

Strategic Action Plan Template

What is this tool all about?

This tool is designed to guide work planning for strategic action. **This strategic action plan functions as your advocacy campaign work plan and is the basis for the budget you submit.**

Please remember: **COMPASS is advocacy-focused and COMPASS funding cannot be used for direct service delivery.**

- COMPASS is focused on working together to **identify barriers to comprehensive HIV responses at country level** (this may include the intersection of HIV and COVID-19), to develop **strategies to remove these barriers** and to iterate on our work, based on what we win and where we hit obstacles.
- COMPASS is focused on outcomes, not deliverables. We understand that your tactics and activities might change throughout the year as context and circumstances change – that is fine! COMPASS advocacy should be nimble and responsive.

Once you have a strategic action plan developed, you will be asked to develop a budget that ties to the activities in your strategic action plan.

Instructions

Please complete a strategic action plan for each campaign you are proposing.

There are two sections to this template:

- I. Strategic Action Plan table
 - The example table on Page 2 provides detailed instructions on how to complete this table
 - Please fill in your own strategic action plan in the table on Page 3
- III. Country Coalition Outcomes and Your Campaign.

Please complete both sections. Your workplan will not be approved unless both sections are completed.

Once you have completed your strategic action plan, you will be asked to develop a budget. Please think big and bold and business unusual!

I. COMPASS Strategic Action Plan Table

Instructions for how to complete the Strategic Action Plan Table – these are instructions only – you do not need to enter anything into this table

EXAMPLE CAMPAIGN [illustration only – please fill in your campaign details in the table that follows]
Problem statement: <i>What is the problem/issue(s) you are trying to solve?</i> Include information about the specific problem you are trying to address, who is affected by that problem, why this problem or barrier is significant to the HIV response in country. Note: this problem statement or barrier has to be specific and focused. For instance; “AGYW are at high risk of HIV” is a huge problem, but it isn’t sufficiently focused to support strategic planning. “Age of consent laws and lack of PrEP programs for AGYW girls hinder access to testing and treatment” is an example of a more specific problem or issue.
Campaign goal: <i>What are you going to win in relation to this issue or barrier?</i> The proposed ‘win’ needs to directly address the issue or problem statement. It is often a change in policy, programming, budgeting or service delivery. “Raising awareness,” “building capacity,” are not wins in this context. They are activities that you may undertake to get what you want, but they are not the overall goal of the campaign. <i>Example:</i> To increase access to Differentiated Service Delivery Models for eligible PLHIV from 30% to 50%.
What are you going to do to try to win? <i>How does your strategic action plan break down into various interim objectives:</i> Short-term or interim objectives are changes that a campaign seeks to achieve, moving us closer to our overall goal (listed above). They can refer to a favorable shift in behavior, policy, and actions of stakeholders. Please note that you can come up with as many objectives as possible—all related to advancing this overarching goal. Remember - your campaign cannot include direct service delivery activities.

SHORT-TERM OBJECTIVE – <i>please fill in your campaign objective here</i>	WHO HAS POWER or influence over whether you achieve your short-term objective? <i>The answer to this question is a specific person or people—it is not a broad stakeholder group like ‘parliamentarians’ or ‘police.’ Be as focused as possible here to identify the individuals who you need to influence and why (e.g this person chairs the sub-committee that makes the decisions, this person has the ear of the Minister of Health and so on)</i>	What TACTICS will you use to get what you want? <i>A tactic is a specific action that you will take to achieve your campaign goal. A tactic is always directed at the person with the power to give you what you want. Think of a tactic as a campaign activity. Remember, your tactics should also move you closer to achieving your goal. If you are listing meetings, explain what each meeting will do, who will be there, what it will be designed to do. The same goes for data collection work, FGDs, reports: specify the way that the activity will move you to your goal.</i>	What are you going to try when your first attempt doesn’t work? What are the tactics that feel most risky or “BUSINESS UNUSUAL”? <i>COMPASS work starts with a commitment to hold each other accountable to be bold, take risks, work in unusual ways, and support each other in doing this work—which the world doesn’t always support. This means that we think about how to “escalate” when we don’t win on our first attempt, that we are comfortable making people in power uncomfortable when needed, that we look for allies close by and in unexpected places, and explore coalitions where there are ‘inside’/‘outside’ strategies – actors who are confrontational and others who work within the system. What does this mean in the context of your campaign?</i>	What might you “WIN” from this work whether you achieve the goal or not? <i>Maybe your target doesn’t budge, but you develop a stronger relationship with new allies; maybe your coalition is stronger as a result of the work; maybe you learn new information that helps you advance or influence a different campaign. This is a place to list some of the incremental benefits or successes that you might expect—it can help to set expectations now, to review once the work is underway or done.</i>
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Please fill in your Strategic Action Plan (SAP) using this table below. If you are planning more than one campaign, please complete a separate SAP for each campaign.

YOUR CAMPAIGN: (fill in your campaign title here)				
Problem statement: <i>What is the problem/issue(s) you are trying to solve?</i>				
Campaign goal: 				
What are you going to do to try to win? How does your strategic action plan break down into various interim objectives: (fill in below and add as many rows as needed to accommodate the number of short-term objectives you have)				
Short-term objective 1	WHO HAS POWER?	TACTICS	BUSINESS UNUSUAL TACTICS	WIN
Short-term objective 2	WHO HAS POWER?	TACTICS	BUSINESS UNUSUAL TACTICS	WIN

Short-term objective 3	WHO HAS POWER?	TACTICS	BUSINESS UNUSUAL TACTICS	WIN

Please go to the next page to complete the next section of the Strategic Action Plan

II. Country Coalition Outcomes and Your Campaign

Below is a list of your country coalition's targeted outcomes for COMPASS 2.0. Every COMPASS campaign should contribute in some way to achieving these desired outcomes. Please review the list of outcomes and explain how your campaign will help achieve one or more of these outcomes. (1 page or less)

*****Please complete this section after your country strategy lab, as these country coalition priorities may have evolved and need editing to be more reflective of current needs.*****

Your campaign should help to achieve one or more of the outcomes listed above. Please explain below which of these outcomes your campaign will contribute to achieving and how your campaign will help to reach that targeted outcome. (1 page or less)

(continue to next page for final question)

What technical assistance/support can other COMPASS partners provide to strengthen your campaign?