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PLAN INTERNATIONAL

# STRATEGIC PLANNING



## PLAN INTERNATIONAL ETHIOPIA

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## Acronyms

| | |
|---|---|
| CSO | Civil Society Organization |
| CTC | Core Trainers and Coaches |
| ECOSOC | Economic and Social Council |
| FIT | Flexibility Inclusiveness and Teambuilding |
| HR | Human Resources |
| KRA | Key Result Area |
| LCD | Liquid Crystal Display |
| M&E | Monitoring and Evaluation |
| NB | Nota Bene |
| NGO | Non-Governmental Organization |
| OD | Organizational Development |
| ODD | Oppositional Defiant Disorder |
| PESTEL | Political, Economic, Social, Technological, Environmental, & Legal |
| PIC | Plan International Ethiopia |
| PIE | Plan International Canada |
| SMART | Specific, Measurable, Attainable, Relevant, and Time-bounded |
| SP | Strategic Plan |
| SPT | Strategic Planning Team |
| SWOT | Strengths, Weaknesses, Opportunities, and Threats |
| TIP | To Insure Promptness |
| ToT | Training of Trainer |
| UK | United Kingdom |

| | |
|---|---|
| UN | United Nations |
| WO | Women's Organization |
| WRO | Women's Rights Organization |

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# Introduction

## *I. Purpose of the Module*

The purpose of the module is to guide Civil Society Organizations (CSOs), especially Women's Organizations (WOs), through a strategic planning process. The module is also intended to serve as a learning reference, training guide, and manual for these organizations. It covers steps for planning to complete a strategic plan, background issues that inform or direct the strategic planning process, and defining the strategic framework for projects or organization's activities. It is the strategic framework that gives the activities coherence and direction.



## *II. Objective of the Module*

For an organization to grow, a strategic plan should be at the core of the work being delivered by the organization. Without a strategic framework, an organization will not have a clear set of goals and understanding amongst staff on how to achieve the goals. This module serves as a framework for interactions among the parties involved in the preparation of the strategic plan. In general, the module has the following overarching objectives.

- To help CSO (WOs') staff use it as reference material when developing or reviewing/updating their organizational strategic plan.
- To equip the Core Trainers and Coaches (CTC) team with basic skills and tools that will enable them to deliver proper training.
- To undertake integrated and interactive training and coaching.

## *III. Who will Use the Module?*

The module is intended to be used by CSOs including WOs who are working hard to bring practical change by leveraging gender equality through developing an appropriate strategic plan. It will also be used by stakeholders who are supporting and promoting gender equality based on the feminist approach.

# CHAPTER 1: TRAINING CLIMATE SETTING

*This chapter, as the first session of the module, begins with self-introduction and laying down ground rules that help guide the participation codes during the conduct of each session. The self-introduction part covers participant introductions, their backgrounds in short, as well as their expectations of the training program. The self-introduction activities may include performing funny physical exercises to break down barriers and put the participants at ease. The chapter ends with the administration of Pre-training questions given in Annex II.*



### *Session Topics*

| Topics | Time |
|---|---|
| Welcoming and Self Introduction | 30 minutes |
| Participants' Expectations | 25 minutes |
| Setting Norms/Ground Rules | 15 minutes |
| Pre-training Questions | 20 minutes |

## *1.1. Welcoming and Self-Introduction*

**Objectives**

a. To help facilitators introduce themselves and get to know the participants.
b. To help participants introduce themselves and get to know each other.
c. To create a sense of belongingness to a goal-oriented team among all actors involved.

**Activity 1.1:** Motivate participants to introduce themselves

***TIP for Facilitators:*** Lead the process by giving examples of how they are going to introduce themselves. You may take your own case as an example as you introduce yourself to the trainees. This can be done in a sitting format. Or else, to make it more of fun and keep all participants active, the facilitator may ask them to stand in a circle and tell their names, positions and related information. The facilitator can also use any other interactive method of self-introduction, for example, encouraging them to speak freely in local languages

they can easily explain themselves.

### *1.2. Participants' Expectations*

**Objectives:**

- To know the expectation of participants and discover their interest in the training.
- To create grounds where participants learn personal and organizational needs from each other.
- To feasibly adapt training approaches towards addressing special focus areas of participants.

**Methodology:** Pair work

**Materials:** Small cards, Flip Chart, and markers/pens

**Activity 1.2:**

- Split participants into pairs and distribute cards to each pair
- Instruct the participants to ask their partners of the following questions.
- Tell them to write their partners' responses on their cards.

*Q1. What do you expect of the training?*
*Q2. What needs of yours or of your organization will the fulfillment of your expectations satisfy?*

Ask the pair members to speak out their partners' expectations and justifications to the plenary,

- Get all expectations and justifications written on sheets of flip charts and post them for training-end checkup.



***TIP for Facilitators**:* This activity will help participants to start exchanging ideas, which pave ways not only to report what they expect but also to start working in groups. In addition, please tell the participants that the training will be participatory, and every member is expected to actively share her/his thoughts and experiences, ask questions, and respect each other's ideas.

### 1.3. *Setting Norms/Ground Rules*

**Objectives:** To collectively develop ground rules and follow as well as clarify what behavior is expected of each participant during all the training sessions.

**Methodology:** Pair work

**Materials:** Chart paper, scotch tape, and marker/pen

**Activity 1.3**

- Ask the participants to list ground-rules they feel are important,
- Add some more rules in case you think important.
- Write the rules on a flip/paper chart, and ensure that agreement has been reached.
- In a participatory way, select, for each day of the training,
  - a time keeper

- a summary reporter/recap, and
- an energizer facilitator.

- Paste up the paper/flip chart sheet/s for further visibility and reference.

Examples of Common Ground Rules

- Only one person speaks at a time;
- Raisings a hand if someone has something to say;
- Listen to what other people are saying;
- No mocking or attacking other participants' ideas;
- Be on time for the training and coming back from breaks;
- Respect each other;
- Mobile phones on silent or vibration mode;
- No side talks;
- Respect safeguarding rules.



***TIP for Facilitators:*** After agreeing on the ground rules, the facilitator shall convey the training schedule; start time, tea breaks, lunch, and time of departure during the training days.

## Pre-training Questions

Administer, on individual basis, the questions given in Annex II. Keep a copy of the results of each participant for comparison with results of post-training questions to be administered in the end of the training.

# CHAPTER 2: BASIC CONCEPTS of STRATEGIC PLAN

*This part of the module discusses the general concept of a strategic plan including but not limited to what is meant by strategic planning, its origin, objectives of a strategic plan, pre-requisites to develop a strategic plan, and benefits of the plan to CSOs/WOs. In this session, efforts will be made to familiarize the concept through discussions and experience sharing from participants.*



### *Session Topics*

| Topics | Time |
|---|---|
| What is a Strategic Plan? | 15 minutes |
| Importance and Benefits of a Strategic Plan for Organizations | 40 minutes |
| Pre-requisites to Strategic Planning | 20 minutes |
| Timing of Strategic Planning | 60 minutes |

## *2.1. What is a Strategic Plan?*

**Objective:** At the end of the session, participants will be able to

- define what strategic plan is.
- describe what the SP process is.

**Methodology:** Brainstorming discussion

15minute

**Activity 2.1**

- Ask participants what they understand a strategic plan is.
- Write their answers on a flip chart without any additional comments.

*Note for Facilitators: Summarize the points using the following note:*

**Def. 1.** A strategy is an overall approach and plan. The strategic plan goes beyond day-to-day activities of an organization or project. It provides the big picture of what an organization is doing and where it is going. A strategic plan provides clarity about what the organization wants to achieve and how to go about achieving it.

**Def. 2.** Strategic planning is the process of developing objectives for the organization and its sub-parts as well as developing and evaluating an alternative course of action to reach these objectives; doing this based on systematic evaluation of external threats and opportunities and internal audits of strengths and weaknesses.

**Def. 3.** Strategic planning is the process by which the guiding members of an organization and its stakeholders envision organization's future and develop the necessary procedures and operations to achieve that future. It is the process of determining what an organization intends to be in the future and how it will get there. Strategic planning is finding the best future for your organization and the best path to reach that destination.

## *2.2. Importance and Benefits of a Strategic Plan for Organizations*

**Objective:** At the end of the session, participants will be able to list down some descriptions on the importance and benefits of having a strategic plan.

**Methodology:** Brainstorming, small group discussions and reflections from each group
**Item:** Flip chart, marker, LCD, computer.

40 minutes

**Activity 2.2**

1. Ask participants in groups of 3 – 4 why having a Strategic Plan is important for an organization
2. Tell them to present their work to the plenary.

Note for Facilitators: The following are some descriptions of the importance of SP- Strategic Plan is important because it

- improves performance;
- stimulates forward-thinking and clarify for future direction;
- enables the organization to be prepared for a fast-changing environment (i.e. conflicts, natural disasters, global pandemics, etc.;)
- prioritizes and enables effective utilization of resources _staff with specific experiences and skill sets, funding/budget, etc.;
- institutionalizes and increases accountability to major stakeholders;
- solves major organizational problems and re-energizes the organization;
- builds teamwork among experts;
- builds institutional capacity through participation;
- encourages delegation and commitment;
- develops indicators for measuring effectiveness/impact;
- places focus on important things: resources (time, talent, money) are properly allocated to those activities that provide the most benefit.
- proves an awareness of the changing environment as a foundation for needed change
- analyzes the internal working culture, and evaluates its impact on the organization's performance;
- creates awareness on the organization's potential by considering its strengths and weaknesses;
- identifies and analyzes available opportunities and potential threats, and brings about a needed change of direction in the organization;
- enables strategic issues to be flagged for top management review;
- is able to set more realistic objectives that are demanding yet attainable: poor-performing areas can be identified and eliminated;
- gains control of operational problems;
- provides a road map to show where the organization is going and how to get there.

## *2.3. Pre-requisites to Strategic Planning*

**Objective:** At the end of the session, participants will be able to describe the pre-requisite resources, roles and responsibilities needed for strategic planning.

**Methodology:** Presentation and clarification

20 minutes

Note for Facilitators:

**Agreement on the SP Process and Purpose**

There needs to be a clear understanding and agreement on the overall process and purpose of the strategic plan. There are variations in terms of how the process is described and exactly what is included in the process depending on the size of the organization, the time length of the strategic plan as well as the capacity and resources of the organization, etc.

**Management and Staff Commitments**

It requires a commitment to the process on the part of senior management to ensure the strategic plan is developed in collaboration with all levels of staff; has sufficient time and budget; is well disseminated to staff upon completion; and continues to be reviewed, adapted, and monitored. Strategic planning involves a lot of fundamental decision-making and involvement of staff, volunteers, board members, and management at all levels to ensure its success. Some of the planning team need to be engaged on a full-time basis and must have the knowledge and skills required for strategic planning based on an appropriate training. Moreover, there should be representatives from the leadership and management body in the strategic planning team/committee to oversee, continuously monitor and adjust the development of the strategic plan. Once a strategic planning team is established, it will be important to define everyone's roles and responsibilities as well as their available time and level of effort.

**Budget**

There will be a cost to the organization and these funds must be available. Costs will come in all formats from time and resources to develop the strategic plan to the budget to implement the activities to achieve the goals outlined in the strategic plan. Organizations may choose to develop a strategic plan internally with existing staff. Their time, level of effort, and time away from other responsibilities will need to be factored in. If your organization hires the support of a consultant to either facilitate or conduct assessments and/or evaluations/research to support your strategic plan, these will have varying costs and benefits associated with the delivery, and such costs will need to be budgeted.

## *2.4. Timing of Strategic Planning*

**Objective:** At the end of the session, participants will be able to analyze the timing for strategic planning and pass decision.

**Methodology:** Presentation and clarification

60 minutes

*Note for the Facilitators:*

The strategic planning process is the method that organizations use to develop plans to achieve overall mid-term or long-term goals. This process differs from the project planning process, which is used to scope and assign tasks for individual projects. It differs from strategy mapping either, which helps organizations determine their mission, vision, and goals. It is also broad, and helps organizations to create a roadmap as to which strategic objectives they should put efforts into in order to achieve their goals.

A strategic planning process is not something that can happen in an ad hoc way, at a regular planning meeting, or during a staff meeting. It requires careful planning to setup so that the process is thorough and comprehensive. When you develop or revise a strategic plan, you are setting the parameters for the work of your organization, usually for two to three years or longer. So, it does make sense to spend some time and energy planning for your strategic planning process.

The questions to ask here are

- When do you need to do a strategic planning process?
- How often do you need to do a strategic planning process?
- At what point in an organizational or project cycle do you need to do a strategic planning process?
- How long should a strategic planning process be?

**Some suggestions:**

There are various times in the life cycle of a project or organization when it makes sense to do a strategic planning process. For example, when you are initiating a new project, you may need one; but with a new organization, you need to do a strategic planning process. If you have just had a major evaluation of your existing organization or work, and this has led to recommendations, then you may decide to have a strategic planning process immediately afterward. When you reach the end of a major phase in a project, it makes sense to review progress and prepare for the next phase through a strategic planning process.

### Activity 2.3

1. Ask all participants from the same organization to form a group.
2. Let each groups work on questions in Annex I of this module,
3. Ask each group to present their work to the plenary. Remember that each group is expected to come up with a decision whether or not it is time for its organization to embark on a strategic planning process.

# CHAPTER 3: STRATEGIC PLANNING AND MANAGEMENT PROCESS

*This part of the module discusses the core aspects of a strategic plan with main focus given to the strategic planning process. Starting from preparation, it includes establishing a team, compiling organizational background, setting or revising organizational goals, affirming a vision/mission, stakeholder and SWOT analysis, identifying critical and crosscutting issues, formulating the strategic plan, implementation of the plan, and monitoring and risk management. Participants will learn the basic six-step process of a strategic planning through engaging in tailored activities in order to put the lessons from each step into practice.*

### *Session Topics*

| Topics | Time |
|---|---|
| I- Planning to Plan | 3:00 hours |
| II- Goal Setting | 35 minutes |
| III- Analysis Procedures | 6:00 hours |
| IV- Critical and Crosscutting Issues | 4:00 hours |
| V- Formulating 3 – 5 Years' Strategic Plan | 2:00 hours |
| VI- Resources Planning | 45 minutes |
| VI- Monitoring & Evaluation and Risk Management | 65 minutes |

## *I. PLANNING TO PLAN*



Commented [1]: The graphics doesn't explain the planning to plan. The graphics should reflects thinking or discussion around a table on how to plan. This graphics rather shows assembliing a structure following an exsting plan.

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Section 1

### *Overview of the Strategic Planning Process*

**Objective:** At the end of the session, participants will be able to describe the four phases of strategic planning process.

**Methodology:** Brainstorming, Discussion

**Items:** flipchart, marker/pen, LCD projector

35 minutes

**Activity 3.1**

1. **Ask the participants individually to give the four phases of strategic planning process.**
2. **Write their responses on the flip chart.**
3. **Stabilize the discussion with the following notes.**

There are four phases of a strategic planning process:

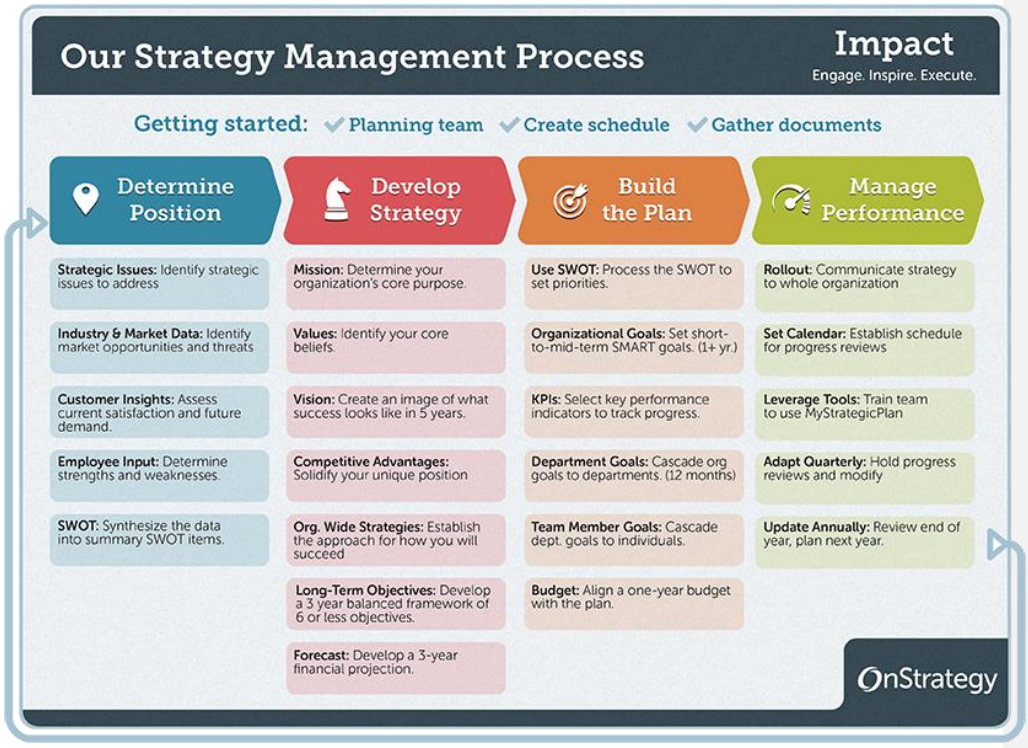
1. **Assess:** A good strategic plan begins with assessing where the organization is today (current state). This is done by gathering external perspectives (opportunities and threats) and internal perspectives (strengths and weaknesses) summarized into a SWOT analysis.
2. **Design**: Designing a strategic plan starts with a mission statement (why do we exist as an organization, what is our core purpose/what is not). Once there is clarity on the organization's mission, a vision (future state) can be casted. Strategic Plans are all about moving from where an organization is to where it wants to be. The rest of the strategic plan builds a road map of how to move from today to tomorrow by starting with competitive advantages and strategies which help the organization to succeed in this movement. An organization's long term goals are essential to determine how the strategic framework is built. In such a framework, a Strategic Plan should cover four specific areas: 1) Financial Resources; 2) Project Participants (Target Groups/Audience); 3) Operational and Internal perspective; and 4) People/Staff/Human Resources
3. **Build: Building** starts with the organization's S.M.A.R.T goals. These goals outline where an organization wants to be in Year 1, 2, 3, etc. Once an organization has a few S.M.A.R.T goals per long term strategic objective, the organization is ready to move into operating plans. Operating plans help to cascade the organization's

strategic goals and objectives into each level of the organization (i.e. organization wide goals cascaded into department goals, and department goals cascaded into individual staff position goals).

4. **Manage**: In order to effectively manage your organization's strategic plan, you need three things:
   1) People – every person in the organization should have an individual action plan that comes from the organization's strategic plan. The individual action plan should express ownership and accountability for what they need to get done (roles/deliverables) and by when (deadlines).
   **2)** System – an established operating system to track progress of goals; and
   **3)** Process – the real works with scheduled monthly or quarterly reviews of the organization's progress against its strategic goals/plan. This is also a time if things aren't progressing as you've hoped, then to reassess and revise the plan.

*On Strategy - https://onstrategyhq.com/resources/strategic-planning-process-basics/ (slightly adapted)*

| Assess | Develop Strategy | Build the Plan | Manage Performance |
|---|---|---|---|
| **Strategic Issues**: Identify strategic issues to be addressed | **Mission:** Determine your organization's core purpose | **Priorities:** Use SWOT analysis to set priorities | |
| **SWOT**: Identify and analyze the organization's internal situations (Strengths and Weaknesses) and External situations (Threats and Opportunities) using industry and market data, project participant insights (surveys), and employee and volunteer inputs | **Values:** Identify your core beliefs | **Goals:** establish short, mid-term and long-term goals | |
| | **Vision:** create an image of what success looks like in 3 or 5 -10 years. | | |
| | **Strategies:** Establish the approach for how the organization will succeed. | | |
| | Objectives | | |




## Section 2 *Establishing a Strategic Planning Team*

**Objective:** At the end of the session, participants will be able to explain how to establish a strategic planning team.

**Methodology:** Group Work, Discussion

**Items:** flipchart, marker/pen, LCD projector

35 minutes

**: Activity 3.2:** Divide the participants into groups and ask the following questions: Tell them to write their responses on a flip chart and present to the plenary through their group representatives.

- Why is it important to establish a strategic planning team?
- Who are the key staff required to participate in the SP work and what will be their roles?

*Note for Facilitators:* When the organization decides to develop or revise its strategic plan, it is important to establish a dedicated committee/team to facilitate the work on time, with better expertise, better quality, and accountability. Hence, key staffs

representing the main departments of the organization are required in the team of the planning process. The team should also be gender balanced and inclusive of all races, disabilities, educational backgrounds, etc. It is suggested that the selection process shall be transparent; for example, through open meetings and justification of selecting each member. For that case, all staff need to be aware of the goal of the work and the need to participate.

The team is usually composed based on the size of the staff who can qualify to participate in the process. Other conditions can also be taken into consideration. However, it strictly needs to make sure that participants in the planning team are

- ready to commit their time and effort;
- have better knowledge and experience as well as awareness of goals, objectives, and vision/mission of the organization;
- representative of all departments;
- resource people (persons with better expertise in the area of strategic planning).

**The planning team** will be responsible for doing much of the data gathering, analysis, and writing of the document. The organization can also choose to use an external facilitator (Consultant, volunteer, a donation from sister organizations, etc.)

**The management** of the organization needs to provide leadership in the process:

It needs to review and approve the document developed by the team.

In addition to a core team, the organization can also create a platform for the participation of other staff who are not a member of the team. This ensures a participatory and inclusive process that involves as many staff members as possible to ensure inclusion of diverse opinions and ideas. Conducting regular consultations and facilitating opportunities to review, discuss, and feed into the process for the staff will help the organization to come up with an enriched strategic plan.

## Section 3 *Preparing the Organizational Background*

**Objectives:** At the end of the session, participants will be able to explain the importance of capturing the organizational background/profile for developing a strategic plan.

**Methodology:** Brainstorming based on a guiding question

**Items:** flipchart, marker pen,

20 minutes

**Activity 3.3:**

Ask the participants the following question.

- Why is it important to know the background of their organizations to develop SP?
- Write all responses on the flipchart without discussion.

*Note for Facilitators:* Summarize the brainstorming by providing the following points.

To develop a strategic plan, it is compulsory to know, clearly understand and take into consideration the background of the given organization, its establishment, its mission, vision, value assets, core principles, type of services it aspires to provide, its approaches towards society, and the like.

In general, knowing and determining the following is compulsory.

- current services, and thematic and operational areas;
- organizational structure (the organogram);
- human resources and staffing strategies;
- past experiences, achievements, and shortcomings.

## Section 4 *Vision, Mission, Values, and Mandate Analysis*

**Objective:** At the end of the session, participants will highlight the importance of defining the vision, mission, values, and mandate of the organization when developing a strategic plan.

**Methodology:** Brainstorming, group discussion based on guiding questions

**Items:** flipchart, marker pen, LCD

90 minutes

**Activity 3.3:**

Ask the participants to answer the following questions in groups. Tell them to write their responses on the flipchart and present to the plenary.

- What is a vision and why do we need to review it while developing a strategic plan?
- What is an organizational mission and why do we need to review it while developing SP?
- What are the values and mandates of an organization and why do we need to consider them in SP?

*Note for Facilitators:* To develop a strategic plan, capturing or revising the vision, mission, values, and mandates of the organization is a key milestone. These are the guiding elements of the growth path of any organization. Unless these components are clearly defined and put in place, it will be difficult to develop a strategy for the organization. The notes below help to understand what these

core components mean.

**Vision:** a statement that describes the desired **future position of the organization**. It is what keeps the organization forward. Vision needs to be written in a clear statement that indicates what the organization wants to see through its contribution. Vision must be the most powerful motivator. It should be noted that the strategic plan actions should contribute towards realizing the vision. A vision should not be comprised of more than one or two sentences.

The following are key elements of an effective vision statement.

- ✓ forward-looking
- ✓ motivating and inspirational
- ✓ reflective of the organizational culture and core values
- ✓ aimed at bringing benefits and improvements to the organization in the future
- ✓ It defines the organization's reason for existence and where the organization is heading.

Example: Plan International's Vision

**Striving for a just world that advances children's rights and equality for girls**

**Activity 3.4:** Write the example vision on the board/flipchart and ask the participants to identify the following components.

1) A word indicating a future tense;

2) Motivational/inspirational word;

3) A benefit or improvement to the organization's future; and

4) Reason why the organization exists.

* Ask if any of these components are missing and how they would strengthen the vision statement.

**Mission:** is what **defines the organization**; its objectives and its approach to reach those objectives. Mission defines the overall purpose of the organization.

The following are key elements of a mission statement.

- ✓ It tells readers who the organization is.
- ✓ It relays what social problem the organization is trying to solve/improve and how it plans to achieve it.

- ✓ It communicates the organization's philosophy and culture.
- ✓ It shows what is distinctive or unique about the organization.

For example: Network of Ethiopian Women's Association (NEWA) mission

**Promote gender equality and enhance the economic, social, political and legal empowerment of women and girls in Ethiopia, by strengthening synergy among its constituents, enabling joint effort of all actors and ensuring accountability towards protection of women's rights.**

**Activity 3.5:** Write the example mission on the board/flipchart and ask participants to identify:

1) primary purpose of the organization;

2) problem the organization is trying to solve;

3) who are the primary target audience of the organization;

4) core service(s) offered by the organization; and

5) what the long-term outcome of the organization is.

* Ask if any of these components are missing and how they would strengthen the mission statement.

**Value:** Values represent the philosophy of operation and the organizational culture. A value manifests the core principles of the organization.

For Example: Womankind Worldwide values

**Activity 3.6:** Ask participants to think of their organization, and visualize what value comes to their mind? Ask them to write it down and define how their organization is demonstrating it. In the plenary, asks a few people to share the values that they identified.

Some common Values of WROs are given below.

- ✓ **Inclusion:** When we work collectively, we can propel ourselves to a new world – one where women and girls can live their best lives.
- ✓ **Transparency:** Being transparent and accountable builds trust in our partnerships so we can unmask and challenge patriarchal power structures.
- ✓ **Commitment to Learning:** We actively recognize all women have different experiences and that we can all learn from their expertise.

**Mandate Analysis:** Mandate analysis is the process of examining the legal or formal authorization that defines the scope and authority of an organization. The mandate typically outlines the organization's purpose, responsibilities, and jurisdiction, and it is usually established by a government agency or other authority. The mandate analysis also ensures that the organization is operating within its legal authority and fulfilling its obligations and responsibilities.

To conduct a mandate analysis, the following steps can be taken:

1. Review the official documents that establish the organization's mandate, such as laws, regulations, charters, or bylaws.
2. Identify the organization's purpose, responsibilities, and jurisdiction as defined in the mandate.
3. Assess the organization's compliance with the mandate, including any requirements or obligations that must be met.
4. Evaluate the effectiveness of the organization in fulfilling its mandate, including any areas where improvements can be made.

By conducting a mandate analysis, organizations can ensure that they are operating within their legal authority, meeting their obligations and responsibilities, and fulfilling their mandate effectively and efficiently. In addition to this, it enables outsiders to identify on what authority your organization acts and to what the organization is accountable for.

## *II. GOAL SETTING*




### Setting Goals and Objectives

**Objectives:** At the end of the session, participants will be able to

- identify the conceptual differences and complementarities of vision, mission, goal and objective in strategic planning.
- describe the importance of setting goals and objectives in the GTMOD during strategic planning

**Methodology:** Brainstorming, presentation and discussion based on guiding questions

**Items:** flipchart, marker pen, LCD

35 minutes

**Activity 3.7:** Ask the participants to answer the following questions.

- What is the importance of goals and objectives for a strategic plan?
- Write all responses on the flipchart without discussion.
- Open discussion taking additional comments on the given responses.

*Note for Facilitators:*

**Goal:** A goal is a specific target, an end result of the organization's desire. It is a major step in achieving the vision of the organization. In the strategic planning context, a goal is a place where the organization wants to be or its destination. It is broader and has a longer range than objectives. A goal has a higher-level impact at the national or regional level, to which a number of efforts including the organization in question contribute .

**Objective:** An Objective is a more specific statement that is to be done to accomplish the mission/or goal of the organization. In relative terms, It may be general or specific depending on the relative perspective of levels, and can be settled at the organizational or department level.

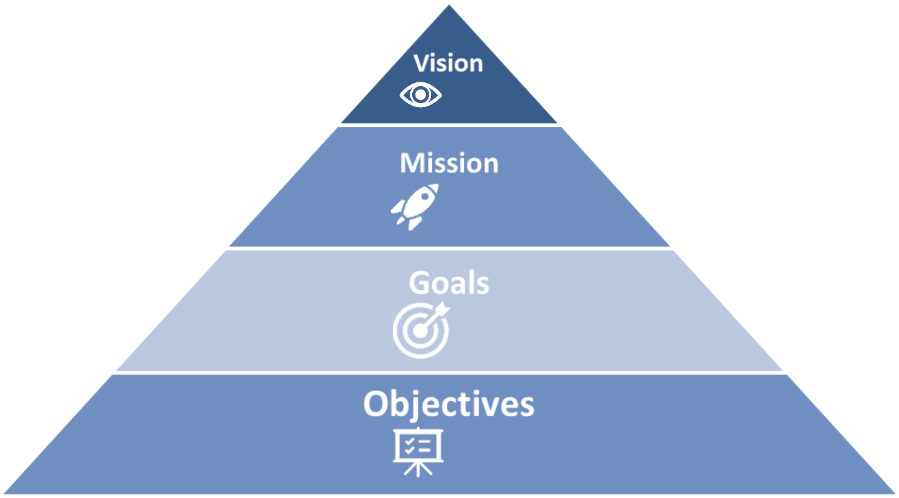



*Figure 1: Strategic Management Relationships*

Goals and Objectives setting helps to know the current status of the organization by answering the six WH questions (What, Why, Where, When, How, and Who). Remember that objectives need to be SMART (S= Specific, M= measurable, A= Attainable/Achievable, R= Relevant or Realistic and T= Time bound). Please see Annex III for SMART goal definitions.

As a woman-led organization that strives to achieve meaningful results, a WO CSO needs to consider how the goal of its strategy can address women's empowerment and gender equality in the development and implementation of its programs. The approach also needs to focus on gender transformation, inclusivity, diversification, transparency, accountability, respectfulness, tolerance, openness to understanding the voice of the marginalized, capability to enhance the agency of women, paving ways for coordination and collaboration, flexibility, context and participation.

*Please refer to the Annex IV for the Gender Transformative Model for Organizational Development (GTMOD).*

## *III. ANALYSIS PRODUCERS*




Step 1 ***Stakeholder Analysis***

**Objectives:**
At the end of the session, participants will be able to

- define the concept of stakeholder;
- describe the impact of stakeholders on organizational success and failure;
- analyse and identify stakeholders in terms of their interests, influences and impacts;
- determine stakeholder participation in terms of phases of project cycle and extent of participation level.

**Methodology:** brainstorming, group discussion, presentation, and storytelling

**Materials Required:** Flipchart, Marker, PowerPoint, (handout)

2 Hours

**Activity 3.8:** Ask the participants to do the following in groups.

1. Using Annex V, identify your organizational stakeholders (individuals and/or organizations).
2. Categorize these stakeholders to help guide your engagement strategy.
3. Present your group works to the plenary.

*Note for Facilitators:* Use the following key notes to summarize the discussions.

**Who is a stakeholder?**

Stakeholders are individuals, groups, and organizations who are in a position to influence the organization; to place demands on the organization; who are affected by or who can affect the organization's work; who have an interest in the organization's work; or who can lay claim to the organizations work.

**Types of stakeholders**

There are two types of organizational stakeholders as shown below:

- **Internal:** Boards, top management, employees, and volunteers
- **External:** Government, donors, private sectors, influential/think tanks, beneficiaries, other I/NGOs

## Purpose of Stakeholder Analysis

- To help clarify organizational mandates to others.
- To enable the organization to identify who has a say over organizational work, and assess their relative importance.
- To clarify the content and scope of their influence over organizational effort.
- To identify their level of interests, hence tensions and contradictions in the demands being made.
- To clarify unclear or changing roles, e.g. shift of a major donor.
- To determine levels of their engagement both in terms of extent and in phases of project cycle.

A basic premise behind stakeholder analysis is that different groups have different concerns, capacities, and interests and that these need to be explicitly understood and recognized in the process of problem identification, objective setting, and strategy selection. The Stakeholders have their own interests which are required to be satisfied by the organization. These interests can vary and can relate to productivity, environment, quality, and technology as well as financial, regulatory, welfare, or ethical issues etc. The organization is required to define, fully understand and address the interests of the stakeholders. This is a very delicate process that is required to be addressed with discretion since it can help the organization to achieve long-term success. An organization which cannot satisfy its stakeholders defeats the purpose of its existence.

## Stakeholder Analysis Table

Creating stakeholder matrices or data analysis medium of your community or stakeholder engagement feedback can seem a difficult task if you don't have the right tools to streamline your approach. There are 5 essential tools for stakeholder analysis to help you consolidate your data into meaningful feedback, manage your stakeholders effectively and provide the mechanism to inform your stakeholder engagement outcomes report. They are Excel, Engagement Hub, Alto meter, Google maps and ABS data. But most of the time, excel is an easier tool to use for stakeholder analysis.

A few tools (matrices) of stakeholder analysis and participation are given below. The first two are used for analysis and the third for participation determination. The stakeholder analyses that have been identified either in Table 1 or Table 2 can be posted into Table 3 for determining the phase of project cycle and the form of participation a stakeholder would be assigned to. Note that a number of stakeholders might be listed in a cell in the case of Table 3 for there would be several stakeholders that might share phases of project cycle and/or level of participation according to their kinds and levels of interests and influences.

**Activity 3.9:** Use some examples from the participants' presentations in activity 3.8 above, and show them how to employ the following tables for stakeholder analysis and participation. PIE has been given as an example in each case.

| S. No. | List of Stakeholders | Expectation | Likely Reaction and Impact If the Expectation is not met | Needed Institutional Response | Degree of Importance (1 – 3) |
|---|---|---|---|---|---|
| 1 | PIE | - Proper project implementation and utilization of the allocated resources<br>- Achievement of envisaged results | Discontinues the donation | - Effective utilization of the resource<br>- Submitting a periodic financial and narrative report<br>- Conducting field visits<br>with the donor | 1 |

*Table 1: Stakeholder Analysis Matrix*

| S. No. | List of Stakeholders | Interests | Potential Influence | Relative Priority (1 – 3) |
|---|---|---|---|---|
| 1 | PIE | High interest in<br>proper project implementation and utilization of funds<br>achievement of envisaged results | High influence in<br>determining project success or failure<br>passing decisions that can benefit or harm the reputation of the organization | 1 |

*Table 2: Stakeholder Interest and Influence Matrix*

| | To be Informed | To be Consulted | Te keep in Partnership | To be Delegated | To be Controlled |
|---|---|---|---|---|---|

| | | | | | |
|---|---|---|---|---|---|
| **Identification** | | PIE | PIE | | |
| **Planning** | | PIE | PIE | | |
| **Implementation** | | PIE | PIE | | |
| **M & E** | | PIE | PIE | | |

*Table 3: Stakeholder Participation/Engagement Matrix*

Step 2

## *SWOT Analysis*

**Objectives:**

At the end of the session, participants will be able to

- define and explain the quadrants of SWOT analysis;
- describe the contents of SWOT quadrants;
- conduct a SWOT analysis.

**Methodology:** discussion, presentation, brainstorming

**Materials Required:** Flip chart, Marker, LCD, and Plaster

80 minutes

**Activity 3.10:** In plenary ask the participants the following questions and write their responses down on a flip chart or whiteboard for everyone to see. Then discuss on the responses along with comments from other participants.

1) What is a situational (SWOT) analysis?
2) What are the components of the quadrant of a SWOT analysis?

**Example**

| | **Strengths** | **Weaknesses** |
|---|---|---|
| **Internal** | The only organization in the area that provides these type of services = no direct competition<br><br>Passionate volunteers and donor base (albeit small)<br><br>Valuable services provided | Small volunteer base<br><br>Volunteer and staff burnout and turnover<br><br>Low salaries = less competitive<br><br>Lack of communication externally |

| | | |
|---|---|---|
| | Clear vision and long history associated with the mission | Poor record-keeping |
| External | **Opportunities** | **Threats** |
| | Wider possibilities to develop partnerships with other local nonprofits (especially since no direct competition)<br><br>Well recognized high impact amongst communities<br><br>Proved survey results that a lot of women in the community are passionate about our cause. | Complexity and hardship to measure impact of certain programs<br><br>High cash flow / external costs<br><br>Community avert of talking about human trafficking |

***Table 4: Sample SWOT Analysis for CSO/WO***

*Note for Facilitators:* Summarize the presentation of the group based on the following facts of SWOT analysis.

**SWOT Analysis:** SWOT analysis is a method for identifying and analyzing internal strengths and weaknesses and external opportunities and threats that shape the current and future operations of a given organization.

**Strengths**

Strengths are within the control of the organization, and they occur at present. Examples are appropriate technology, dedicated staff, management experience, etc.

**Weaknesses**

Weaknesses are also within the control of the organization; they also occur at present (they are not just potential). They are the "lacking/missing" or weak points. Example, shortage of qualified staff, inadequate finance, poor service delivery, poor management skills, etc.

**Opportunities**

Opportunities are positive or favorable factors in the external environment that the organization should take advantage of. They are, however, beyond the control of the organization. They are different from strengths in the sense that strengths are positive internal factors. For example, the existence of willing donors, favorable government policies, economic and social opportunities, technologies, availability of training programs, environmental changes that positively affect programming, etc.

**Threats**

Threats are negative or unfavorable external factors in the environment and are normally beyond the control of the organization. They adversely affect the business of the organization if not mitigated or eliminated. Examples, worsening economic

conditions, a fast-growing population, social policies that negatively impact your programming, political instability, lack of technologies, climate change, etc.

| | Strength | Weakness |
|---|---|---|
| Internal | What do you want to protect/strengthen that your organization has or is good at doing? | What do you want to improve that your organization has or is not good at doing? |
| | **Opportunities** | **Threats** |
| External | What do you want to take advantage of to help your organization? | What do you want to defend against to help/protect your organization? |

*Source: - UN Strategic Planning Guide for Managers*

***Table 5: SWOT Analysis Matrix Template***

Commented [D3]: Please change the light blue background in the table to deep blue for the sake of legibility.

Commented [4]: The graphic designer will take the assignment

*Hint for Facilitators on how to do a SWOT analysis.*

**Activity 3.11:**

i. Participants could be separated into 4 groups each group assigned to a quadrant (Strengths, Weaknesses, Opportunities, and Threats). If the participants are from the same organization, the SWOT analysis can be completed using the WO as the subject. If participants are from different WOs, the facilitator may have to choose a common topic (i.e. preferably women's rights issue). Each group will be given 5 -10 minutes to state their ideas on a piece of flip chart paper for their quadrant using the above template and prompting questions. Once the time is up, the group rotates and provides additional ideas on the next quadrant with the same time limit until they get back to the quadrant they started with. The groups come back to plenary and share the ideas under their quadrant with the wider group.

ii. The SWOT analysis has to be carried out through the lens/analysis of feminist and gender transformative points of view. This approach is indicated in the Gender Transformative Model for Organizational Development (GTMOD).

## Make your Analysis Stronger

Once you've filled out the high-level points of each quadrant, have the groups dive in more if time permits.

- What is the cause of each strength, weakness, opportunity, or threat?
- What is influencing each point?

- Are there any discrepancies between any of the points or any of the people involved in the process? If so, why?

**Pro tip:** It can be a good idea to go through each point and map out a solution for weaknesses or threats as well as include more ideas to make a strength or opportunity really come to life and be an even bigger asset. As with any strategic planning process, the SWOT analysis is all about self-discovery for your WO.

## Step 3 *Scanning the External Environment*

**Objectives:**
At the end of the session, participants will be able to

- explain the external environmental scanning process in SP;
- describe the components of the external environmental scanning.

**Methodology:** discussion, presentation, brainstorming, sample document

**Materials Required**: - Flip chart, Marker, LCD, and hand out

**Activity 3.12:** - Let the participants discuss the following points in groups and present their works to the plenary.

- What is external environmental scanning in SP?
- What are the components of external environmental scanning?
- Taking yours or one trainee's organization as an example, do an organizational external environmental scanning in your groups.

1 Hour

*Note for Facilitators*: Summarize the presentation of the group based on the following facts in performing this task. The planning team should look at the forces and trends in the external environment that can be categorized under several headings. The outcome of the scan is a list of opportunities and threats that arise from the external environment to the organization. In addition to that, undertaking consultations with key stakeholders like donors, beneficiaries, staff/volunteers, etc. is crucial in order to get their feeling and sight towards the organization and incorporating the points in to the strategic issues.

**Opportunities** result from factors in the external environment that will help the organization to accomplish its mandate, mission, and objectives.

**Threats** also result from factors in the external environment that will create barriers to the achievement of the mission, goals, and objectives and even may threaten the continuing existence of the organization. Both opportunities and threats relate more to what may happen in the future, rather than what the present situation is.

### External Environmental (Political, Economic, Social, Technological, Environmental, and Legal) PESTEL Analysis Matrix

A good tool to scan the external environment is PESTLE. By considering each of these categories and how they relate to your projects/organization, you can identify the affecting factors. For example, when thinking about the Legal aspect, you may realize that a new law has been issued on contract matters, which makes your existing contract obsolete. This will bring in a need to consider a solution, which leads to require input from our Legal team as an internal stakeholder.

| Factors | Opportunities (O) | Threats (T) |
|---|---|---|
| Political | | |
| Economic | | |
| Social | | |
| Technological | | |
| Environmental | | |
| Legal | | |

*Table 6: External Environment Analysis Table*

Step 4 ***Assessing the Internal Situation***

**Objectives:**

At the end of the session, participants will be able to

- define the concept of internal situation assessment.
- describe the components of the internal situation Assessment process.

- **Methodology:** - discussion, presentation, brainstorming, sample document

**Materials Required:** - Flip chart, Marker, LCD, and hand out

**Activity 3:13:** - Let the participants answer the following questions in plenary. Initiate a plenary discussion on the responses.

- What is an internal situation assessment in SP?
- What are the components of assessing an internal situation?

1:40 hours

*Note for Facilitators:* Summarize the discussion with the following key points.

This analysis can be organized around five major headings that the organization uses to do its work. These include the following.

- Governance referring to General Assembly, Board and all over the governing bodies
- Resources referring to Human Resources, Financial Resources, Physical Resources, and Information Resources
- The Organizational Structure
- The Process, Systems and Procedures that constitute the activities of the organization
- The Service that the organization provides and the Degree of Satisfaction of the consumers

The Internal Situation Analysis process should be participatory among the planning team. A commonly used approach among others is giving the chance to the members through brainstorming.

### How to Conduct a Brainstorming Session

- Determine and limit the issue, questions, or topics;
- All participants should agree to participate;
- Ideas that are put forward should not be criticized and defended;
- Ensure a relaxed, cooperative atmosphere (people are not there to be evaluated).

### The Internal Environmental /Situation Analysis Matrix

| Factors | Strengths (S) | Weakness (W) |
|---|---|---|
| Governance (Example) | Know the beginning & journey of the organization<br>Leadership continuity<br>Good coordination and<br>governance mechanism | Doesn't include human rights based-approach<br>Non-inclusiveness<br>Some lack commitment & do not engage in program designing and planning<br>Don't lead in the forefront |
| Management | | |
| Human Resources | | |
| Financial Resources | | |
| Physical Facility | | |
| **Information Resouces** | | |

| | | |
|---|---|---|
| **Service Delivery** | | |

*Table 7: Internal Situation Analysis Table*

**Activity 3:14:** Ask the participants to do the following group work.

1. In your groups, take your own organization or an organization of a group member as an example.
2. Using Table 6 above, do a PESTEL analysis to the organization.
3. Using Table 7 above, conduct an Internal Situation Assessment to the organization.
4. Present your group works to the plenary.

## *IV. CRITICAL AND CROSSCUTTING ISSUES*



Step 1

### *Identifying Critical/Strategic Issues*

**Objectives:**

At the end of the session, participants will be able to

- define critical/strategic issues in SP.
- describe how to identify strategic issues.
- explain how strategic issues are used for strategic planning.

**Methodology:** discussion, presentation, brainstorming

**Materials Required:** - flip chart, PowerPoint (handout), Marker, LCD

**Activity 3.15:** - Ask the participants to answer the following brainstorming questions. Facilitate a plenary discussion with additional comments from other participants.

- What are critical/strategic issues?
- How do you identify strategic issues?
- How do you use the identified strategic issues for strategic planning?

1 Hour

*Note for Ffacilitators:* Try to summarize the discussion using the following key points.

At this stage of determining critical/strategic issues in the strategic planning process, the planning team members must identify key/strategic issues. Strategic issues are topics that come up at the beginning of any planning process, normally when an organization is trying to assess its current state and you are talking to your staff, stakeholders, and project participants. Critical/strategic issues are topics/themes that stick out that your organization needs to solve, fix or decide on, before you go into

planning the year. These are issues that typically enable the organization to attain its goals and objectives and make function effectively if they are handled properly. Strategic issues are the key issues that the organization needs to address if it is to achieve its mission. Refer to your SWOT analysis above to identify areas that are working well, not working well, what is getting in the way, and what are opportunities in order to relate your strategic issues to the situations of the organization.

### How to Structure Strategic Issues:

Strategic issues should be structured in the form of a question so the organization can answer ~~it~~ them during the strategic planning process.

Eventually, the strategic planning team should agree upon a final, six to eight critical/strategic issues. The final list should comprise the most important issues determined by the following.

i. Which has the biggest impact?
ii. Which are the most immediate?
iii. Which are closest to the shared values?

### How Do We Arrive at the Most Important Issues?

Use a flip chart to make a list of several strategic issues.

- Let the planning team members think about the various technical, institutional, and operational issues of the organization list down issues.
- Ask each participant to request other staff, volunteers and other relevant stakeholders to identify and write down three to five issues they see in the organization.
- Let the planning team members share and utilize those and their own issues to develop the top strategic issues the organization will focus on for its strategic plan.
- Combine the ones which are similar, and designate which ones the planning team members think have the biggest impact, which ones are the most central, which ones ~~is~~ are most immediate, and which ones are close to the values of the organization.
- Once a number of strategic issues have been identified in such a way, use the rating format given below to develop a shorter and more workable list. A workable list will help identify the organization's priorities related to its mandates and resource availability.

### Rating Format to Develop a Shorter and More Workable List

| S. No. | Strategic Issues | Rating | | | |
|---|---|---|---|---|---|
| | | 1 (Very High) | 2 (High) | 3 (Medium) | 4 (Low) |
| 1 | Example: Lack of funding | X | | | |
| 2 | | | | | |
| 3 | | | | | |

*Table 8: Strategic Issue Rating Table*

*Note for Ffacilitators:*

A strategic issue has to be one, over which the organization has a considerable degree of control. The best way to separate strategic issues from operational ones is to first list all the issues that seem important to the organization and its performance like the one suggested under the sub-title of “How Do We Arrive at the Most Important Issues?” above. As a general rule of thumb, an issue is more likely to be strategic than operational if it meets several of the following criteria.

- The issue would make it onto the agenda of the organization’s board and senior leadership;
- The issue will confront the organization in the long run;
- The issue will affect many units or divisions, or the entire organization;
- The issue may have major financial implications;
- The best approach to the issue is far from obvious;
- The issue is highly sensitive to the organization and a number of external stakeholders.

The SP planning team will, if necessary or appropriate with the help of experts from outside the team, prioritize the most important issues and formulate an issue statement for each of the priority issues. Care should be taken to relate the issues to the organization’s mission, goals and objectives, and to the SWOT analysis. It is important that the issue statement is framed in a way that reflects a concern that the organization can do something about.

### The Master List of Key Strategic Issues

Here is a tool called “The Master List of Key strategic Issues,” which is helpful in capturing and framing the issues along with the rationale and change measures. One issue has been filled in as an example.

| R. No | Strategic Issue | Why is this an Issue? | What if We do not Address? | Desired Change Measures (Outcomes) |
|---|---|---|---|---|
| 1 | Lack of Funding | Organization could not implement its programs.<br><br>No budget for staff salary and office rent; .... | Skilled staff leave organization;<br><br>Organization collapses;... | Ensure Immediate funding availability. |
| | | | | |
| | | | | |
| | | | | |

*Table 9: Master List of Key Strategic Issues Table*

N.B: The selection of shorter and more workable list of strategic issues leads us towards formation of strategic objectives. The strategic issues are to be converted to strategic objectives that will in turn lead to formulation of strategies.

Step 2 **Formulating Strategies**

**Objectives:**

At the end of the session, participants will be able to

- describe the procedures of formulating strategies
- explain how to seek support, authorization and motivation for strategic plans.

**Methodology:** discussion, presentation, brainstorming

**Materials Required:** flip chart, PowerPoint (handout), Marker, LCD

**Activity 3.16:** Ask the participants to answer the following brainstorming questions. Facilitate a plenary discussion with additional comments from other participants.

- What is formulation of strategies?
- How do we formulate strategic objectives?
- How do we formulate strategies?

100 minutes

*Note for Facilitators:* Try to summarize the discussion using the following key points.

- Strategies are typically developed to deal with the strategic issues

- They outline an organization's response to the fundamental challenges (strategic issues) it faces.
- Strategies can be formulated at four basic levels;
    1. Strategies for the organization as a whole
    2. Sub-strategies (department, division, sections, or units)
    3. Program, service, or business process strategies,
    4. Functional strategies {financial, human resources, facilities, procurement, and information technology strategies).

There are four principal steps in developing a strategy, namely:

- creating a shared vision and setting an attainable organizational (goal) objective;
- determining the strategic issues;
- generating alternative strategies; and
- selecting the preferred strategy.

Each of the key strategic issues must now be provided with an-action oriented plan. The issue-based plans together will form the strategic plan. The individual strategies may differ in scope, complexity and time frame. Some strategies will be directed at a part of the organization while some will cover all the organization.

The formulation of the strategies is naturally based on the information and analysis derived from the previous steps in the planning process. At this point, it is clear what the issue is, why it is important and how important it is, as well as what the desired change measures (outcomes) for each of the issues should be. Therefore, in this stage, the planning team takes more of a coordinating and collating role than in the previous steps. Well-informed, realistic and relevantly detailed strategies must be formulated, and this will involve more interaction with other units or sections within the organization. Such involvement can consist of individual meetings with the key stakeholders for each issue or a consultative round of interviews and other appropriate methods.

Each strategy will make clear the main underlying considerations, the specific goals, the necessary actions to be taken and what evaluation criteria are appropriate. In addition to describing the issue and the desired outcomes, a number of items, ranging from the relatively abstract to the concrete and easily actionable, should be addressed. These are

- alternative routes to get from the current issue to the desired outcome;
- possible barriers that may stand in the way of realizing the outcomes;
- initiatives that should be taken to achieve the desired outcome; and
- the key actions that flow from these initiatives.

The key actions are then translated into specific steps that need to be taken within a specific time, and a specific actor (either an individual or group) is made responsible (and accepts the responsibility) for the step or cluster of steps.

In this way, it will be clear to any person who reads each strategy what the problem is, what solution has been proposed, how the proposed solution will successfully address the problem and why this solution is better than any alternative solution. The elaboration of the motivation behind the different aspects of each strategy will prove useful when the individual strategy and the plan as a whole seek formal approval and adoption in the next step.

### Correlating the Findings of SWOT and Situation Analyses

In formulating your strategies, you correlate the information in the SWOT and situation analyses. This helps your strategies emanate from the realistic situations of your organization, which in turn ensures their relevance.

1. Take the advantage of Opportunities to enhance Strengths (Opportunities + Strengths)
2. Overcome weaknesses by taking advantage of Opportunities (Opportunities + Weaknesses)
3. Overcome Threats by taking advantage of Strengths. (Threats + Strengths)
4. Work to neutralize Threats by taking into account Weaknesses and their combined effect. (Threats + Weaknesses)

In these procedures, you first formulate your strategic objectives from the strategic issues. The strategic objectives will be used for formulating the corresponding strategies by correlating your SWOT and situation analyses findings. An example has been given below.

**Strategic Objective:** **Ensure Immediate Funding Availability for the Organization**

| | **Strengths (Internal)** | **Weaknesses (Internal)** |
|---|---|---|
| **Opportunities (External)** | Strategy 1 | Strategy 2 |
| | Opportunity + Strength<br><br>Example: Taking the advantage of the currently increased availability of humanitarian aid from international donors, a strategy can be formulated to utilize the high commitment spirit of staff for direct-mailing-based fundraising. | Opportunity + Weakness<br><br>Example: Taking the advantage of huge body of fresh graduate volunteers available nowadays, a strategy can be formulated to fill the organizational gap of lack of fundraising skills. |
| **Threats (External)** | **Strategy 3** | **Strategy 4** |
| | Threats + Strengths<br><br>Example: Taking the advantage of being the only organization providing the service in the area, a strategy can be formulated to overcome funding competition from other organizations. | Threat + Weakness<br><br>Example: Taking into consideration the high level of competition for funding, a strategy can be formulated to conduct immediate resource mobilization capacity building programs for staff. |

*Table 10: SWOT Correlation Table*

As given in the table above, a number of strategies can be formulated based on the real external and internal situations of the organization. However, there should be a prioritization procedure, whereby the better feasible strategies are taken into the plan. Following are tools to assess the feasibility of your strategies based on the PESTEL analysis.

**Evaluate Preferred Strategies**

| **Rating** | **points** |
|---|---|
| **H = High** | **3** |
| **M = Medium** | **2** |
| **L = Low** | **1** |
| **Unacceptable** | **0** |

**Issue** _____

| *Strategies* | Socially *Feasible* | Legally *Feasible* | Economically *Feasible* | Technically *Feasible* | Politically Feasible | Environmentally feasible | *Total Score* |
|---|---|---|---|---|---|---|---|
| ***option 1*** | | | | | | | |
| ***option 2*** | | | | | | | |
| ***option 3*** | | | | | | | |

*Table 11: Feasibility Rating Table*

## Sample Strategic Action Plan

| No. | strategic Issue | Proposed Actions | Who Will be responsible | Timetable | | | 2021 |
|---|---|---|---|---|---|---|---|
| | | | | 2023 | 2024 | 2025 | |
| 1 | Low Staff Capacity on gender mainstreaming | Develop Gender mainstreaming guidelines and provide TOT training for selected staff members | Organization SMT (Senior Management Team), Consultant, and Program Department | X | X | | 300,000 ETB |

*Table 12: Sample Strategic Action Plan*

After the individual strategies have been formulated, the planning team's task is to create an overarching motivational top and tail to the strategic plan. What are the main themes of the strategies? Is there a common denominator? How can this common denominator best be framed so that it is clear to all internal stakeholders _ and sparks the necessary excitement and commitment to make the desired change happen?

Depending on the size and structure of the organization, various ways of creating wide agreement and authority might be most appropriate. One way is to first get broad agreement from the senior leadership and the board (the General Assembly), for which the role of the team leader becomes important once again. He or she should be able to present the plan, and explain and defend the choice made. It is important to have enough time, patience, and flexibility to obtain the leadership's authorization. It may also be that alterations will have to be

made to the plan, but these should be well argued, realistic and in line with the organization's purpose and mission, or the situations it finds itself in. The planning team should obviously take a flexible approach, as it is more valuable to have broad support and authorization from the senior leadership than to insist that all strategies are implemented just as the planning team first proposed.

After formal support has been received for the content of the plans from the leadership, the wider support of the rest of the organization must be secured. Staff meetings and meetings of stakeholders can be used for this purpose. Without the understanding, support and dedication of the internal stakeholders at the front line, the plans are unlikely to be implemented. Here too, the possibility of having to make some changes to the plan should be left open once again based on sound argument or some valuable information and experience that had somehow not found its way into the planning process thus far. Clear, positive and attractive communication is key to getting support from 'above' and 'below'. A positive and convincing tone will be needed in addition to all the necessary visual instruments (graphs, tables and images) to encourage the organization's leadership and base to embrace the plan.

Step 3 ***Gender Mainstreaming in SP***

**Objectives:**

At the end of the session, participants will be able to

- define gender mainstreaming in SP.
- explain how mainstreaming is attained in SP.

**Methodology:** - discussion, presentation, brainstorming,

**Materials required:** flip chart, Marker, LCD

**Activity 3.17:** - Let the participants discuss the following brainstorming questions and present their findings through their group respectives.

- What is gender mainstreaming?
- How can we mainstream gender in SP?
- 30 minutes

*Note for Facilitators:* After participants complete their group discussion and presentation, summarize the discussion with the following key points.

Mainstreaming a gender perspective is the process of assessing and incorporating the implications for women, men, boys and girls of any planned action including legislation, policies, or programs in any area and at all levels. It is a strategy for making the concerns and experiences of women and girls as well as of men and boys an integral part of the design, implementation, monitoring, and evaluation of policies and programs in all political, economic, and societal spheres so that women and men as well as boys and girls benefit equally, and inequality is not perpetuated.

The following five principles hold true for all gender mainstreaming activities and implementation measures [1].

### *1. Gender-sensitive/Feminist Language*

Texts referring to or addressing women, men, girls and boys must make women, men, girls and boys equally visible. Attention must also be paid to a gender-sensitive choice of images when preparing public relations material.

### *2. Gender-specific Data Collection and Analysis*

Data must be collected, analyzed, and presented in disaggregate by sex/gender and social dimensions such as age, ethnicity, income, and level of education where possible.

### *3. Equal Access to and Utilization of Services*

Services and products must be assessed as to their different effects on women, men, girls and boys. It is important to identify who uses the services (women or men, boys or girls or all)? Who are the clients (women or men, boys or girls or all)? Who are the target groups? Do women and men, boys and girls have different needs?

### *4. Women and Men are Equally Involved in Decision Making*

There are binding targets for a balanced gender ratio at all levels of decision-making. Measures and strategies geared towards a balanced gender ratio must be taken at all levels of decision-making.

### *5. Equal Treatment is Integrated into Steering Processes*

Paying attention to the different circumstances of women and men enhances the success rate, effectiveness, and maximum utilization of staff and funds. All targets related to people are defined in terms of full equality.

## Step 4 *Mainstreaming Child Safeguarding Issues in SP*

**Objectives:**

At the end of the session, participants will be able to

- Define the concept of mainstreaming Child Safeguarding in SP.
- Describe how Child Safeguarding is mainstreamed in SP.

**Methodology:** - discussion, presentation, brainstorming,

**Materials required:** - flip chart, Marker, LCD

**Activity 3.18:** - Let the participants discuss on the following brainstorming questions in the plenary.

- What is child safeguarding?
- How can we mainstream child safeguarding issues in SP?

20 minutes

*Note for Facilitators:* Summarize the discussion using the following key points.

Child safeguarding is "the responsibility organizations have to make sure their staff, operations, and programs do no harm to children, such that they do not expose children to the risk of harm and abuse, and that any concerns the organization has about children's safety within the communities in which it works are reported to the appropriate authorities."

### General Principles of Child Safeguarding

The Standards for Child Safeguarding are based on the following set of principles.

- All children have equal rights to protection from harm.
- Everybody has a responsibility to support the protection of children.
- Organizations have a duty of care to children with whom they work, are in contact with, or who are affected by their work and operations.
- If organizations work with partners, they have a responsibility to help partners meet the minimum requirements for protection.
-

### Advantages of Mainstreaming Child Safeguarding Standards

- Children are protected.
- Organization's staff and associates are protected.
- The organization and its reputation are protected.

## Step 5 *Mainstreaming Environment Issues in SP*

**Objectives:**

At the end of the session, participants will be able to

- define the concept of mainstreaming Environmental Issues in SP.
- explain how Environmental Issues can be mainstreamed in SP.

**Methodology:** discussion, presentation, brainstorming,

**Materials Required:** - flip chart, Marker, LCD

**Activity 3.19:** Let the participants discuss on the following brainstorming questions in the plenary

- What is environmental mainstreaming?
- How can we mainstream environmental issues in SP?

20 minutes

*Note for Facilitators:* Summarize the discussion using the following key points.

Bad management of environmental assets including poor control of environmental

hazards such as pollution, and inadequate response to environmental challenges like Climate Change threaten development. Such environmental considerations, need to be included (mainstreamed) in the wide range of institutions and decisions.

Mainstreaming Environment in development programs is the process of analysing the implications of initiatives on the natural environment and incorporating mechanisms of mitigation or protection. The basic reason why environmental mainstreaming is important is that economic and social development and the environment are fundamentally interdependent – the way we manage the socio-economic, socio-political and socio-cultural initiatives and their hosting institutions has critical impacts on the environment while environmental quality and sustainability, in turn, are vital for the performance of the economy and social well-being. As such, the task of environmental integration and mainstreaming is at the forefront of development planning and policy formulation. Hence, our SP planning process and the plan per se should ensure that environmental issues have been mainstreamed to the appropriate level.

### Step 6 *Mainstreaming Disability issues in SP*

Mainstreaming disability issues in strategic planning involves integrating disability considerations and perspectives throughout the planning process, from the initial development of goals and objectives to the implementation and evaluation of strategies. Here are some steps to help you mainstream disability issues in strategic planning:

1. **Develop a clear understanding of disability issues:** This involves gaining knowledge about the different types of disabilities, their impact on individuals, and the barriers that people with disabilities face in various settings.
2. **Identify disability-related priorities and goals:** Review existing policies, guidelines, and laws related to disability issues and identify key priorities and goals that reflect the needs and aspirations of people with disabilities.
3. **Involve people with disabilities in the planning process:** Seek input and feedback from people with disabilities and their representative organizations at every stage of the planning process, including goal setting, strategy development, and evaluation.
4. **Conduct a disability impact assessment:** Assess the potential impact of the strategies and initiatives on people with disabilities, and identify any potential barriers or unintended consequences.
5. **Integrate disability considerations into the planning process:** Ensure that disability considerations are included in all aspects of the planning process, including data collection, analysis, and decision-making.
6. **Allocate resources to support disability inclusion:** Allocate resources and establish systems to support the implementation of disability-inclusive strategies and initiatives.
7. **Monitor and evaluate the impact of disability-inclusive strategies:** Regularly monitor and evaluate the impact of the strategies and initiatives on people with disabilities, and make adjustments as needed to ensure that they are effective and responsive to the needs of the community.

By mainstreaming disability issues in strategic planning, organizations can ensure that people with disabilities are included in decision-making processes, and that their needs and perspectives are considered in the development and implementation of strategies and initiatives.




## *V. FORMULATING 3 – 5 YEARS' STRATEGIC PLAN*

Step 1 ***Formulating a Strategic Plan***

**Objectives:** At the end of the session, participants will be able to

- list down the activities and processes that lead to the actual formulation of SP.
- Discuss the roles and commitments of the organization and its various bodies in developing SP.
- Outline an SP for their organizations.

**Methodology:** group discussion, presentation, brainstorming, sample document

**Materials required:** flip chart, Marker, LCD

**Activity 3.19:** Ask the participants to reflect on the following points in groups and present their work to the plenary.

- List down the activities and processes that lead to the actual formulation of SP.
- Discuss the role and commitment of the organization and its various bodies in developing SP.

100 minutes

*Note for Facilitators:* Up until now, there have been discussions on various issues that relate to the process of developing a SP. With these in mind, listen to the participants' reflections. You can judge their level of understanding and whether they are ready to formulate an SP. Based on their level of understanding, present the following core points as parts of the process of formulating a Strategic Plan.

As it has been stated repeatedly, strategies are typically developed to deal with the strategic issues already identified. They outline CSO/WO's responses to the fundamental challenges it faces.

An effective approach to strategy formulation begins with the planning team developing answers to the following five questions for each of the strategic issues already identified.

- What are the practical options that might be pursued to address the strategic issue?
- What are the barriers to the implementation of these options?
- What is the major proposal (program, projects) that might be pursued to overcome these barriers and implement them?
- What major actions must be taken over the next 3-5 years to implement the major proposal?
- What specific steps must be taken over the next 6 months to a year to implement the major proposals and who is responsible?

Once answers to these questions have been developed, it is necessary to select specific strategies from among the options proposed. The following set of criteria can be used to evaluate the strategic options.

- Acceptability to key stakeholders
- Impact on service users or clients
- Relevance to the strategic plan
- Coordination or integration with other strategies, programs, and projects
- Technical feasibility
- Cost and financing
- Degree of risk
- Timing and Long-term impact
- Staff requirement
- Facility requirement and Training requirements

## Principles of Developing a Strategic Plan

There are four principal steps in developing a strategy, namely:

- Creating a shared vision and setting an attainable objective

- Determining the strategic issues
- Generating alternative issues
- Selecting the preferred strategy

How do you evaluate and choose the preferred strategies? After generating a list of potential alternative strategies, it is necessary to evaluate them according to the criteria that you decide are most important to the situation, among the ones outlined so far.

**Activity 3.20:** Encourage groups to develop an outline of SP for their organizations. Advise them to be based on the analyses they conducted in the previous sections and additionally use the guidelines given right here above. Eventually, let them present their SP outlines to the plenary.

## Step 2 *Preparing Implementation Plan*

**Objective:** At the end of the session, participants will be able to highlight major points to develop an implementation plan for an SP.

**Methodology:** brainstorming, sample document

**Materials required:** Computer, LCD

**Activity 3.21:** - Ask participants to reflect on the following question.

- What is the importance of developing an implementation Plan for SP?
- 10 minutes

*Note for Facilitators:* After gathering the feedback of participants, summarize the main points with the following notes.

Preparation of the implementation plan for the 3-5 years strategic plan deals with planning services, programs/projects, and major activities to be implemented within 3-5 years. The implementation plan

i. has linkage with goals and core objectives defined in the previous steps.
ii. provides the means for organizing, monitoring, and evaluating of performance.
iii. shows major activities that are to be implemented within 3-5 years.
iv. takes a root from the CSOs/WO's goals, objectives, and strategies by identifying the key and subordinate activities that must be undertaken to achieve the pursued strategic direction of the CSO/WO.
v. translating each strategic choice and objectives into several actions, may in turn, involve several tasks, and sequencing, timing, and putting the activities in the schedule.

### *How to Implement the Plan (Strategic Management)*

**Objective:** At the end of the session, participants will be able to highlight how to implement SP and the basic processes of its management.

**Methodology:** brainstorming, sample document

**Materials Required**: Computer, LCD

**Activity 3.22:** Ask participants to reflect on the following question.

- How could you know the implementation of a strategic plan is successful?

10 minutes

*Note for facilitators:* After gathering the feedback of participants, summarize the main points with the following notes.

i. A common misconception is that when your strategic plan is adopted, your planning is complete. In reality, when your plan is adopted, a new phase of planning has begun.
ii. Remember that implementing the plan, monitoring progress, making a midcourse adjustment (incorporating emergent strategies), and updating your plan are all parts of the strategic planning and management process.
iii. Make sure that the direction and the strategies in your strategic plan are incorporated into the coming year's objective and budget. A good plan needs solid implementation actions. Review progress at least every six-month.

## *VI. RESOURCE PLANNING*



Without resources, it is unthinkable to execute a plan. Human, financial, material, and time resources are the common ones that help us perform works. Hence, Resource Planning is a process of identifying, forecasting, and properly and precisely allocating resources.

### *Importance of Planning for Resources*

**Objectives:** At the end of the session, participants will be able to highlight the procedures and importance of resource planning.

**Methodology:** brainstorming discussion and display of sample

**Materials Required**: - Computer, LCD

**Activity 3.23:** - Ask participants to reflect on the following question.

- What is the importance of resource planning in SP?
- What is the key resource to be considered in the plan?
- What do you understand by Strategic Budgeting?

45 minutes

*Note for Facilitators:* After the plenary discussion on the reflections from the participants, discuss on the points given below and the contents of the tables.

**Human Resources:** 3-5 Years' Staffing Plan

All–the resources mentioned above, are supposed to be the most important for SP preparation. Human resources are irreplaceable resources. However, one resource is not prioritized over the other and it must be given due attention.

| S. No. | Service office | HR Approved | Existing | | Staff Requirements for the Next Three Years | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | Professional | Support | 2022 | | 2023 | | 2024 | |
| | | | | | Professional | Support | Professional | Support | Professional | Support |
| 1 | Programs Department | | | | | | | | | |

*Table 13: Human Resource Analysis Plan*

**Financial Resources**

The Financial resources are from which organizations obtain funds they need to finance their project, capital, and current activities. Strategic Budgeting requires a close review of the programs and budget proposals for strategic activities within the organization.

- Budget estimation is preceded by strategic formulation, selection, and strategic action plan preparation as well as the detailed implementation planning of goals, objectives, and major activities for the whole organization. Thereafter follows estimation of the most realistic budget for the implementation.
- However, many top managers misconceive the budgeting process as merely being a financial exercise, rather than being part of the strategy implementation process.
- Effective strategic budgeting must be directly linked to strategy implementation and should meet the following conditions.
    i. Top Management must have a strong commitment to using the budgeting process to implement the strategy.
    ii. The budget must be based on the objectives and strategies of the organization.
    - Regular review of the operating results in comparison to the budget must be conducted.

    iii. All levels of management must be required to explain budget variance.
    - The organization should have the power to reallocate resources to activities that are more strategically critical than others and these may include new strategic initiatives and priorities, because a change in strategy nearly always calls for budget reallocation.

| S. No. | Sources of Budget | Actual Budget Requirement | | | Total | Remark |
|---|---|---|---|---|---|---|
| | | Year 1 | Year 2 | Year 3 | | |
| 1 | Donors | | | | | |
| | Project cost | | | | | |
| | Admin cost | | | | | |
| 2 | Other sources | | | | | |
| | Total | | | | | |

*Table 14: Three to Five Years Budget Plan*

**Material Resources Planning Temple**

| No | ***Item required*** | ***Year 1*** | ***Year 2*** | ***Year 3*** | ***Remark*** |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

***Table 15: Three to Five Years Material Resource Plan***

## *VII. MONITORING & EVALUATION AND RISK MANAGEMENT*

Section 1

### Monitoring and Evaluation



**Objective:**

At the end of the session, participants will be able to explain the importance of monitoring and evaluation planning and implementation in SP.

**Methodology:** brainstorming discussion and display of sample

**Materials Required:** - Computer, LCD

**Activity:** - Ask participants to reflect on the following question.

- Why are Monitoring and Evaluation key to SP implementation?

15 minutes

*Note for Facilitators:*

Monitoring is a continuous process of gathering, analyzing, and interpreting information on the utilization of inputs and their conversion into outputs. Evaluation is a periodical gathering, organizing, analyzing, and interpreting of information to measure achievement of program/project or organizational goals and objectives.

In planning for Monitoring and Evaluation, you should indicate how and when to monitor and evaluate the implementation of the strategic plan as well as the positive assumptions that contribute to the success of the strategic plan, and the risks that may act against its success or bring failure.

**Remember:** Effective M&E planning and implementation ensures that the organization is following the direction established during the development of the strategic plan, and if not, indicates why not and what adjustments are needed to stay in the course of operation or implementation.

In the specific context of strategic planning and management, monitoring and evaluation plan should indicate

- which key performance indicators will be monitored;
- how and when objectives and activities will be monitored;
- who will monitor progress and achievements;
- available resources to carry out the M&E activities; and
- how and when the evaluation of the strategic plan will be undertaken. Normally, evaluation of the strategic plan is undertaken at specific intervals agreed upon

by the stakeholders, and is mostly practiced through yearly review. An evaluation can also take place in the midterm and end of the strategic plan.

### *Risk management*

**Objectives:** At the end of the session, participants will be able to

- highlight risks and assumptions considered in SP;
- list out assumptions and risks for their SP outlines.

**Methodology:** Group work and discussion

**Materials Required:** Flip charts, marker Computer, LCD

**Activity 3.24:** Ask participants to refer to their SP outlines produced in Activity 3.20 above. Tell them to reflect on the following questions based on their outlines, and to present their answers to the plenary.

- What are the basic risks you can think of to your ~~a~~ outlined strategic plan?
- What are the positive assumptions you can think of to your outlined strategic plan?

50 minutes

*Note for Facilitators:* After the plenary discussion, provide contextual summary with good consideration to the following points.

Under assumptions, indicate the positive things that will contribute to the success of the strategic plan. Example,

i. donor's issues
ii. collaborator's issues
iii. government issues and the like.

Then you should indicate the risks (what might go wrong with your plan) and ways to overcome these risks. Risk management requires leaderships skill for anticipating and dealing with challenges and failure, and giving careful attention to the early warning signals of such critically important changes, which can alert the Organization. Leadership should be alert and monitor the environment and the strategy.

# CHAPTER FOUR: PREPARING OPERATIONAL/ANNUAL PLAN



**Time: 2:00 Hours**

**Objectives**: At the end of the session, participants will be able to

- explain the importance of preparing an annual plan.,
- describe how to set objectives and indicators for the annual plan and
- highlight what is meant by Key Result Areas & how to identify them

**Methodology:** Brainstorming, Group Discussion based on the guiding questions

**Items:** flipchart, marker pen, LCD projector

**Activity 4.1:** Ask participants to individually reflect on the following questions. Facilitate the plenary discussion and stabilize it with notes below.

- What do you understand by preparing an annual plan?
- Why is setting an objective a key element in preparing an annual plan?
- What are important tools to identify key result areas?

. 120 minutes

*Note for Facilitators:* Operational/annual plan is a one year plan developed to indicate the actual commitments of the organization to deliver a set of properly identified activities that are extracted from the overall strategic plan of the organization. This plan defines the financial, physical, and human resources that will be allocated to achieve the annual target of the organization. The sum of each annual plan is supposed to meet the target of the strategic plan in the given years.

To develop an annual plan based on the strategy, the organization needs to identify key Thematic/result areas, set an objective, and develop indicators that will help to measure the achievement of the year.

## The Objective Setting Process

Annual objectives are one's efforts of actions intended to attain or accomplish purpose, goal or target of an annual year. An objective must be realistic and measurable, which is only based on facts, free of personal feelings, interpretations, or discrimination.. Hence, as a process of objective setting, an organization needs to consider that objectives need to:

- align with the vision, mission, and strategic plan of the organization.
- consider long and short-term strategies of the organization.
- be set following participatory methods (all level staff participation).
- consider the departmental level of capacity and resources.
- be gender-sensitive/responsive, inclusive, and give clarity of expectations to employees.
- focus on Gender equality/women empowerment priorities in transparent approaches.
- align individual performance with organizational priorities.

Setting objectives can start from the manager level and be done through the participation of all staff.

## Setting Indicators

An indicator in the annual plan context is a specific tool of measurement that is used to show changes or progress in an annual plan. It helps to know whether the planned activities are being done, the intended objectives are achieved, and the impact they had. Various types of indicators can show the result of whether annual objectives/ annual activities are being reached or not. Setting indicators helps the organization to measure changes or the results of the annual objective. It enables the organization to see:

- whether the organization is on the right track or not;
- how far the organization has accomplished; and
- how far it still must go to reach its destination (objective).

To Set appropriate indicators, the organization needs to see the following criteria. Indicators must be:

- ***Result-oriented:*** Should focus on measuring the results.
- ***Direct:*** Indicators should generally be direct, but indirect is also possible.
- ***Quantitative:*** They should be measurable. It is generally desirable to quantify indicators, but there are cases where qualitative indicators are preferred as well.
- ***Relevant:*** Indicators should be relevant to the objective

### Identifying Key Result Areas (KRAs)

Key results areas tell us what must be done to achieve the annual objective and implement the chosen strategies. They refer to the general metrics or parameters which the organization has fixed for a specific role. The term outlines the scope of the profile.

- KRAs should focus on results, not activities.
- KRAs should lead to a specific objective.
- KRAs should not be so large that small items are included.
- SWOT analyses indicate KRAs.

Examples of KRAs for Women-led Organizations

- Selecting the appropriate target population/women
- The capacity of utilizing available resources
- The capacity for quality project implementation
- The capacity of resource mobilization
- Organizational structure
- Management development (capacity building)
- Infrastructure/ expansion
- Public image

**Activity 4.2:** Ask participants to refer to their SP outline produced in Activity 3:20. Let them prepare in their groups an outline of their first year annual plan based on the SP outline and present their work to the plenary.

# CHAPTER FIVE: PERFORMANCE MEASUREMENT OF ANNUAL PLAN



**Time: 2:00 Hours**

**Objective:** At the end of the session, participants will be able to

- describe performance measurement planning procedures in annual plans.
- explain the importance of performance measurement to achieve the goals of the Strategic Plan.
- outline a performance measurement plan for their mock annual plan outline.

**Methodology:** Brainstorming through questions and discussion and PowerPoint presentation

**Items Needed:** Laptop, LCD, fillip charts and markers

1 hour

*Note for Facilitators:*

Performance measurement is used as a key tool for strategic plan execution. A good plan for performance measurement and evaluation facilitates the proper delivery of the strategic plan through:

- clearly demonstrating what to measure,
- determining appropriate means of measurement and,
- fixing accountability for performance on the measure. (It enables to identify the accountable person/body for the given activity and measures the

performance based on the accomplishment. This means each KRA will have a measured performance attached to someone who will be accountable for under, over or desired level performance..)

The process helps the organization and its employees to focus on achieving the strategy of the organization by taking accountability. Performance measures are also needed to determine what the organization needs to adjust based on data and evidence to achieve the expected objectives. It mainly enables the measurement of the key result areas (KRA) where the achievement of these KRAs will contribute to the overall achievement of the SP.

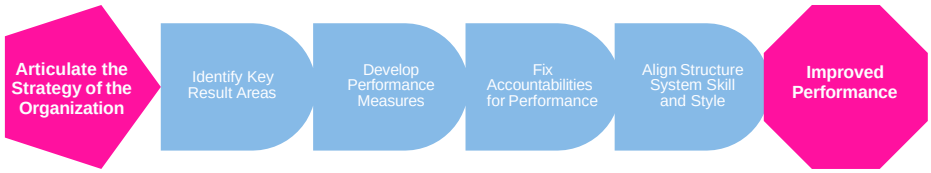



*Figure 2: Steps of Performance Measurement in SP*

As it is indicated in the diagram:

- Articulate the Strategy of the Organization: define and discuss the major components of the strategy.
- Clearly state or list the key result areas of the organization.
- Develop performance measures (indicators that will help as tools to measure the level of achievement of the intended activity.
- Indicate the accountable sector/department/individual for each key result area.
- Make sure the key result areas are aligned with the desired skills and appropriate methodology.
- Based on the provided system, measure the performance level and work on it for better achievement in the future.

An organization can develop performance measurements as stated above to make sure all the key result levels are performing very well. The following table shows example measures or performance indicators for a WRO based on the KRAs provided in chapter three.

| WRO | KRA | What to measure (indicators) |
|---|---|---|
| | Appropriate targeting of beneficiaries (for instance women and girls) | The proportion of women and girls that have been reached with x service in a specific year |
| | Utilizing available resources | % of budget utilized as per the plan |
| | Capacity of staff | # of staff who attended training<br><br>% of staff with adequate knowledge in a specific area |
| | Quality of project implementation | # of projects finalized on time and with the intended quality out of total projects |
| | Capacity of resource<br><br>mobilization | # of proposals submitted to donors<br><br># of projects with secured funds |

***Table 16: Key Result Areas Description***

Performance measurement shall never overlap with the HR role. The performance evaluation of annual and strategic plans shall focus on overall performance towards the thematic areas, objectives of given roles, and the overall success of the organization. This shall be measured from the perspective of organizational structure, system, skills, and style of leadership.

**Activity 4.3:** Ask the participants to refer back to their Annual Plan outline produced in Activity 4:2 above. Let them prepare in their groups a performance measurement plan for their outlined Annual Plan and present it to the plenary.

**Activity 4:4.** Administer the Post-training questions in Annex II.

## *Annex I: Questionnaire for Strategic Planning Needs Assessment*

### DO WE NEED A STRATEGIC PLANNING PROCESS?

The management team of the organization or project should work through the following questionnaire.

Where a statement has two parts and you would answer "definitely" to one part but not the other, then go with the weaker response. So, for example, in the first statement, you may be able to answer "definitely" your organization has a clear vision, but not be sure whether there is consensus about the vision. Your response then is "not sure".

Score your project or organization as follows on each statement.

1= Definitely
2= May be/Not sure
3= Definitely Not

If your total is 20 or more, then your organization or project is ready for a strategic planning process. If it is 15/between 15 and 20/, then your organization probably would benefit from a strategic planning process. If it is under 15, then there is no urgency, but in principle, you should do strategic planning, at least in the period of three to five years after your last strategic planning process.

| Statement | Not Sure | Definitely | Definitely Not |
|---|---|---|---|
| The organization/project has a clear vision of what it wants to achieve and there is consensus around this vision. | | | |
| Value issues are often discussed in the organization/project and there is agreement on the values base of the organization/project. | | | |
| The current mission statement of the organization/project reflects clearly what the organization/project does, for whom, and why it is important. | | | |
| The organization/project regularly reflects on its strengths and weaknesses and the opportunities and threats in the environment. | | | |
| The organization/project has clear goals and objectives for what it wants to achieve – these goals are SMART. | | | |
| The organization/project finds it easy to prioritize making a distinction between what it must do, what it should do and what it would like to do. | | | |
| The organization/project has clear indicators by which it measures the impact of its work. | | | |
| How the organization/project is structured internally makes sense in terms of efficiency and effectiveness. | | | |
| The work done by the project/organization fits together coherently – the different areas of work fit well with one another. | | | |
| The external and internal contexts in which the organization/project operates are relatively stable and there have been no major changes in the past year. | | | |

***Total score:*** _____

## *Annex II: Pre-training and Post-training Test Questions*

**To be Filled by Individual Participants**

This test will help participants in a strategic planning process to prepare themselves so they can make a useful contribution to the process. It will also serve as a tool to assess the trainees' pre-training understanding and knowledge on Strategic Planning as well as the level of change achieved after training.

1. How do we define Strategic planning (SP)?
   - ❑ SP is the process that determines what an organization intends to be in the future.
   - ❑ SP is the process of developing objectives for the organization and its sub-part
   - ❑ SP is the activity that we undertake on the day to day basis.
   - ❑ SP is the road map of the organization.
2. Which sentence is not correct about SP?
   - ❑ Strategic Planning needs human resources.
   - ❑ Strategic Planning needs financial resources.
   - ❑ Strategic Planning is a process.
   - ❑ Strategic planning is one-time action.
   - ❑ SP should be Monitored & Evaluated.
3. Does your organization have a Strategic Plan? Yes/No
4. If your answer to question 3 above is "yes", who developed the plan? The Staff or a consultant?

   Developed by the staff……. Develop by a consultant ……
5. Based on your understanding of the importance of a Strategic Plan, is it really important to your organization?

   Yes, important…… No, not important …….
6. Are you willing to contribute with others to serve as the Strategic Plan team member of your organization? Yes/No
7. What are the Strategic Issues (urgent, sensitive, and timely) of your organization?
8. What has happened in the past three years in the external environment that could affect your organization's work?

_____

_____

9. What are the perceived threats to the organization?

_____

_____

_____

10. What are the existing opportunities that the organization should take advantage of in the coming years?

_____

_____

_____

11.In your view, what are the weaknesses of the organization?

_____

_____

_____

12. In your view, what are the strengths of the organization?

_____

_____

_____

13. If your organization has a strategic plan, do you think the existing vision and mission statements are relevant for the upcoming SP period? Yes/No

14. What are the challenges of the organization during the past SP period or 3-5years?

- ❑ Poor goal setting
- ❑ Lack of ownership
- ❑ Inability to track progress
- ❑ People not connected to the strategy
- ❑ No measurements or leading indicators

15. What are your major expectations of the organization during the Strategic Planning process?

_____

_____

16. Based on your assumption, what are the risks that your SP should take into consideration?

_____

_____

17. Anything else you think is important to share with others in the strategic planning process?

_____

_____

_____

_____

## Annex III: SMART Goal Definitions




**Specific** To set a specific goal, you must first answer the six "Wh" questions:

- Who - Who is involved?
- What - What do you want to accomplish?
- Where - Identify a location.
- When - Create a timeframe.
- Which - Identify requirements and constraints.
- Why - Identify specific reasons, a purpose, or benefits of accomplishing the set goal.

**Measurable:** Establish the criteria for measuring your progress while you work towards your goal. When you measure your progress, you stay on track, in terms of dates; you know when changes need to be made; you see what efforts work best for you and your team. Ask yourself questions like: How much? How many? And, how will I know when I achieve my goal?

**Attainable:** When you identify your goal and determine how you are going to achieve your goal, you see how attainable it is and how much effort it will require.

**Realistic:** In order to be realistic, your goal should represent an objective toward which you are both ***willing*** and ***able*** to work towards. Just because you have set your goal high, it does not mean it is unrealistic. As long as you have the time and energy to put into it, you can achieve your goal.

**Timely:** As we have mentioned in a few of the SMART steps, time is important. No goal is achievable if you don't have the time for it. All goals should be kept within a well detailed time frame.

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# Annex IV: Gender Transformative Model of Organizational Development (GTMOD)

**GTMOD (Gender Transformative Model for Organizational Development)**

The Gender Transformative Model for Organizational Development (GTMOD) was collaboratively designed in order to:

- Guide the overall approach to training and coaching, ensuring alignment with feminist principles and consistency across program activities and support. The GTMOD aims to support the project to move beyond corporate training models and one-size fits all approaches. It is another tool for CTCs to use with WOs.
- Serve as a tool for WOs to learn more about feminist organisational development and strengthen their ability to reflect upon how to enact feminist principles and approaches in their work.
- Inform the PIA design and implementation.
- Ensure an accessible, user-friendly, adaptable document that is relevant to a diversity of organizations and staff.

**There are two primary audiences for the GTMOD:**

1. WOs participating in WVL
2. WVL staff, consultants and key partners that contribute any support and mentorship activities with WOs, including the CTCs.

**NOTE:** The GTMOD has been developed for WOs in the WVL project, however it will have the potential to be adapted and circulated across Plan International and within WOs/feminist circles.

## GTMOD Structure for 5 Domains

### 1. GTMOD: Governance and Strategic Leadership

**What might it look like when Gender Transformative/Feminist Principles are applied to this area of organizational development?**

- The organization's vision and mission explicitly include a commitment to gender equality.
- Organizational governance and leadership actively work to create safe and accessible opportunities for collective reflection. The perspectives and priorities of different staff and volunteers are valued by leadership, and gathered to inform the direction of the organization, and the development of policies and procedures
- The process and reasoning behind leadership and strategic decision making is clear and accessible by staff and stakeholders.
- Leadership and governing bodies are composed of individuals that reflect the diversity and identities of the communities that are being served by the organization.
- Leadership and management are vocal and explicit about their support for women's rights and gender equality in their language and messaging internally and externally.
- Women in all their diversity have strong opportunities to grow, be mentored and encouraged and to assume leadership positions within the organization.
- Staff, regardless of position, commonly express their ideas and opinions openly and comfortably to leadership and management.

### 2. GTMOD: People Management and Culture

**What might it look like when Gender Transformative/Feminist Principles are applied to this area of organizational development?**

- Recruitment and promotion policies and practices include actions to achieve gender equality and diversity in staffing and leadership positions
- There is a code of conduct that is inclusive and protective of all staff and volunteers and goes beyond non-discrimination and sexual harassment to include shared values of equality, respect and inclusion.
- People management is responsive to the individual and personal needs/challenges of staff, for example by providing flexible working arrangements.
- The organization's culture promotes individual expression and appreciation of diversity of perspectives.

- Staff, volunteers and those in leadership positions are representatives of the diversity of the community the organization serves (sex, age, ethnicity/religion, ability, etc.).

## 3. GTMOD: Financial Management

**What might it look like when Gender Transformative/Feminist Principles are applied to this area of organizational development?**

- Fund allocation should adequately support the values and mission of the organization by ensuring appropriate skills and investment for the work of promoting gender equality and the creation of a work culture that reflects feminist principles.
- Transparency and accountability in financial management is equally as important as in other domains. The sound financial management and accountability of the organization must be apparent to all stakeholders – staff, clients, and communities.

## 4. GTMOD: Programme Management

**What might it look like when Gender Transformative/Feminist Principles are applied to this area of organizational development?**

- Participatory Design: The voices of women, girls and key participants are incorporated in a meaningful way into the project design and planning process. Their preferences, ideas, opinions and needs are central to the process.
- Outcomes and objectives are explicit about their social justice agenda and the achievement of gender equality results.
- Women and girls are active participants during implementation, and not positioned as passive recipients of aid or services.
- The organization consistently achieves results that contribute to the empowerment of women and girls, and the redistribution of power.
- Equality and empowerment results are measured and tracked in a way that measures changes in position (power), not only condition (wellbeing). For example, collecting evidence of increased control of resources, participation in decision making, representation in government, etc.
- Monitoring and evaluation processes engage participants, including in the collection of data, the analysis and interpretation of results, and generation of knowledge.

## 5. GTMOD: External Engagement and Networking

**What might it look like when Gender Transformative/Feminist Principles are applied to this area of organizational development?**

- The organization effectively engages with community members and participants in a way that is consistent, accessible, and empowers the community. This includes women, girls, formal and informal partners and stakeholders.
- The organization is an active and contributing member of relevant networks and coalitions that strive for gender equality and women's empowerment.
- Alliances are formed with young feminist and youth organizations to mentor them and foster a growing movement for gender equality.
- Being a vocal and visible representative of the women's rights and gender equality movement.
- Communications are designed and delivered in a way that uses media that are consumed by women and girls.

## *Annex V: Stakeholder Mapping*

**Step 1:** With your team, start by brainstorming all your possible stakeholders for your organization (consider anyone who could be impacted by your organization). Write the name of each stakeholder (or each stakeholder group) onto a sticky note. Use the following questions to help you get started.

- Who might be interested in your organization?
- Who could be impacted (positively or negatively) by your organization? (Remember these can be organizations and people.)
- Who are your competitors?
- Who can cause your organization to fail?
- Who has influence (positive or negative) over your organization? (Don't forget the media and internal stakeholders.)
- Are there any regulatory bodies to consider? (i.e. All levels of government, unions, regulators, legislators, etc.)
- Is there any stakeholder or group you're forgetting? (Consider people you rarely hear from and are likely to be forgotten.)

**Step 2:** Add your stakeholders (sticky notes) onto the appropriate box in the grid.

a) **High Interest/High Influence (top right box):** these are your key players. These are the stakeholders who can most impact the success of your project. These stakeholders must be engaged thoroughly. Put your highest engagement efforts into this group.

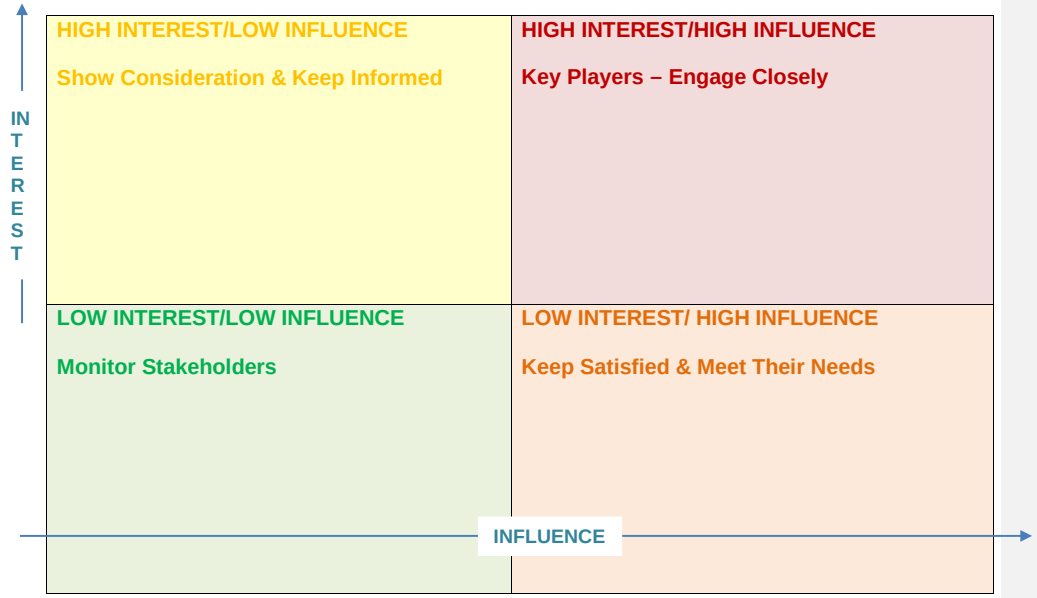
b) **Low Interest/High Influence (bottom right box):** as this group has influence over your organization, make sure you meet their engagement needs and make them feel informed. This group won't require as much engagement as your high interest/high influence stakeholders, but they still need to be satisfied with your engagement.

c) **High Interest/Low Influence (top left box):** keep this group informed and updated. Talking with them is often helpful for feedback on your organization.

d) **Low Interest/Low Influence (bottom left box):** this group has little influence or interest in your project, but do not ignore them. Inform them of your project and then periodically monitor them in case anyone in this group moves to another group.

**Step 3:** Review your grid with your team. Ensure you haven't missed any potential stakeholders and that your identified stakeholders are placed in the appropriate categories. Once you're satisfied, use the grid categorization to help you choose engagement levels and communication methods or tactics for each category.

**STAKEHOLDER MAP CANVAS**



## *Annex VI - List of Tables*

Table 1. Stakeholder Analysis Matrix

Table 2.Stakeholder Interest and Influence Matrix

Table 3 : Stakeholder Particiaption/Engagement Matrix

Table 4 : Sample SWOT Analysis for CSO/WO

Table 5 : SWOT Analysis Matrix Template

Table 6. External Environnement Analysis Table

Table 7. Internal Situational Analysis Table

Table 8. Strategic Issue Rating Table

Table 9: Master List of Key Strategic Issues Table

Table 10: SWOT Correlation Table

Table 11. Feasibility Rating Table

Table 12. Sample Strategic Action Plan

Table 13. Human Resource Analysis Plan

Table 14. Three to Five Years Budget Plan

Table 15: Three to Five Years Material Resource Plan

Table 16. Key Result Areas Description

## *Annex VII - List of Figures*

Figure 1. Strategic Measurement Relationships

Figure 2. Steps of Performance Measurement in SP

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