

# More impact with a clear strategy

Simple step-by-step approach for local initiatives with big plans

Are you involved in a (citizens') initiative in the field of sustainability and would you like to map the strategy in an easy way?

Then use our step-by-step approach including a template scheme. Step by step we guide you through the process to clarify the strategy and present it in a structured way. The result is an image that shows all elements of your strategy at a glance. This image can be used for example for a grant application or to take a next step towards growth and/or professionalization.

# Reading guide



Learn here how to navigate through the interactive pdf. Not all pdf-readers support the interactive buttons in this pdf. We therefore recommend you to open this pdf in [Acrobat Reader](#).

**Map the strategy**

The process consists of two times four steps. You can click through it and follow the arrows. We recommend to start with *Mission*.

*From mission to transitions*

*From assumptions to resources*

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With the navigation bar on the right side you can navigate through the document and click on the desired topics.

By clicking on the icons you can navigate through the different steps in the step-by-step approach

With the *home*-button, bottom right, you navigate back to the start screen.

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# Introduction



First read the general information in this interactive step-by-step approach and what you can do with it. By clicking on the buttons, you can navigate through the pdf.



Take a look to the practical examples.



If you think it fits your organization, then use our step-by-step approach including the template scheme to map your own strategy.



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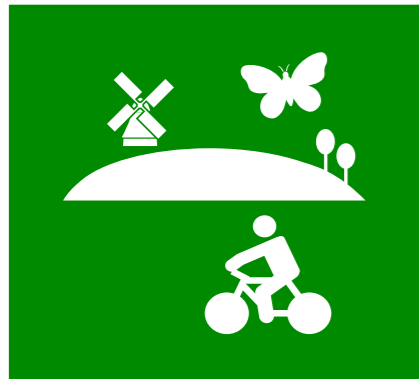
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# For whom?



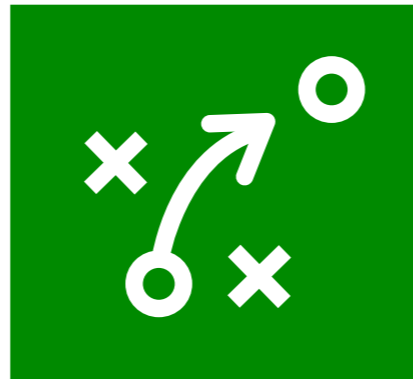
For local initiatives with big plans



This step-by-step approach is meant for people who are involved in a local (citizens') initiative in the field of sustainability (or related).



This step-by-step approach is for people who would like to discuss together how they want to achieve their goal.



This step-by-step approach helps you to map your strategy in an easy way, for example for a grant application.



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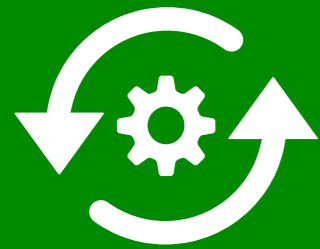
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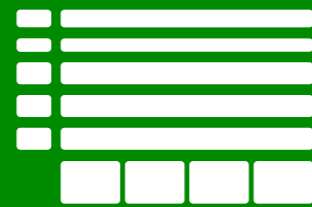
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# What can you do with it?



Step by step we guide you through the process of uncovering assumptions, clarifying your strategy and presenting it in a structured way.



The result is an image that shows all elements of your strategy at a glance.



This image can be used for example for a grant application or to take a next step towards growth and/or professionalization.



It is useful to do a yearly reflection of your strategy and assumptions. How can you strengthen the achievement of your goals? What have you learned in the past year about what works and what doesn't?

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# Getting started



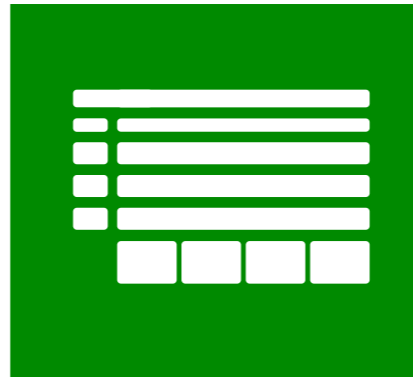
Organize a meeting with the people who are involved in your initiative. Provide post-its, so you can make notes and shift easily.

1



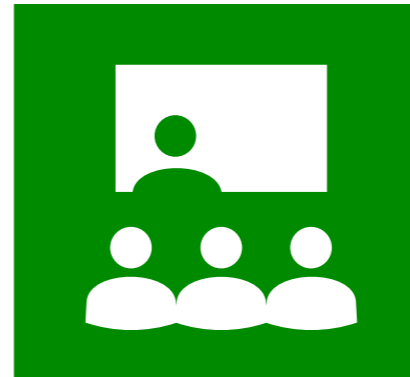
Think carefully about who you really need to make this initiative a success and invite these people. These can also be people outside your own organization.

2



Get started to map your strategy and use the template scheme.

3



After the meeting, present your results to three or four other stakeholders for their feedback.

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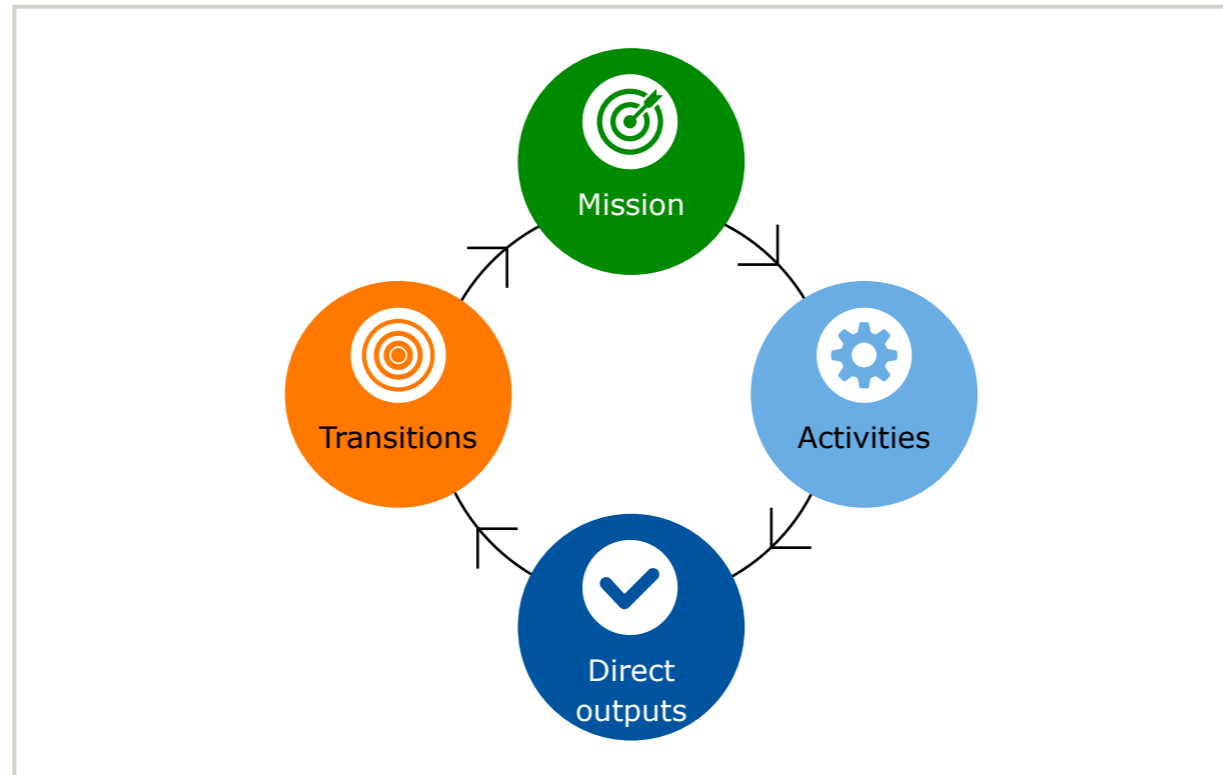
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# Map the strategy

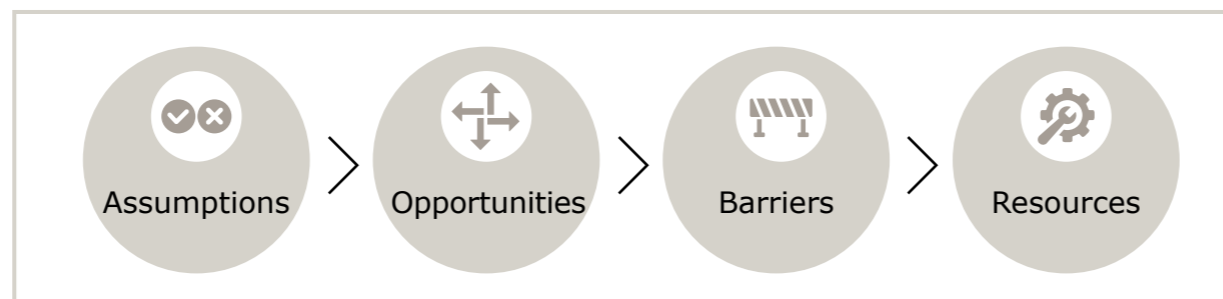


The process consists of two times four steps. You can click through it and follow the arrows. We recommend to start with *Mission*.

From *mission* to *transitions*



From *assumptions* to *resources*



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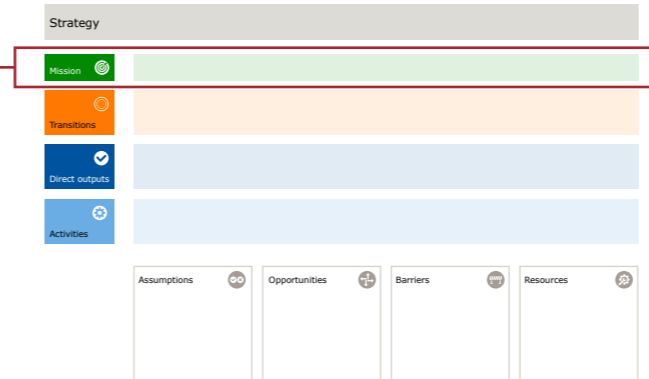
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# Mission

You are here in the template



Start by noting what the ultimate ('higher') goal or mission of your initiative is.

Why does your initiative exist, what do you want to achieve in the long term?  
What is your dream?

The mission is a short statement or one-liner.

E.g. *'Protecting and expanding nature'*, or *'No more plastic in the environment'*.

Sometimes several goals can co-exist.

1

Write down your mission/goal(s) at the top of the template.

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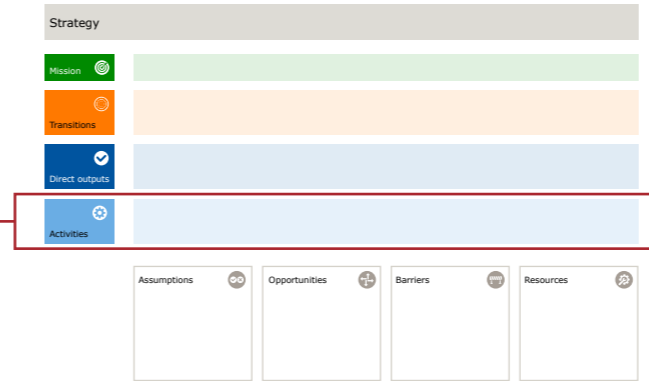




# Activities



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What activities does your initiative do? This includes practical tangible activities.

E.g. *'Building a community garden', 'Collecting plastic together', 'Submit a petition to the municipality'*.

Don't forget communication and policy activities.

1

Think how these activities contribute to your mission.

2

Try to group the activities in a limited number of main categories and find a short umbrella term for each category.

Write down these activities in the template.

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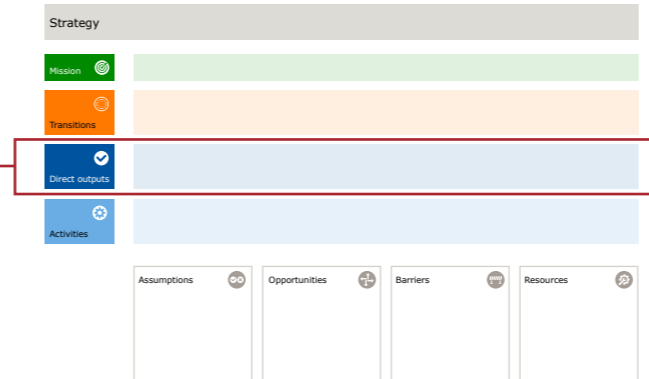
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# Direct outputs

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What are the direct outputs (results on short term) of your activities?

Think per activity what the tangible result is. These are outputs that you "see" happening as direct result of your activities.

E.g. *'a clean street', 'the topic is on the agenda at the municipality', 'more green in the neighborhood'.*

1

How do the direct outputs contribute to the mission? Are there any "random" additional outputs?

E.g. mission is *'conservation of nature'* and additional output is *'more social cohesion in the neighborhood'*.

2

Write down the direct outputs in the template scheme.

When an activity and direct output are directly related to each other, connect them via an arrow.

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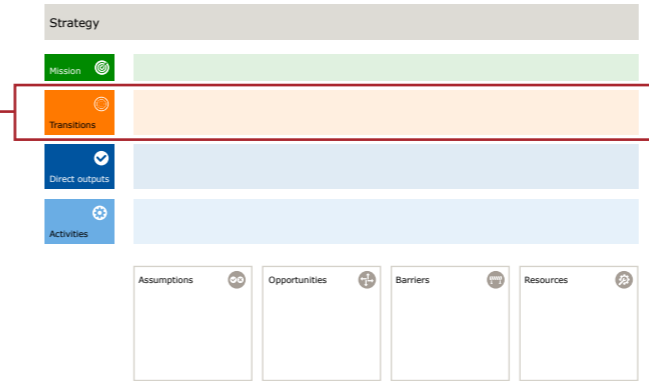
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# Transitions

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What do you hope that will actually change in the longer term (transition), partly due to your activities and results?

E.g. 'new municipal policy', 'more environmental friendly behaviour'.

You don't have everything directly under control. You're trying to trigger transitions.

Write down what you hope that will happen at a higher level because of your activities (it may help to think in categories here, like citizens, companies and government. But it doesn't necessarily have to be people, it can also be nature, for example).

Note the transitions in the template scheme.

1

Are the transitions you expect to achieve still in line with the mission you had in mind?

Draw an arrow between output(s) and transition(s) that belong together. And also from transition(s) to mission.

2

The first step is ready! Take a break. Have a critical look to the scheme so far, are you satisfied?

If you are satisfied, you can continue to Assumptions

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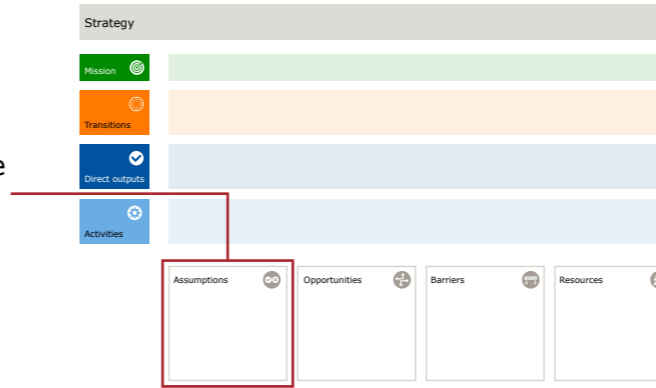
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# Assumptions

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Consider the arrows between Activities, Direct outputs, Transitions and Mission.

1

Define for each arrow which assumptions you made in this step.

For example that when people have more contact with nature, they also deal more consciously with nature.

2

Discuss these assumptions carefully within your team.

Did you all agree on the assumptions which are made? Name the differences and similarities.

Write down the assumptions in the template scheme.

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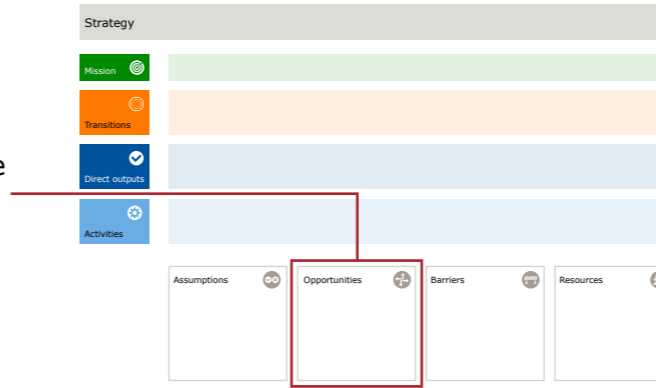
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# Opportunities

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Which general developments can contribute to achieving your goals? These are opportunities.

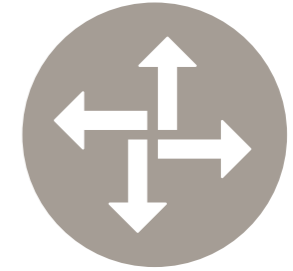
This is about topics that you don't directly influence yourself. Consider, for example, increased media or political attention for the topic. It can be a large-scale or local development.

1

Can you capitalize on these opportunities? If so, how could you do that and who do you need?

Record these opportunities in the template.

2



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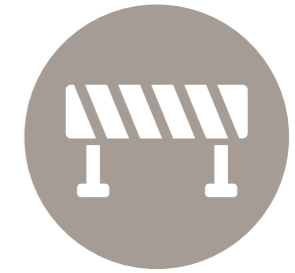
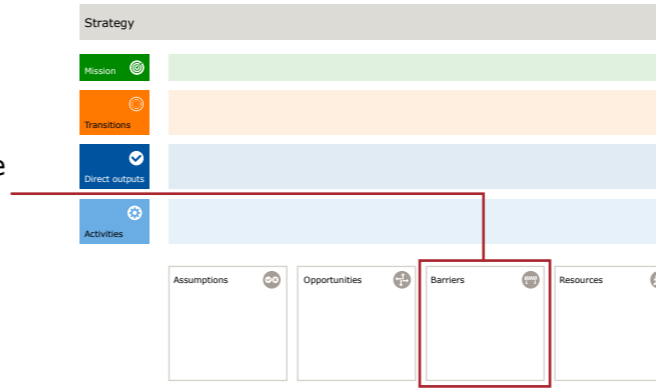
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# Barriers

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What general developments can hinder your initiative?

This is about things that you have no control over. Think, for example, of dependence on other organizations or conflicts.

1

How do you think to handle these barriers?

Note the barriers in the template scheme.

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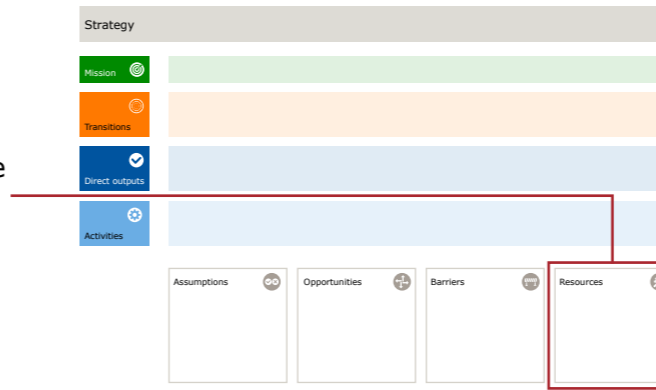
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# Resources



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What do you need for your activities?  
Make a list. Consider money, manpower, specific knowledge, etc.  
Do not forget your 'network' of contacts. A network can be mapped.

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Write down the resources in the template scheme.

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Your strategy is now ready. Congratulations! Are you satisfied?  
Consider this is a living document that you can adjust on a regular basis.

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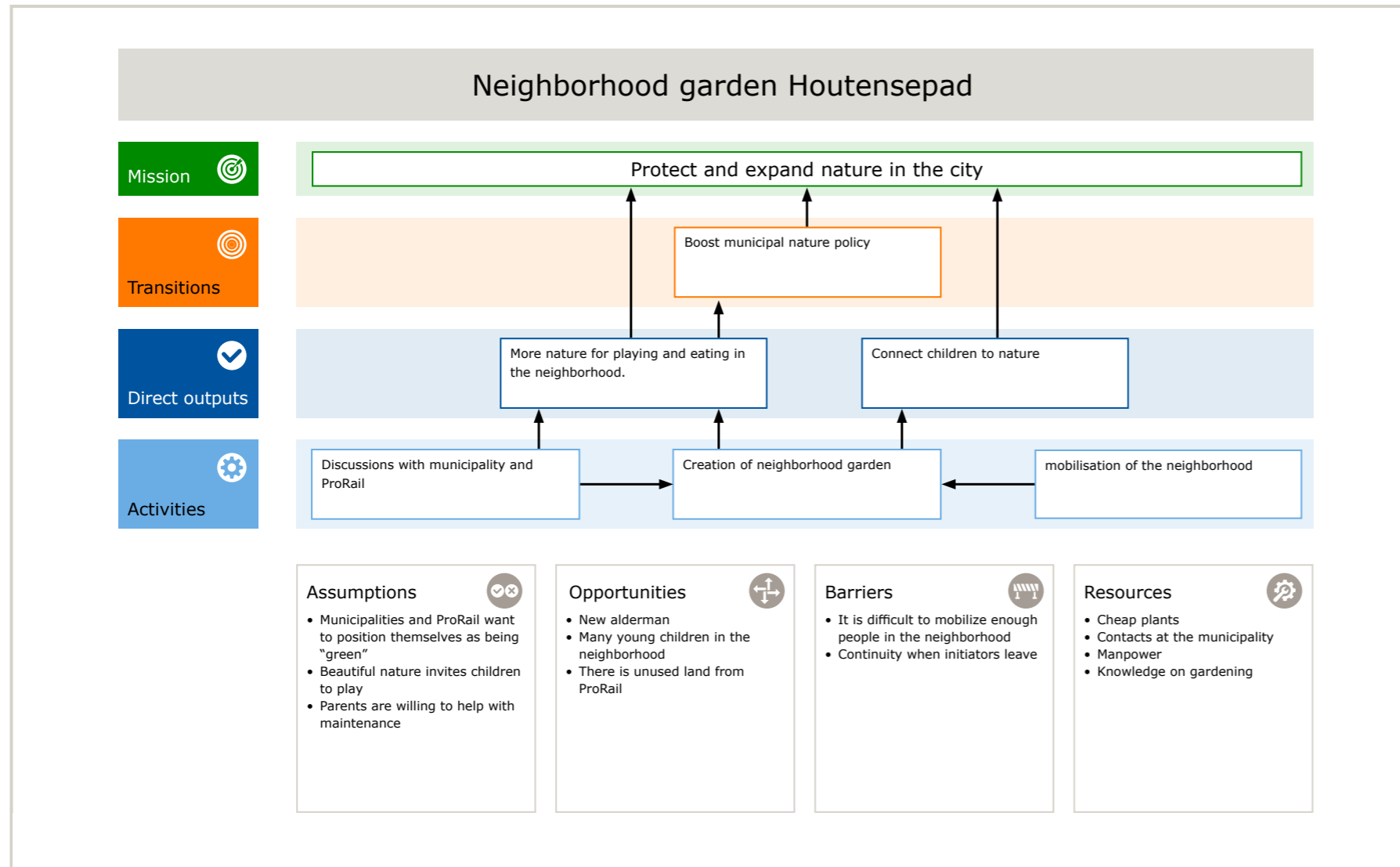
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# Practical examples



The step-by-step approach can be used for a small local initiative and for a larger regional/national initiative. We provide an example of both types.




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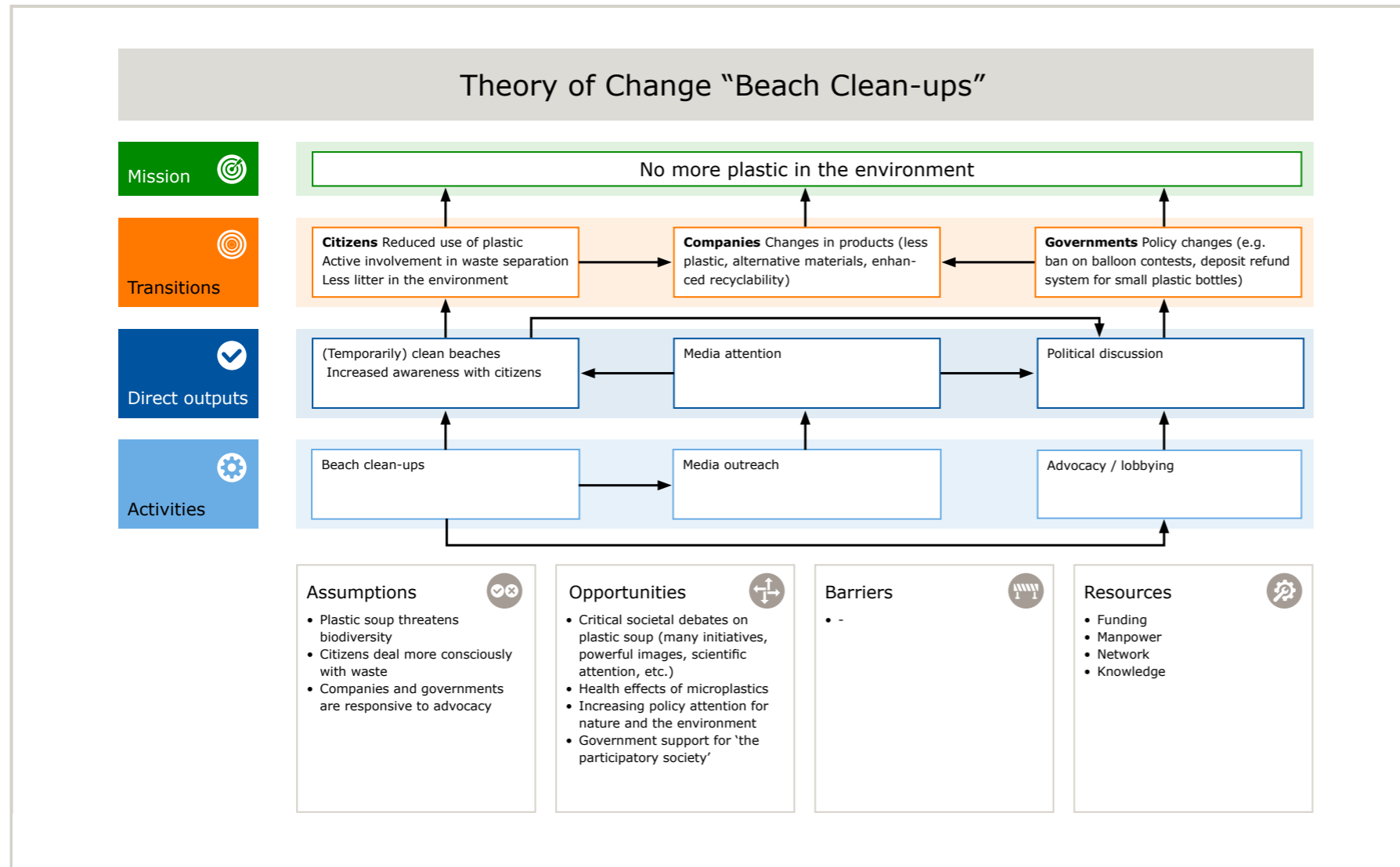
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Example of a bigger regional/national initiative




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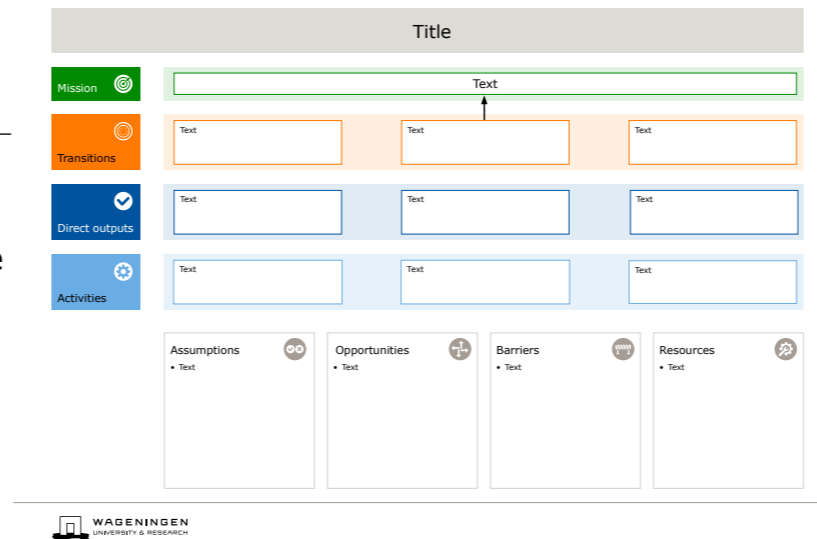
# Template



Use our template to create your own strategy.

## Explanation of the template:

- The number of activities, direct outputs, etc. can vary per initiative.
- Also the number of opportunities, resources, etc. is not necessarily exactly three.
- The arrows can be different than in the template scheme.
- You may change them and for example multiple arrows can go to one box.
- Download here the ppt-template of the [step-by-step approach](#).
- Consider once per year what the direct outputs have been of the activities, if it has contributed to the mission and what transitions have been triggered.
- Adjust your strategy if needed!



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## Authors

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## References

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