PARTB:PREPARATION

CHAPTER6   SETTINGOBJECTIVES

6.1 INTRODUCTION

ThisChapteristhefourthandlastinPartBofthishandbook.PartBdealswith the process of analysing situations and exploring options before deciding to commence implementation of any projects and programmes. This Preparation phasesthuscomprises:

InstitutionalArrangements   (Ch.3)
Audit   (Ch.4)
Analysis   (Ch.5),andnow
SettingObjectives   (Ch.6)

Thereare5logicalstepsinsettingobjectives:

1)   Definetheoptions   (6.2below)
Agreethepriorities   (6.3below)
Choosestrategies   (6.4below)
Schedulestrategies   (6.4below)
Arrangeresources   (6.5below)
CreateaBusinessPlan   (6.6below)

2   DEFINEOPTIONS

TheprocessinvolvedinChapters3-5shouldhavethrownupawiderangeof possible actions. However, there may be many others that will only become apparentintheinvestigationthatisoutlinedhere.

Anyactionstobetakenoninformalsettlementissuesshouldconformtooneor moreofthe4GoalspresentedinCh.2:

Incorporation
Improvement
Betterment
ForwardPlanning
Itisrecommendedthatineachsituationoptionsbeidentifiedthatcouldaddress

every one of these goals. This would lay the foundation for an integrated response.

Thisstepdoesnotinvolvethe *selection*ofoptions-onlythedefiningofpossible actionstobetaken.

6.3 AGREEPRIORITIES

6.3.1 Decideonprioritisingcriteria

Nowthesortingprocessbegins.Thefirststepistodecidewhatcriteriatousein ordertoranktheoptionsinpriorityorder.Criteriamightincludeaspects,areasor groups that require particular attention; time and cost constraints and targets; political,social&healthimperatives;etc.Itisessentialthattherebeconsensus onthispointbyalltheparties,asitiskeytoagreeingwhatismostimportant.

2 Listthepossibilities,withbudgetsandtimescales

Estimatebudgetsandtimescalesforeachoptiondefinedin6.2.

6.3.3 Applythecriteriatothepossibilities

Sorttheoptionsthathavebeenlistedwithineach Goalinto apriorityorder, by applyingtheprioritisingcriteriatoeachoption.Thislistofprioritiesshouldthenbe thoroughlyworkshoppedwithandbyallstakeholdersuntilarealconsensushas beenestablished.

6.4 CHOOSEANDSCHEDULESTRATEGIES

Strategiesdescribehowthingsshouldbedone.Thereisusuallymorethanone usefulwaytoaddressaproblem.Careshouldbetakentoensurethatthemost appropriatestrategiesareadopted.Awayofachievingthatisdescribedbelow:

6.4.1 Brainstormpossiblestrategiesforeachprioritisedoption
Trytolookatthesituationfromasmanyperspectivesaspossible.

6.4.2 TeststrategiesagainstGoalsandGuidingPrinciples
This process helps to ensure that strategies achieve the desired result both in termsoftheproductandtheprocessthatistobeinvolved.(seeCh.2)

6.4.3 Choosethebeststrategiesandconsidertheircombinedimpact
Identify the most promising strategies, and assess whether their combined impactwillproducethedesiredresult.Trydifferentcombinationsofstrategiesto getthebestfit.Obtainagreementfromallstakeholders.

4   Prepareatimechart

Makeadetailedanalysisoftheproposedstrategies,identifyingeverystepinthe process. If possible chart each programme so that everyone can see and understandwhatisrequiredandhowlongitwillalltake.

6.5 ARRANGERESOURCES

Identify the resources required for every step in the process - including personnel, finance, land, buildings, expertise, equipment. Prepareabudgetand cashflow.Verifytheavailabilityoftherequiredresources.

6.6 CREATEABUSINESSPLAN

Produce a combined Business Plan that incorporates all projects and programmes. This will not only be the guide for the implementation, but a strategic master plan which shows how these projects and programmes fit into overall policy objectives. Such a document could also be used to help raise the requiredfinance.