

The strategic action planning section is an internal document for the ENPHE Governing Board and membership. It includes key principles and background related to the development and implementation of the Strategic Plan and the Action Plan.

## PRINCIPLES

Strategic planning is used to set priorities, focus resources, and strengthen operations to pursue ENPHE's strategy. The identification of key strategic challenges follows a regular review of the network's purpose, and the external and internal environments. A good process for this is a membership survey followed by a SWOT analysis (see separate document). Then, the development of a strategic and action plan follows (see separate documents). These need to be connected to the ENPHE strategic statement (see separate document).

## STRATEGIC CHALLENGES

Key strategies challenges are factors in ENPHE's external or internal environment that have the greatest potential to impact on the overall purpose of the network. It is important to balance the number of challenges to be addressed with the network's ability to address them. ENPHE focuses on three to five key challenges at a time. The following strategic challenges have been outlined for 2020 to 2023:

- (1) The current organisational set-up as an informal network as this does not allow for adequate financial governance and improved funding structures.*
- (2) The lack of a professional network management by employed staff leads to the fact that the board concentrates on the operational management of the network and does not allow to concentrate on the strategic governance of ENPHE.*
- (3) There is a lack of involvement from the student board into the governance of ENPHE; this includes a lack of co-creation of strategies and content and the co-implementation of common activities.*
- (4) There is a lack of involvement of thematic experts when it comes to legal and financial management, fundraising, network governance, or legal aspects.*

## STRATEGIC PLAN

A common mistake made with strategic planning is trying to do too much; often this results in nothing being effectively achieved. A key part of the ENPHE strategic planning is therefore the ability to know how much can be done with the resources available, and to prioritize by the impact on strategic outcomes. Summarizing the key elements of a strategic plan onto a single page captures its essence visually and makes it valuable as a reference.

The ENPHE strategic plan describes the strategic outcomes to be achieved over the period of 4 years and the associated performance measures. Strategic outcomes are the network's high-level, longer-term deliverables. This is a key step in translating strategic intent into more tangible results. The outcomes support the vision and address the key strategic challenges of ENPHE. The key performance indicators (KPI) link to the strategic outcomes and are used at all levels within the network for monitoring short-and long-term performance.

=> [SEE CURRENT STRATEGIC PLAN 2020 to 2023](#)

## KEY ACTION PLAN

The ENPHE strategic plan translates into the ENPHE Action Plan that supports to produce results. Achieving a strategic outcome is the cumulative result of several key activities. These key actions are budgeted and clearly assigned to one focal point who is responsible to assure the implementation on time. This responsibility includes to break the key action plan further down into operating procedures with single tasks for the person implementing a key action. Business as usual activities are important activities which enable the network to fulfil its purpose; however, they are not part of the key action plan.

=> [SEE CURRENT KEY ACTION PLAN 2020](#)

## RESPONSIBILITIES

The General Assembly holds the ultimate responsibility to ensure that ENPHE is achieving its purpose. On behalf of the general assembly, the Governing Board has the responsibility to govern ENPHE and to carry out all actions it considers necessary to implement the

mission and vision of the network in accordance with the strategic statement and charter of ENPHE. The Governing Board is supported by the Coordinators' Council.

The Governing Board develops and oversees the implementation of the strategic and action plans. The key action plan is developed prior to each fiscal year. The governing board reviews the yearly key action plan together with the operating budget plan at each board meeting and revises the plans accordingly, if needed. The strategic plan must be regularly reviewed and aligned with the annual action plans, at least at an annual basis.

Individual responsibilities related to the strategic leadership of ENPHE are listed in the role descriptions of the governing board members, of the national coordinators and the management unit staff members.

## APPROVAL

The General Assembly ultimately approves the strategic and action plans during the general assembly meetings. The approval happens based on the presentation of a consolidated presentation prepared by the office manager on behalf of the chairperson.

## ANNEXES

- Strategic Plan 2020 to 2023
- Action Plan 2020



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