

Report to OSMF Board

26 January 2023

OSMF Strategic Plan Outline - 2023 Cycle

Proposal:

It is proposed that the OSMF Strategic Plan Outline, as approved by the Board on July 2021, should be enhanced in a new planning cycle that will be a community driven planning process to be undertaken in the first half of 2023.

Motivation

A Strategic Plan is an important tool for co-ordinating the work of the OSM Foundation, for prioritisation and resource allocation and for ensuring that implementation of development projects is consciously brought to the forefront of the Board's work. A plan with well-defined tasks supports delegation of work and contracting out of work, which makes for a more strategic, less operational Board, which has been a goal for some time. A Strategic Plan is also an asset when negotiating with Corporate and individual donors. It builds an institutional reputation of being business-like, focused and efficient and can help donors have more confidence that their contributions will be directed to important projects. The current Strategic Plan Outline may be seen at

https://wiki.osmfoundation.org/wiki/Strategic_Plan_Outline

The OSMF Strategic Plan Outline was developed in a highly participative process, managed by the then Board Chair Allan Mustard. The development of the Outline was a notable achievement, but in the time available in that cycle the full strategic process could not be followed to its conclusion. The Outline does not yet fully develop the strategies collected during the last participative process into an implementable Task level. Without that level the Plan cannot easily lead to projects addressing the work implied by the strategies.

Programme

In this 2023 Cycle, it is proposed that the implementation layer will be enhanced, again through a highly participative process. It is planned that the participation should reach as much of the global OSM community as possible. This is designed to ensure that many problems and successes of OSM will be surfaced from community contributions and will be used to improve the plan and our activities.

The community outreach will be supported by several Wiki pages in multiple languages introducing the work of the OSMF, describing the Strategic Plan Outline 2023 Cycle, linking to the current plan in a revised format and describing the many ways the community can to respond to the Board with suggestions for the plan. Communities will be contacted by using the variety of social media and other channels used globally for discussions on OSM.

More specialised communities, like Donors, Developers, Board and WG members and Board and WG alumni will be directly consulted, particularly on the more technical and task development aspects. The consultation list will be available to the Board.

Contributions received will be acknowledged and contributors will be identified (subject to their approval as some contributors may wish to remain anonymous to the larger

community). The new information will be added to the Strategic Outline Plan in the appropriate places, and will be developed into Tasks by the addition of implementation details. The advice of the Consultative panel will be valuable for prioritisation of tasks, the estimation of resources required, the assignment of work and all the details of tasking.

The end result, or deliverable, will be an updated Strategic Plan Outline, that can be closely linked to a realistic, implementable work programme stretching over the next five years. Resource constraints, both financial and human, will prevent all tasks starting simultaneously. Implementation has to be a process of rolling out development projects at a pace consistent with staying within the resources available. The plan includes strategies to increase resources, so if resources are successfully boosted the roll-out plan will be accelerated.

Timeline

There is some urgency in preparing the Strategic Plan Outline 2023 Cycle. The Treasurer in particular needs the Plan to support fundraising efforts. There are also many urgent OSMF tasks which have been stalled for a while. It is hoped that the completion of the plan in a short time will give impetus to starting many of the neglected projects before the second half of this year.

The team will make every effort to have a draft version of the 2023 Cycle ready by mid-year. Early versions will be published in an unfinished state for the information of the Board and for community comment. The Board and Community will be kept informed of progress on a monthly basis.

The final version will be submitted to the Board for formal approval in the third quarter of 2023.

The Team

There are three members on the Strategic Planning team. They will be supplemented by specialists and supporters as necessary.

The members are Allan Mustard (Board alumnus), Sarah Hoffmann (Board) and Craig Allan (Board).

Resolution

The Board is asked to approve the following resolution:

"This Board supports the preparation of the Strategic Plan Outline Cycle 2023, as described in the report."