

THE BLUE *line*



Strategic Planning

Module Workbook

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Lesson 1: Introduction



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Module Performance Objectives:

Overall performance Objective:

After completing the lessons in this module, you should be able to:

- Explain the importance of strategic planning for the work of your organization.
- Detail the key steps of the strategic planning process.

Detailed Performance Objectives:

After completing this module, you should be able to:

- Describe the mission and vision statements of your organizations to internal and external stakeholders.
- Explain the need of internal and external analysis and suggest tools to do that.
- Conduct a SWOT analysis.
- Translate results from the SWOT analysis into strategic issues and goals.
- Articulate role and function of a strategic map and its structure.
- Explain the SMART methodology for goal setting.

Key Takeaways: Lesson 1

INTRODUCTION

Here is why strategic planning is key to you and your organization.

A good strategy:

- provides focus, accountability, and results
- sets the goal-directed actions an organization takes to achieve its objectives and
- facilitates buy-in and motivation to work towards a common goal.

As a UN Manager you can use strategic planning tools and techniques to:

- connect the work of your team to vision and mission of your organization
- provide stakeholders with a clear idea of what your organization does and
- enhance partnerships seizing internal strengths and external opportunities

Welcome to Strategic Planning!

Notes:



Lesson 2: What Is Strategic Planning?

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Key Takeaways: Lesson 2

BENEFITS OF STRATEGIC PLANNING

A good strategic plan takes the organization's challenges, trends, and issues, and the needs of the key beneficiaries or clients and proposes the most effective and efficient way to achieve the mandate.

Managers use the strategy to communicate the direction to staff members and guide the larger department or office work. Strategy describes the goal-directed actions an organization intends to take to achieve its objectives.

In addition, strategic planning:

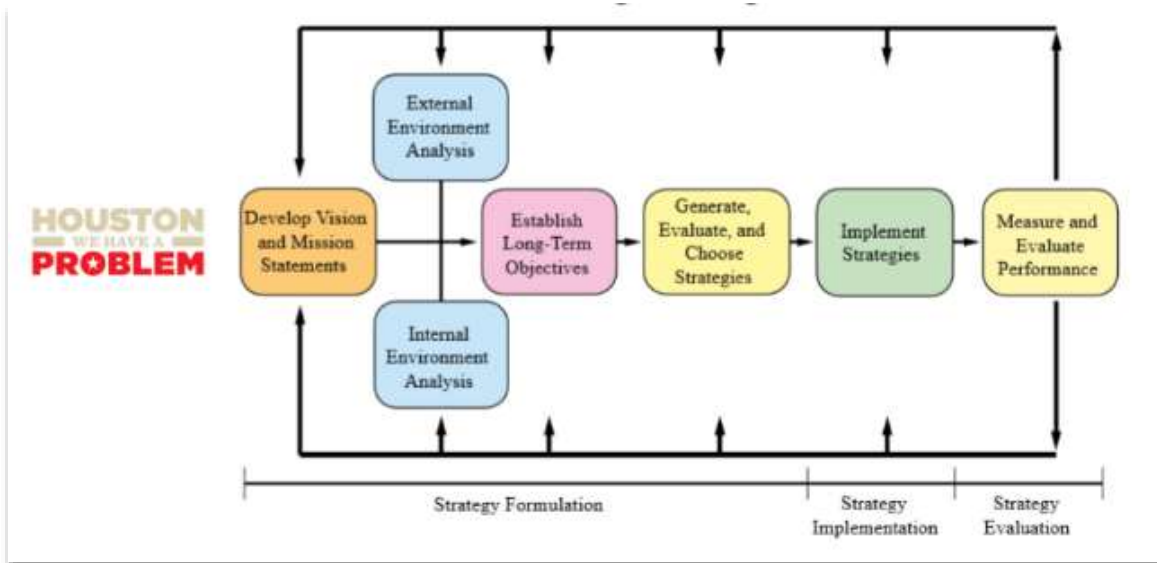
1. Enhances opportunities for partnership with other organizations;
2. Provides insiders and outsiders with a clear idea of what the organization does;
3. Helps in identifying goals, missions and vision for the organization;
4. Promotes commitment to good results and encourages support from donors and other organizations.



What is Strategic Planning?

A good strategic plan takes the organization's challenges, trends, and issues, and the needs of the key beneficiaries or clients and proposes the most effective and efficient way to achieve the mandate.

THE STRATEGIC PLANNING PROCESS



- The process starts with the development of vision and mission statements.
- It continues with the external and internal environment analyses.
- Results from the analyses will then be instrumental in the formulation of long-term objectives and selection and prioritization of strategies to achieve those objectives.
- After that, the process continues with the implementation of selected strategies and measurement and evaluation of performance.

The reason why the vision and the mission is really important is that it communicates not only inside the organization, but also to other stakeholders. As explained by Dr. Kurt Desender:

"If I'm working as a member in the organization and I'm aware of what the ultimate aspirations are, and I also understand where we currently stand, it may be easier for me to relate my day-to-day activities to the true contribution I can make to the organization."

"If I understand the vision and the mission, so I understand where we currently stand, and I also understand where we want to go, I can relate my actions to that, vision and mission. So what this is going to be achieving is an overall alignment within the organization. Everyone is pulling on the same side of the rope. What this is going to achieve is that we're going to reach our vision a lot sooner."

*"A goal without a plan is just a wish."
Antoine de Saint-Exupéry*

Notes:



Lesson 3: Interpreting Vision and Mission Statements

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Key Takeaways: Lesson 3

WHAT IS A VISION STATEMENT?

A vision statement is a one-sentence statement describing the desired, clear and inspirational long-term goals or change of an organization. A vision statement is about what an organization ultimately wants to accomplish.

Vision statements...



A vision statement is about what an organization ultimately wants to accomplish.



An effective vision pervades the organization with a sense of winning and motivates employees at all levels to aim for the same target, while leaving room for individual and team contributions.



The vision should be ambitious but realistic. Employees in visionary organizations tend to feel part of something bigger than themselves.

Some guiding principles about what makes a good Vision Statement:

- ✓ **Audacious:** In other words – "Go Big!" Focus on achievement. Define what success looks like for your organization;
- ✓ **Futuristic:** Pull out your old grammar books and look for gerund verbs—action words ending in "ing". Gerunds are a great beginning. Many vision statements start with words like, "Creating", "Building," "Moving." Choose your verb carefully though; words matter. If your vision statement is too general, your audience won't know what you are saying. If your statement is too specific, it can limit your success;

- ✓ **Clear/Descriptive:** Your statement should be clear and short. It paints picture of excellence. Readers should be able to visualize what will be happening in your organization when the vision is fully met;
- ✓ **Inspirational:** Permeate your vision with passion! Use it to stimulate your employees' creativity and thinking. Allow it to give meaning to their work by creating a culture of success! You are headed somewhere big, so set that tone and environment.

WHAT IS A MISSION STATEMENT?



The Mission Statement describes what the organization actually does. It conveys:

- ✓ **Who** we are
- ✓ **What** we do, and
- ✓ **Where** we are now

Here are five characteristics of a good mission statement:

1. **SUCCINCT.** Mission statements should be short and snappy. Details can be found in the strategic plan.
2. **MEMORABLE.** Similar to your organization's logo, it should be easy to recall (another reason to keep it short!) People should be able to remember the overall intent even if they cannot recall the full statement.
3. **UNIQUE.** Your statement should not be all-encompassing, as this will cause it to be too broad and not memorable. Focus on what you strive to do differently – what makes your organization stand out, and how you achieve excellence!
4. **REALISTIC.** There's a fine line between a realistic idea and wishful thinking. Your mission is not your vision—depicting a perfect future of success—but it is a summary of why you exist and what services you deliver.
5. **CURRENT.** Although your mission statement should be written for the long haul, review it periodically to ensure it is current. As your organization changes slightly in direction or does a full 180 shift, your mission should keep up with the organization's shifts.

THE DIFFERENCE BETWEEN VISION AND MISSION

So the difference between these two is the following: the vision reflects the ultimate aspiration of the organization, something far away in the future, something that it ultimately wants to achieve. Whereas the mission is a reflection of where the organization currently stands and what they currently do.

As explained by Dr. Kurt Desender:

"...the strategic plan in the end, or the strategy of the organization, in the end, is how do we bring our organization from the current mission, where we currently stand, to how do we reach our ultimate aspirations (the vision)?"

Vision Statement	...is a future-oriented declaration of the organization's purpose and aspirations. It answers the question: what do we ultimately want to become or achieve?
Mission statement	...communicates the organization's reason for being, and how it aims to serve its key stakeholders. It is focused on what the organization currently does.

Real-World Activity Lesson 3a: Your Agency's Vision Statement

Please use this template for a quick personal reflection on your agency's Vision Statement:¹

Questions	Vision Statement
What does success look like?	
What have we achieved?	
How are we demonstrating our uniqueness?	
How are we adhering to our core values?	
What would our stakeholders say about our success?	
If we were asked to write about our organization's success, what would we write?	

¹ Template developed by Riaz Khadem & Linda Khadem. See R. Khadem & L. Khadem (2017), *Total Alignment. Tools and Tactics for Streamlining Your Organization*, Entrepreneur Media.

Real-World Activity Lesson 3b: Your Agency's Mission Statement

Please use this template for a quick personal reflection of your agency's Mission Statement:²

Questions	Mission Statement
What do we do?	
Where and for whom?	
Does what we do today restrict us in fulfilling our purpose in five years or beyond?	
If so, how can we broaden the statement of what we do today?	
What would our stakeholders say about our success?	
What would be a brief inspiring statement describing our mission?	

² Template developed by Riaz Khadem & Linda Khadem. See R. Khadem & L. Khadem, *ibid*.

Real-World Activity Lesson 3a: Your Agency's Vision Statement

Please use this template to check whether your colleagues work confidently with the Vision and Mission statements of your organization:

Key behaviours to observe	Rating 1=Low to 5=High	Comments
Your staff feel motivated by the vision and mission statement.		
Staff can confidently define what success looks like for your organization		
Your staff/colleagues can offer a clear and precise definition of what the organization does to external and internal audiences and how their work contributes to achieving the vision of the organization.		
Colleagues can explain what will be happening in your organization when the vision is fully met.		

Notes:



Lesson 4: From Internal and External Analysis to SWOT

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Key Takeaways: Lesson 4

Now, that we know our vision and mission it is important to have a good understanding about our organization's strengths and weaknesses, the internal analysis, but also what opportunities and threats arise from the external environment. This will make sure that our strategy is context-specific.

Internal Analysis	Looks at STRENGTHS and WEAKNESSES within the organization.
External Analysis	Focused on the identification of external forces that may enable (OPPORTUNITIES) or make it difficult (THREATS) to reach the organization's objectives.

Later on, through SWOT analysis, you will structure strengths and weaknesses, and compare them with opportunities and threats coming from the external analysis.



A few options/tools you can use for internal and external data gathering

Internal Analysis	<p>Staff surveys and interviews can provide the internal input you need. These can provide insights into, for instance, staff perceptions related to internal capability, readiness, internal motivation and satisfaction, and internal communications.</p>
External Analysis	<p>PESTEL represents a structured approach to identify important external factors, by considering the influence of Political, Economic, Social, Technological, Environmental or Legal factors. For example, if there is an economic crisis it will be more difficult to reach our objectives.</p> <p>The UN Strategic Planning Guide for Managers adds a few additional field ins to PESTEL analysis the analysis (Security/Safety, Religion, Regulatory and Demographic).</p>

Once we have done our internal and external analyses we can then put them together in a SWOT analysis.

CONDUCTING A SWOT ANALYSIS

It is important to do the SWOT analysis after the internal and external analysis. This is will avoid the risk of having mere lists of issues that are not actionable without further thought.

Through SWOT you will then be able to answer key strategic questions:

INTERNALLY	STRENGTHS What do we want to protect that we have or are good at doing?	WEAKNESSES What do we want to improve that we have or are not good at doing?
	OPPORTUNITIES What do we want to take advantage of to help our organization?	THREATS What do we want to defend against to help our organization?
EXTERNALLY		

In SWOT analysis you organize and work with the data you discovered in the internal and external analyses.

	HELPFUL	HARMFUL
INTERNAL	Strengths Positive tangible and intangible attributes, internal to an organization. They are within the organization's control.	Weaknesses Factors that are within an organization's control that detract from its ability to attain its core goal. In which areas might the organization improve?
EXTERNAL	Opportunities External attractive factors that represent the reason for an organization to exist and develop. What opportunities exist in the environment which will propel the organization towards its vision?	Threats External factors, beyond an organization's control, which could place the organization's mission or operation at risk. The organization may benefit by having contingency plans to address them should they occur. Classify them by their "seriousness" and "probability of occurrence".

Achieving goals and objectives depends on:

- **Transforming strengths into capabilities by matching them with opportunities;**
- **Converting weaknesses into strengths** with strategic investment;
- **Converting threats into opportunities with the right resources. Weaknesses that cannot be converted become limitations that must be minimized if obvious or meaningful to customers or stakeholders.**

HOW TO CONDUCT A SWOT ANALYSIS

A simple SWOT analysis can be carried out during a team retreat or strategic planning session with a facilitator leading the discussion and collecting views based on pre-work on internal and external analysis.

Once you have identified the main external threats, the next step is to reflect on the “seriousness of impact” and the “probability of occurrence” for each threat. You can use the template below in the future.

	Low	High
High	<i>Minimum resources if any</i>	<i>Must plan for it</i>
Low	<i>Forget it</i>	<i>Maintain flexibility in plan</i>

Tips for a productive SWOT Analysis

1 Stay focused.

Be specific and avoid vague formulations.

2 Keep your SWOT short and simple.

Avoid complexity and over analysis.

3 Collaborate with other functional areas.

Information generated from the SWOT analysis can be shared across functional areas. SWOT analysis can generate communication between managers who ordinarily would not communicate.

4 Examine issues from the customers'/ stakeholders' perspective.

Taking the stakeholders' perspective is the cornerstone of a well done SWOT analysis. To do this, you should ask:

- What do stakeholders (and non-stakeholders) believe about us as an organization?
- What do stakeholders (and non-stakeholders) think of our product quality, service quality, customer service, overall value, and comparative advantage?
- What is the relative importance of these issues as stakeholders see them?

5 Look for causes, not characteristics.

Causes for each issue in a SWOT analysis can often be found in the organization's resources. For instance, if internal communication plays a role in your SWOT, don't just describe how it works for your agency/fund/programme but explain how this impacts the organization.

6 Separate internal issues from external issues.

Failure to understand the difference between internal and external issues is one of the major reasons for a poorly conducted SWOT analysis.

7 Focus on today.

Analysis should distinguish between where your organization is today, and where it could be in the future, with a focus mainly on defining where it is today.

USING RESULTS FROM THE SWOT ANALYSIS

In this module we are learning two possible approaches to use results from the SWOT analysis.

1. *From SWOT to MCEF*

You can use results from SWOT to **M**aintain Strengths, **C**orrect Weaknesses, **E**xploit Opportunities and **F**ace Threats (MCEF). Here we think about actions that can be taken to:

1. Maintain our strengths
2. Eliminate or reduce some of our weaknesses
3. Take advantage of opportunities
4. Reduce or minimize threats

The template below can be help in case you would like to try using this approach in the future.

Domain	What strategies/actions at your org/country level to...
Strength	Maintain Strengths <i>Which steps should we take to Maintain our Strengths?</i>
Weaknesses	Correct Weaknesses <i>What actions can we take to Correct (some of) our Weaknesses (and how do we measure progress)?</i>
Opportunities	Exploit Opportunities <i>What will we do to Exploit opportunities, arising from the external context (and how do we measure progress)?</i>

Threats	Face Threats <i>What steps will we take to Face (or reduce the impact of) potential Threats (and how do we measure progress)?</i>

2. From SWOT to TOWS

This second approach tries to integrate both the internal and external dimensions to come up with meaningful strategic options. Here we link strength and weakness (the internal components) to the opportunities and threats (the external components) through the creation of four quadrants.



In these four quadrants we combine:

1. **Strengths with Opportunities:** How can we use our strengths to take advantage of the opportunities?
2. **Strengths and Threats (ST):** How can we take advantage of our strengths to avoid real and potential threats?
3. **Weaknesses and Opportunities (WO):** How can we use our opportunities to overcome the weaknesses we are experiencing?
4. **Weaknesses and Threats (WT):** How can we minimize our weaknesses and avoid threats?

The template below can be help in case you would like to try using this approach in the future.

	External Opportunities (O)	External Threats (T)
Internal Strengths (S)	SO Strategy	ST Strategy
Internal Weaknesses (W)	WO Strategy	WT Strategy

Real World Activity Lesson 4a: Conduct a SWOT Analysis

Now to get a sense of the mental process behind a SWOT analysis, please use the template below and a SWOT analysis of your team. You can do it as a personal exercise using the template in the workbook or as a group using a flipchart with markers and post-its.

<p>STRENGTH</p> <p>What we do well?</p> <p>What do we want to <i>protect</i> that we have or are good at doing?</p>	<p>WEAKNESSES</p> <p>What do we want to <i>improve</i> that we have or we are not good at doing?</p>
<p>OPPORTUNITIES</p> <p>What do we want to <i>take advantage of</i> to help our organization?</p>	<p>THREATS</p> <p>What do we want to <i>defend against</i> to help our organization?</p>

Real World Activity Lesson 4a: Conduct a SWOT Analysis

Select one of the approaches (MCEF or TOWS) and related templates, and use results of the SWOT analysis done in the previous Real-World Activity Lesson 4A.

You may find each of the templates below.

MCEF

Domain	What strategies/actions at your org/country level to...
Strength	Maintain Strengths - <i>Which steps should we take to Maintain our Strengths?</i>
Weaknesses	Correct Weaknesses - <i>What actions can we take to Correct (some of) our Weaknesses (and how do we measure progress)?</i>
Opportunities	Exploit Opportunities - <i>What will we do to Exploit opportunities, arising from the external context (and how do we measure progress)?</i>
Threats	Face Threats - <i>What steps will we take to Face (or reduce the impact of) potential Threats (and how do we measure progress)?</i>

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TOWS

	<i>External Opportunities (O)</i>	<i>External Threats (T)</i>
<i>Internal Strengths (S)</i>	SO Strategy	ST Strategy
<i>Internal Weaknesses (W)</i>	WO Strategy	WT Strategy

Notes:



Lesson 5: Translating SWOT into Strategic Issues and Goals



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Key Takeaways: Lesson 5

THE STRATEGY MAP

Results from the SWOT analysis will lead to the identification and consolidation of a list of strategic issues. To do so, you will use a Strategy Map. A strategy map is a diagram that shows and organizes your organization's strategic issues.

The **aim of the strategic map is to translate or cascade the different overarching objectives into lower layer objectives**, so that every member in the organization can really relate to that!

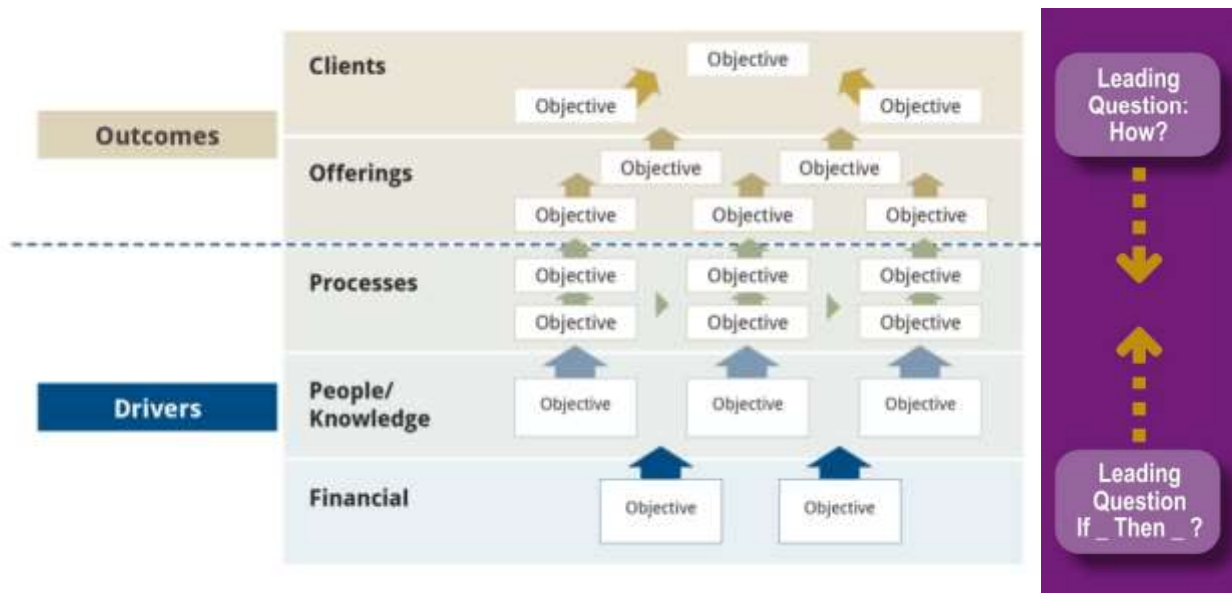


A strategy map tells the story about how to achieve the vision of the organization (i.e., its long-term goals), by cascading the long-term goals to measurable outcomes and drivers. The key functions of the strategy map are:

1. Prioritizing objectives resulting from the SWOT analysis;
2. Communicating big-picture objectives to everyone in the company;
3. Linking activities together and seeing how they contribute to each other;
4. Facilitating coherence with vision and mission of the organization;
5. Making sure all employees can see how they contribute to the overarching objectives of the organization; and,
6. Setting SMART goals at every level.

CASCADING GOALS THROUGH THE STRATEGIC MAP

Please refer to the strategic map below while watching Dr. Kurt Desender's video on "Cascading goals through the Strategic Map".



If we want to **reach our clients or ultimate beneficiaries**, we need to translate those objectives to lower level objectives.

If we want to **change our offerings** we will have some specific objectives to improve our offerings.

If we want to **improve the offerings or the services** we deliver, we need internal processes to be able to do that.

If we want to **use these processes** and deliver better services our people have to be trained and have sufficient knowledge.

To be able to do all of that we need financial support.

Starting from what we have put together in the SWOT, some initiatives, particularly Strengths and Weaknesses will most likely be translated into processes and people, because they are internal to the organization.

External factors, for instance, technology, might change the way we offer our services, so they could be in the offerings section.

Five specific questions can be formulated to come up with meaningful objectives that help to achieve the overall goals at each level.



1. With an intent to improve our service/product, how should we perform in the eyes of our clients? What do our clients care for, what do they value most?
2. To reach our clients and to satisfy their needs, on which services will we place priority, and how will they be focused to provide the best value?
3. To be able to deliver these services, how must we be organized internally, which resources are needed and which processes do we need to develop?
4. To be able to deliver these services, what qualities and capabilities should we further develop/acquire within our staff?
5. To improve both our processes and enable our people, how can we maximize our budget acquisition and budget allocation?

Notes:



Lesson 6: Formulating SMART Goals and Prioritizing Activities



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Key Takeaways: Lesson 6

Formulating SMART Goals and Prioritize Activities

The next step is now the formulation of strategic goals for each strategic issues. Goals should be formulated using the SMART methodology.

S	SPECIFIC Define the goal as much as possible, with no ambiguous language. WHO is involved, WHAT do I want to accomplish, WHERE will it be done, WHY am I doing this, WHICH constraints and/or requirements do I have?
M	MEASURABLE Can you track the progress and measure the outcome? How much, how many, how will I know when my goal is accomplished?
A	ACHIEVABLE Is the goal reasonable enough to be accomplished? How so? Make sure the goal is not out of reach or below standard performance.
R	RELEVANT Is the goal worthwhile and will it meet your needs? Is each goal consistent with other goals you have established and does it fit with your immediate and long-term plans?
T	TIME-BASED Your objective should include a time-limit. "I will complete this step by month/day/year." This will establish a sense of urgency and prompt you to have better time management.

Developing Objectives for the Identified Strategic Goals

The next step is now the formulation of strategic goals for each strategic issues.



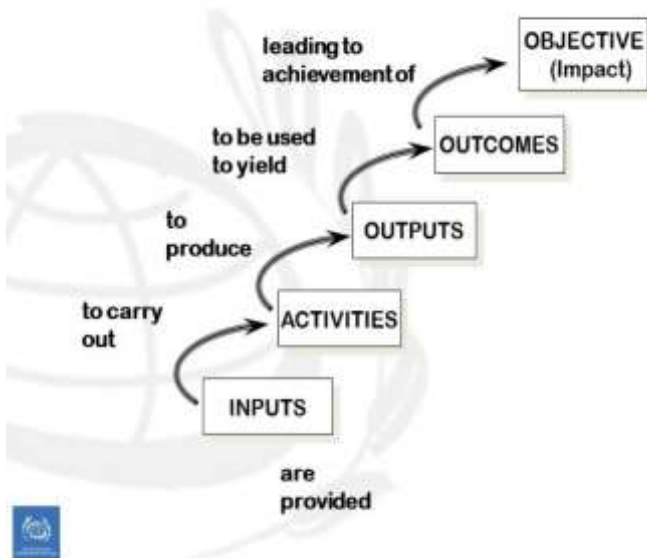
Objectives can be of a different nature, for example:

- Capacity-building objectives (e.g. to improve skills for implementing a programme)
- Communication objectives (e.g. to change knowledge, attitudes, skills, behaviours and social norms)
- Advocacy objectives (e.g. to change policies)

After that you should establish performance indicators for each of the objectives (sometimes called key performance indicators or KPIs). Performance indicators will help determine how well the organization or office is progressing toward the achievement of each objective. Proposed performance measures should be examined in the following contexts:

- Relevance to the strategic objectives;
- Ability to set targets (i.e. some target levels are unknown);
- Ability to collect data (both ease and consistency);
- Appropriate frequency of collection and review;
- Understanding of any underlying calculations.

In order to measure and evaluate performance, you should also look at:



- **Inputs & Activities:** the resources that go into the programme and the activities carried out (e.g. staff, time, money, equipment, etc.);
- **Outputs:** the activities, services, events, and products that reach your intended populations;
- **Outcomes:** the short- and medium-term results of changes in your intended populations as a result of exposure to the programme activities;
- **Impact:** the long-term, sustainable changes in organizations or communities that occur as a result of programme activities.

Finally, you will need to prioritize activities

Each objective will require a series of activities (e.g. training teachers, conducting a communication campaign, immunization days, etc.).



For instance, if our goal is to reduce the mortality rate by certain % in a certain time frame, Objective 1 could be to increase immunization a certain % in a certain timeframe for a certain region. Then one of the activities would be to educate and inform parents involved

by giving workshops, or to develop a communication plan, community radio products, etc.

However, because of limited budget and timeframe, we'll most probably need to evaluate and prioritize activities. Below are some questions to ask when considering initiatives:

- ✓ Will the initiative make a significant impact in achieving an objective?
- ✓ How far is the objective from being achieved?
- ✓ Is the initiative the most effective and efficient option?
- ✓ Does your organization have the skills, knowledge and experience to complete the initiative?
- ✓ Does your organization have the capacity (staff-time, funding) to implement and manage the initiative?
- ✓ Is the proposed budget required reasonable?

Responding to the above questions will help you prioritize activities.



A **cost-benefit analysis** can also help the prioritization process.

Typical criteria used to identify benefits include alignment with the strategic plan, increase well-being of citizens, etc.

Typical criteria used to quantify costs include costs, level of risk, the time required to implement, etc.

You would then use results to score the initiatives.

See the example below. Here strategic initiatives are evaluated on the basis of certain evaluation **criteria to assess their impact and cost-effectiveness**. For instance, the

degree of alignment with the strategic plan, time to take, risk, capacity and cost. **Scoring (1 low to 5 high) will depend on the weight given to each of these criteria.**

EXAMPLE INITIATIVE PRIORITIZATION APPROACH

Scoring Criteria												
Candidate Strategic Initiatives	Degree of Obj. Align.		Impact on Measure: Gap		Time to Impact		Risk		Capability		Cost	Score
Initiative 'A'	5	X	5	X	5	X	5	X	5	X	5	30
Initiative 'B'	3	X	5	X	3	X	5	X	3	X	5	24
Initiative 'C'	3	X	1	X	3	X	1	X	3	X	5	16

After that and depending on the resources available (for example, perhaps only one initiative can be financed), you will prioritize the activities identified for each strategic goal.

Notes:

References for Strategic Planning

Login to EBSCO through Blueline to grant access to all resources.

REQUIRED RESOURCES:

Are you sure you have a strategy?

Donald C Hambrick, James W Fredrickson (2001) The Academy of Management Executive.

Using the Balanced Scorecard as Strategic Management System

Robert S. Kaplan; David P. Norton (2007) Harvard Business Review.

UN Strategic Planning Guide for Managers

SUGGESTED RESOURCES:

The Fall and Rise of Strategic Planning

Mintzberg, H. (1994) Harvard Business Review.

Handbook for Strategic Planning

UNDP Bosnia and Herzegovina (2010)

Strategic Planning in the United Nations System

Joint Inspection Unit (2012)

Notes:



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