced.

Introduction

This section introduced the entire document, explains in more detail why the strategic plan has been designed, who participated in its making, and what key section does it contain, and lastly it includes explanation on period it covers. This section should not exceed 1 page.

Description of the organisation

In this section, the plan describes the organisation, the history of its making, what are the key areas of its work, which community it represents, and key achievements it has made over the years. This section should not exceed 2 pages, 1 is preferable.

Situational analysis (context)

The analysis in this section covers the overall state of culture in the location where the organisation operates. The section describes problems that the organisation has identified, such as lack of cultural production, lack of engagement of youth and communities in cultural activities, etc. Have in mind that when proposing overall objectives of the organisation/initiative, they need to contribute to solving the problems/issues presented in this section.

This section should not exceed two pages, preferably it should not be more than 1 page.

SWOT Analysis

In this part of strategic plan, the analysis of strength, weaknesses, opportunities and threats to the organisation, are presented in a table consisting of four parts. All key information is presented in short sentences in bullet point formats. Most of it should have been identified in the retreat phase.

This section should not exceed 1 page, preferably ½ page.

Mission, vision and values

These aspects of the organisation's work are crucial, and should have been defined in the retreat phase of strategic planning. Mission and vision should be one sentence each, while 5-7 values should be identified.

This section should not exceed ½ of a page.

Objectives (goals)

This section covers the general goals of the organisation, again identified initially in the retreat. Ideally, for small organisation, no more than 3 goals should have been identified in the retreat phase.

This section should not exceed 1/3 of a page.

Programmes

Ideally, organisations should have around 2-3 programmes, especially small ones. Each programme should correspond to one general objective, as it supports its realisation. These programmes should be defined generally in the retreat phase. The designated internal or external expert then adds more description of each programme, in terms of what they are and what they aim to do generally.

As a general guideline, each programme should be described in ½ to 1 page, making this section 1.5 to 3 pages long.

Projects

This section of the strategic plan presents yearly projects that support the programmes described earlier. If there are 3 programmes, for example, 3 larger projects could support each programme. Projects should have been identified generally in the retreat phase, while now the writing expert should expand on them. More detail should be provided on how they will be implemented, including resources, locations, a time plan, detailed objectives, activities, results & outputs, risks and sustainability aspects, per each project.

The content per each project should not exceed 3 pages each, and if there are 3 projects, this section should not exceed 9 pages in total. In some cases, projects can be reduced to 1-2 pages, depending on the size of the project.

Time plan

An annual master time plan of all activities within all projects should be presented, for the duration of the strategic plan (3 to 5 years). Activities in year 1 should be much more detailed, while next year should be more general in nature. At the end of each year, the team updates the annual table for the next year, providing more detail.

Budget

An overall budget for the whole organisation should be developed here, on annual basis. All the costs of each of the project should be presented. The budget could be divided into overall sections like human resources, travel, equipment, running office costs, etc, or be divided into separate project costs (which then contain the mentioned categories). In the fundraising planning stage, the budget could be expanded to define which donor will cover which costs, pointing out needs for further fundraising to cover specific budget lines.

The budget should not exceed two pages, and can be added as a separate annex to the strategic plan, in Excel format.

Risk analysis

Key risks should have been identified in the retreat phase. In the later stage, each risk is explained in more detail, including methods to mitigate the risk.

This section should not exceed 1 page.

Sustainability

In this last section, the strategic plan presents on how the organisation or initiative plans to sustain itself over the period covered by the strategic plan. In this section, the staff presents their plans on how much of their programmes will be covered by institutional funding, donor funding, or income from services, or other means of income. The idea here for the organisation is to show its plans to run for a longer period of time, and it has a plan on how to fund their operations for this period.

STRATEGIC PLAN - KEY ASPECTS TO CONSIDER

1. The strategic plan should be short and concise. While it is good to share this document, its primary purpose is to serve the organisation internally to define its path in years to come, and how it will reach its objectives. In this respect, by being short and precise, the plan will serve as a better and easier guide for the staff to follow. It is advisable that these plans are 10-15 pages long, and not longer than 20.
2. Strategic plans are changing documents. They should be revisited regularly, and at least once a year, by the staff, especially the annual project sections, and modified to reflect on developments each year.
3. It is more important what is being written in the strategic plan rather than how it is written.
4. The strategic plan must be created, and approved by all bodies within the organisation, including the board and possibly the assembly of the organisation, as a key aspect of ownership and monitoring of this plan.
5. All staff, junior and senior, should read the plan at once, to have an idea where the organisation or initiative plans to develop in the medium term. Is it advisable that identified mission, vision and values of the organisation are placed in easily identifiable place in the common areas.

3. FUNDRAISING PLANNING

Following the writing of the overall strategic plan, it is best that the organisation/initiative immediately begins the process of fundraising planning. A lot of what has been done in strategic planning serves as a foundation for the fundraising plan, as during the strategic planning the overall budget of operations of the organisation has been defined.

To engage in fundraising planning, it is best, similar to the retreat for strategic planning, for the organisation core staff to meet in a location away from work and spend ½ to 1 day to discuss the fundraising process. As an alternative, the organisation staff can extend the strategic plan retreat for ½ to 1 day more, and engage in fundraising planning additionally.

In this process, participation of organisation board is even more important, if board members are engaged in supporting the organisation in the fundraising process.

In making a fundraising plan, these aspects should be covered:

3.1 Fundraising budget

The organisation/initiative team uses the organisational budget defined in the strategic planning phase. Simply, the team adds columns to the right of the existing budget, with each column identifying an individual current/prospective donor, and what they currently cover or will cover, from each budget line. This simple addition of columns on the right gives an overall idea to the team which budget lines are not covered and fundraising needed for them, therefore getting a much clearer idea of general funding needed for upcoming years, for each year, per each budget line.

3.2 Description of Expected Donors

Once the budget with added columns for donors has been identified, it's time for the organisation team to look deeper on who the expected donors are. These should be divided into the following categories:

3.2.1 Current donors

If there are current donors offering funding to the organisation/initiative, the team needs to identify if this support is short term, and if so, what are the chances to receive additional support in the future. Once this is identified, the team should identify the funding expected, which should be inserted in the fundraising budget from exercise number 3.1.

3.2.2 Prospective donors

At this stage the team identifies prospective donors that could provide additional funding. These could be local, national Kosovo institutions, as well as international donors. The team needs to be realistic on why they consider these donors would be interested in what the organisation does, which should be assessed on base of what the donor has supported in the past, their recent calls for application, or any other verifiable information that the staff has on the donor. Once a list of these donor is identified, a prospective expected amounts for each prospective donor are inserted in the fundraising budget from the exercise number 3.1.

In this respect, it is very important to point that the organisation should not plan its funding by applying to open calls for application only. These calls are very competitive, frequently very technical in nature, therefore with high risk of refusal. Therefore it is best for the key staff of the organisation to be proactive and meet donors face to face, presenting the programme of the organisation, and requiring institutional or project support, and in the process creating possibly lasting relationships with these donors, that could in the long run ensure sustained annual support to the organisation.

3.2.3 Income from services and products

In addition to donors, the organisation team needs to identify if there are possibilities for income from products or services. This ensures long term sustainability for the organisation/initiative, and shows donors that the organisation can eventually be self-sustainable without their support. This aspect of organisation's work is very important to donors, and needs to be developed very well.

Part of this process includes identifying what products and services can be offered by the organisation. Once these are identified, a realistic assessment needs to be given to the price of individual services and products, how much of it will be sold, and to whom. Planning of income from products and services should be realistic, taking into account the current knowledge of staff to produce these services and products, what is the real interest in them, how they will made, promoted, by whom, etc.

3.2.4 Timetable

The final part of this process is to create a weekly/monthly calendar identifying when each donor will be contacted and afterwards projects prepared, so the organisation has a clear plan on when to approach donors to best suit the funding needs. It also gives the staff enough time to properly prepare a project.

FUNDRAISING PLAN - KEY ASPECTS TO CONSIDER

- Best time to actively fundraise is the autumn period (September-November) which is when most of institutions are planning their next year budgets.
- Fundraising plan short be very short and concise. The budget is done in a separate Excel file. The rest of content should not exceed 2-3 pages
- The fundraising plan, like the strategic plan, is a living document that needs to be updated. In case of the fundraising plan, it should be frequently revisited, with each won project, updating sums in the Excel budget. Also, in terms of activity plan, it should be updated with completed project applications, including potentially new donors.
- Creating personal relations with donors is must, where they get to know your work more closely, and therefore potentially support you in longer term. Relying in open calls exclusively for funding is a high risk strategy, which leaves the organisation susceptible to short term donor priorities.
- Strengthening communications, dealt with below, is key to fundraising, at it helps the organisation be exposed with key target groups.
- It is best to create sample projects with key sections written. Once a call is published, or donor requests a project, the organisation has the bulk of the work done, adapting the content slightly with the priorities of a call, or a donor.

- When planning for income from services or products, the team should be realistic, considering the current availability of human resources, equipment, funding, and how attractive the product and service is. In this area, the organisation could be competing with the private sector, who are traditionally much more efficient in their operations, as well as usually better at promotion. For this purpose, development of the income generation component within the organisation is best done through support of external expertise from the field of product development & marketing, who can develop the offering of products and services from the commercial viewpoint.
- The fundraising plan should go as a separate annex to the strategic plan.

4. COMMUNICATIONS PLANNING

Following the strategic and fundraising planning, the organisation team should tackle the third most important aspect of their work, namely communications.

In the age of social media, it has become imperative for any cultural organisation/initiative to be known at what they do. Whereas 20 years ago it was very difficult to promote without having a sizeable budget, mostly spent on traditional media, without any clear idea who is being really reached, nowadays digital promotion and social media allow micro targeting exact audiences with fraction of previous costs, in addition to allowing two way communication and formal/informal outreach based on needs.

As easy as it has become to reach audiences, the technical aspects of promotion have become more complex. Communicators need to employ different types of approaches and languages depending on which medium they use. Those who appear publicly screens need to have performance skills to convey their message confidently and effectively. In the world of digital marketing and social media it is just as important when you place your message in addition to its content. Using multimedia materials, especially video, enhances the audience reach, and especially visually appealing materials or humour is key when promoting work in social media.

Cultural organisations, through their work, are positioned to engage in better communications than most of organisation working in other areas. Cultural works such as theatre plays, films, performances, publications, and their components, provide for strong and emotional narratives and content, and good visual materials. Done properly, this content can bring a much valued attention and followers with key audiences.

A very important aspect of communications is that it must be targeted. Most of the non-profits, especially new ones, and especially non-formal initiatives, run on very small budgets, especially in communications. Therefore communications funding must be spent strategically, wisely, targeting specific and limited audiences.

This is where making communications strategic comes into place.

To engage in strategic communications, the organisation staff should also set aside some time, similar to strategic and fundraising planning. The sample blueprint below provides key sections of a communications plan.

COMMUNICATIONS PLAN BLUEPRINT

1. Introduction

This section, similarly to the strategic planning, should introduce key sections of the document, who has been engaged in the process, and what period it does cover.

2. Summary of organisation outreach

In this section, the organisation/initiative describes what has been done so far in communications from the organisation. This should include key mediums used for communications, such as website, events, publications, media outreach, social media, and others.

This section should not exceed ½ of a page.

3. Communications Objectives

Next, the team identifies the key communication objectives, which should be in line with each of the strategic objectives of the organisation. For example, if the strategic objective is to strengthen theatre culture in X location, then the communication objective related to this strategic objective would be to promote theatre culture in X location with X audiences.

This section should not exceed 1/3 of a page.

4. Target groups

This is crucial part of the plan. Key targets groups, or audiences, whom the communication will reach, need to be identified. Identification should include where they live, their approximate number, gender, age, and even their professions or interests, if known. Identifying target groups makes it possible for later to engage in targeted communications, maximizing the effect of a limited communication budget, ensuring that content reaches the intended audiences.

This section should not exceed 1/3 of a page.

5. Communication Activities

Once the communication objectives have been defined, the organisation team identifies key communication activities that will support the objectives. Please note that cultural activities themselves are communications activities, but it is important that they are followed with proper promotion.

Other communication activities in addition to cultural activities could include media appearances, campaigns, performances, social media campaigns, launching of an online platform, etc.

6. Results

Results should indicate what aims to be achieved with the communication activities. Results should be qualitative (long term effects of communications) and quantitative (reaching specific sizes of audiences). The team here needs to think hard about the audiences it can realistically reach with the planned budget, and put those numbers in this section.

7. Action plan

The action plan is essentially a timetable, specifying which communication activity is implemented when. Since this is essentially an implementation manual, it is best the annual plan is split into week numbers, specifying what will be implemented at which week. For example, social media activity usually relies on weekly posting of content, which should be specified in this section. In relation to social media, it is best to create a separate posting calendar, with specifications on what content will be placed on what week, or even days within a week, therefore making possible to create content beforehand and to have scheduled posting.

8. Budget

All communications specific costs should be put into the strategic plan budget. It is best to break down communications costs as much as possible, based on size of audiences. Communications costs are salaries of communications staff (if any), printing of publications, costs of social media promotion, costs of implementing events such as press conferences, and others.

COMMUNICATIONS PLAN - KEY ASPECTS TO CONSIDER

- Identifying target audiences, and quantifying them is a key step in effective well budgeted communications from an organisation
- Effective communication is a must for any organisation or initiative. Nowadays, it's not enough to just post good media coverage on activities, or posting events, in organisation's web page and social media.
- In addition to written content, the organisation/initiative produces photos, videos, audio material, designs, infographics and other multimedia materials, that all promote activities and the vision of the organisation.
- It is imperative that the cultural organisation or initiative find their "story", what they are about, what they offer to their community, and why they are uniquely the best to provide this.
- A structured communications plan that identifies what is communicated to whom, when, for how long, is essential to continuous communications, gradually building the reputation of the organisation with key audiences.

OTHER RESOURCES

Below are useful links in development of strategic work, including fundraising and communications:

Strategic Planning Resources

- 1) Developing Your Strategic Plan - <https://managementhelp.org/freenonprofittraining/strategic-planning.htm>
- 2) A non-profit Strategic Plan Example to Inspire Your Organization - <https://prosper-strategies.com/nonprofit-strategic-plan-example/>
- 3) Non-profit Strategic Planning: 5 Essential Takeaways - <https://averillsolutions.com/nonprofit-strategic-planning/>
- 4) *Strategic Planning in Nonprofits* (SPIN) - Six planning elements: preparing, listening, envisioning, planning, executing, and evaluating. <https://www.wanonprofitinstitute.org/planning/>

Fundraising Resources

- 1) How to prepare a non-profit fundraising plan - <https://www.wildapricot.com/blogs/newsblog/2020/05/05/nonprofit-fundraising-plan#:~:text=A%20nonprofit%20fundraising%20plan%20is,used%20to%20accomplish%20such%20goals.>
- 2) Here's a Sample Fundraising Plan for Your Non-Profit - <https://garecht.com/sample-fundraising-plan/>
- 3) A Non-profit Fundraising Plan Example and Template to Inspire Your Organization - <https://prosper-strategies.com/inspiring-nonprofit-fundraising-plan-example/>
- 4) Building the Perfect Fundraising Plan: 10 Points to Consider - <https://philanthropyu.org/building-the-perfect-fundraising-plan/>

Communications Resources

- 1) Drafting a Nonprofit Communications Strategy - <https://www.missionbox.com/article/24/drafting-a-nonprofit-communications-strategy>
- 2) Communication Plan Template - <https://upleaf.com/nonprofit-resources/strategy-design/communication-plan-template/>

- 3) 10 Steps to Develop a Nonprofit Communications Plan -
<http://www.alchemycommunications.ca/blog/2016/02/13/10-steps-to-develop-a-nonprofit-communications-plan-infographic>
- 4) Planning Your Nonprofit's Communications in an Ever-Changing World -
<https://www.councilofnonprofits.org/thought-leadership/planning-your-nonprofit-s-communications-ever-changing-world>



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