

Module 14: Background Readings to guide Strategic Planning

What is strategic planning?

Strategic planning is forward looking. The time covered by a strategic plan can range from several months to several years. These plans can be easily shared, understood and followed by various people including employees, customers, business partners and investors.

Organizations and other stakeholders should conduct strategic planning periodically to consider the effect of changing contexts, refugee movements, and socio economic contexts legal and regulatory conditions. A strategic plan may be updated and revised at that time to reflect any strategic changes.

Identify goals and objectives. ...

- Develop your strategic plan and determine evaluation strategies
- Implement and share your plan with all relevant stakeholders
- Revise and restructure as needed.

The major parts of a standard strategic plan include the following:

- Mission, vision, and aspirations.
- Core values and principles
- Objectives, strategies, and implementation plans
- Measurements and funding streams.



Feminist development policy in the lives of refugees

This excellent article brings together the notion of intersectionality in Refugee-led organisations and intersectionality, and is relevant to strategic planning.

Summary This policy brief outlines how feminist development policy can be locally enacted by taking an intersectional approach to the provision of assistance to refugees and displaced persons. Refugee-led organisations (RLOs) play a key role in providing collective services, particularly in contexts where the host government is unlikely or unwilling to provide access to local social services. This is especially true in non-camp settings, and as global refugee policy moves away from encampment as a response to refugees the role of RLOs in refugees' daily lives will only increase. While RLOs are an important part of life in a refugee community, they can be especially useful in supporting the needs of women, children, LGBTIQ refugees, ethnic minorities and diverse-ability refugees across multiple refugee communities city- or region-wide. Taking an intersectional approach to understanding the role of RLOs, in particular RLOs led by women, can help policy-makers identify networks of local actors who can effectively meet the social needs of all members of a local refugee community, including those who face particular marginalisation due to gender, sexual, religious or ethnic identity. The intersectional approach to working with RLOs focuses on meeting the needs of marginalised identity groups across the entire refugee population in a city or region. For example, refugees representing multiple ethnic groups or nationalities might have their own ethnic or national RLO, but that RLO may not be able to meet the unique needs of women, children, LGBTIQ and religious minorities within the community. An intersectional approach means engaging all the RLOs in a city or region to meet the social, health and protection needs of marginalised community members, with the understanding that in doing so the wider needs of all community members will be met. RLOs are part of a wider ecosystem of services and organisations that support refugees, and while they play a unique role in enacting feminist

development policy for refugees, they have limitations. Policy-makers should engage them alongside official authorities from the UN Refugee Agency (UNHCR), and the host country government when possible. Given the challenges and opportunities that come with taking an intersectional approach to meeting refugees' needs through engagement with women-led RLOs, we offer the following recommendations to policy-makers (Motalebi and Martin-Shields 2023).

References and Additional Reading

Motalebi, Nasim; Martin-Shields, Charles (2023) *Refugee-led organisations and intersectionality: Feminist development policy in the lives of refugees*, German Institute of Development and Sustainability (IDOS), Bonn, <https://doi.org/10.23661/ipb5.2023> IDOS Policy Brief, No. 5, <https://hdl.handle.net/10419/271161>