MODULE 3
Strategic Planning
2nd EDITION 2019
Acknowledgments

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Contributors

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Where to find the complete the Professional Association Strengthening manual:

The complete set of Professional Association Strengthening modules can be downloaded for no fee at: www.StrongProfAssoc.org.

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Professional associations (PAs), like other charitable and non-profit organizations, may spend much time reacting to crises rather than managing their own paths. They may react to urgent needs in order to see quick results. Though it is difficult sometimes for PA managers to begin by looking at the larger picture and then discuss how to get there, the time spent on strategic planning (SP) is an investment that reaps benefits throughout the implementation period.

Not every PA that has dedicated staff to run the organization. In some cases, the PA leaders are actually professionals in full-time employment. Yet even in this situation, investing time in strategic planning is a great time saver as it provides purpose, clarifies objectives, and gives direction to actions. More importantly, it is of great value for the proper investment of funds and resources where these are usually scarce. Actually, it is wise to develop a strategic plan at the creation of a PA and then stipulate very clearly how frequently this process will be revisited.

This module addresses the meaning and importance of the strategic planning process for a PA of health care professionals and outlines a simplified process usable by even the smallest PA. The module includes tools, sample formats, and resources that PAs can use to conduct effective, strategic planning processes.

**Objectives**

- To build an understanding of strategic planning.
- To discuss the individual components of strategic planning.
- To outline the process of strategic planning and provide access to tools and resources.
- To discuss the post planning process and provide tips to keep it dynamic.

**What is Strategic Planning?**

Strategic planning is the process used to determine what an organization wants to accomplish and to establish direction, strategies, and resources to reach those goals. Strategic planning is about making future, directional, and fundamental decisions and is less about operational decisions about day-to-day implementation. The decisions made at the strategic level include big picture goals, the segments the organization will serve, the organization’s role in the community, key programs and/or services, resources, and how all these factors will come together for the organization to achieve its mission. Simply put, strategic planning answers the questions:

Who are we? Where are we now? Where do we want to go? How do we get there? And with whom or what support?

Of course, there will be detail in answering each of these questions. The output of a strategic plan is a road map or a blueprint describing exactly what the organization perceives itself doing and goals it hopes to achieve and how they intend to achieve those goals.
What is the Output of a Strategic Planning Process?

The strategic planning process leads to the production of a strategy document, a road map to guide all the activities of the PA, a blueprint which states very clearly, to anyone who picks it up to read, what this organization sees in the future, where they want to go and how they intend to get there. It clearly states the resources required, timelines and persons responsible for the implementation of each strategy.

Why is it Important to Develop a Strategic Plan?

Many PAs exist in order to solve societal problems. This gives rise to a lot of emotions. The tendency then is to jump straight into carrying out activities intended to solve the problem before putting in time to look at the problem in its context and draw up a map of how best to deal with the problem given the resources available. Occasionally there is a belief that if there are limited resources it is difficult to carry out a strategic planning process. Unfortunately skipping the strategic planning process does not save money but can actually lead to increased expenditure due to spending in non-critical areas. While jumping in without a plan may seem to work in the short term, the absence of strategic planning denies the organization the possibility of showing real achievements against objectives thus hampering the organization’s sense of success and growth in the long term. Members may start to develop a sense of dejection because it seems as if, however hard they work, the societal problem does not improve. This apparent lack of achievement may be due to lack of indicators for success, no way of capturing what has been achieved and what still needs to be done. This is particularly true in maternal and newborn health, where the problem never seems to go away. A strategic plan with clearly defined outputs and outcomes, and timelines, being able to see the achievements will sustain the PA’s motivation. This motivation is even built further among members by being involved in the strategic development process.

In summary, a strategic plan is important for the following reasons:

- **Provides a roadmap.** The strategic plan acts as a ready reference to keep everyone in the organization on track towards meeting the mission and goals of the organization.

- **Facilitates the identification of opportunities and risk thus enabling the organization to consciously and purposely maximize opportunities and minimize risks.** The strategic plan helps to anticipate opportunities and challenges to change the working mode from reactive to proactive. Increases stakeholder engagement. The process of developing a strategic plan involves inviting all stakeholders to contribute. The availability of a well-crafted strategic plan allows existing and new stakeholders to clearly understand the organization and help them see their roles clearly.

- **Increases stakeholder engagement.** The process of developing a strategic plan involves inviting all stakeholders to contribute. The availability of a well-crafted strategic plan allows existing and new stakeholders to clearly understand the organization and help them see their roles clearly.

- **Facilitates alignment within the PA.** The strategic plan begins with defining the vision, mission, and goals of an organization and extends beyond to include program description, implementation strategies, and a framework for evaluation. It helps to align various parts of the organization and creates a common purpose for all.

- **Helps to set and clarify priorities.** The strategic plan helps a PA focus on activities that are critical to achieving its overall objectives in line with its mission, vision, and goals.

- **Increases effectiveness and impact.** The strategic plan helps a PA to find creative solutions to otherwise everyday problems and optimize resource utilization by focusing them where they are most needed or where they produce the best results.
**EXAMPLE FROM CENTRAL ASIA**

A PA was about to shut down because it could not demonstrate its role and contribution to its members and to its Ministry of Health. Raising funds was impossible as the PA could not show what and how it was going to use the resources, neither could it show the reason for its existence. Stakeholders perceived the PA as working through emotions rather than structuring work around clearly defined purpose lines. Understandably, this led to very low morale among members.

The PA received some support and engaged in a five-day strategic planning process attended by the Ministry of Health, and key stakeholder representatives. The result was a multiplicity of pledges for support from both key stakeholders and the Ministry. It was as if now, all could see the value of this PA and wanted it to succeed. Membership in the PA also increased over a period of 2 years. It was as if all members of that professions understood clearly for the first time, what the PA existed for and how each one had a role to play. All because many of them were involved in a strategic planning process. This gave them the big picture of the organization and where each of them came in to contribute to the success of the organization and the work it existed to perform.

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**What Are The Components of a Strategic Plan?**

The strategic plan is a comprehensive document that helps to broadly define the PA from the long-term vision to the tactical aspects employed by the organization. The key components of the strategic plan may be customized to suit the need of the PA: The basic components common to all strategic plans will be described below:

**Organization Description**

The description of the organization usually includes the name, legal registration, years of existence, membership base, and core competence areas.

**Vision of the Organization**

The vision describes, in short, clear inspiring terms, what the organization sees in the future. If everything was to go according to plan, what would the world be like in their area of function? What will have changed? In other words, what is the “promised land” conditions? A vision should be described so clearly that it stimulates members to want to do the work. A vision is aspirational and is never achieved because the closer you get to the vision, the more the demands for higher achievements. Chasing a vision is like chasing a beautiful butterfly in a flower garden. One sees it, it’s there but each time one gets close to it, the butterfly hops onto the next flower: The butterfly never loses its beauty!

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**EXAMPLE: INTERNATIONAL CONFEDERATION OF MIDWIVES’ VISION**

ICM envisions a world where all childbearing women, their newborn and families have access to midwifery’s care where ever she lives.

In this vision, inherent in the desired state is that there should be enough midwives everywhere, every time to attend all births that occur any time. Of course, there will not be a day in the near future where all these conditions will be achieved at the same time but goals can be set to achieve or move towards different parts of the vision.

**Mission**

This is the reason for the organization’s existence. Given what the organization sees in the future, what does it exist to do in order to create that desired state in the “promised land”?

Following along with the example given above, **ICM exists to promote the profession of midwives and midwifery through strengthening midwives association and maintaining birth normal.**

This example demonstrates that there is a lot that has to be done. The lot to be done is embodied in the word “promote” the profession of midwifery. The mission gives possibilities to the organization and its members to contribute towards achieving the vision in multiple ways. A mission should not be fuzzy and without boundaries. Neither should be so restrictive that it constraints creativity. A mission should be just broad enough to be purposeful and provide clear parameters for thinking and action.
Values

Values are the guiding principles used by a PA. They describe the modus operandi of the PA and provide the PA with its character, culture, and work ethic. While values are present in all organizations, they are not always articulated and documented. It is important that a common set of values is agreed upon, articulated, documented, and used as a binding factor in the organization.

Goals

Goals are the end product achieved when parts of the work have been effectively accomplished. A PA may have one overall goal which tends to be very close to the vision or it may have two or three goals which when put together get very close to contributing to the achievement of the vision. It is important at this point to highlight that while a vision is never achieved. It is aspirational and provides motivation to the members. Some goals can actually be achieved.

An organization can have sub goals which are targets that the PA wishes to achieve. The sub-goals may be short, medium, or long term.

Strategies

The strategies are the approaches or methods that the organization is going to use to guide and manage its activities. Strategies describe the “how to” of the PA. For example, if a PA exists to improve the quality of health outcomes in a certain population, strategies are the high level or big picture approaches that it is going to use to “improve the health outcomes” of that population. One strategy might be to increase the workforce. Embodied in the word “increase” is a plethora of things that can be done to achieve this. Well-designed strategies provide a framework within which the organization can be creative in determining the actual activities they wish to perform and provides clear enough parameters to be able to determine when activities are no longer within the mandates of the organization. Using this example, an organization may train more people to increase the workforce, they may recruit from elsewhere, or they may conduct on the job training, etc. All these activities lead to an increase of the workforce.

Objectives

Objectives are specific statements of intent. They are specific, measurable, achievable, relevant and time framed, (smart). Objectives are drawn out of the strategies. They state what has to be achieved and when. They provide a way of determining the required activities and measuring success.

Monitoring and Evaluation Framework

Monitoring is the process of keeping an eye on the organization’s activities ensuring that they are on course and that resources are being used the way they were intended to be used. Monitoring provides information that enables corrective measures to be taken while activities are in progress.

Evaluation is usually either halfway through the life span of a series of activities (project) or at the end to determine whether the organization achieved what it set out to achieve and attaches value to the achievements. Evaluation is usually terminal and provides lessons learnt that can be used to inform subsequent activities.

The monitoring and evaluation framework is an important part of a strategic plan. This framework helps to provide an overall control mechanism and to answer key questions such as the following:

- What is to be monitored/evaluated?
- How will it be monitored/evaluated?
- When will it be monitored/evaluated?
- Who will do the monitoring/evaluation?
- Who needs the information obtained?
- How will it be reported?

A well designed monitoring and evaluation framework plays an important role in developing and choosing program strategies, objectives, and activities. The most popular types of monitoring and evaluation frameworks are conceptual, results, and logic frameworks.
EXAMPLES

- The American Nurses Association uses a conceptual framework to monitor and evaluate the contribution of nurses to care coordination (www.nursingworld.org/Framework-for-Measuring-Nurses-Contributions-to-Care-Coordination).
- International Confederation of Midwives has used a results based framework to guide and monitor the delivery of Sexual, Reproductive, Maternal and Newborn Health (SRMNAH) services by midwives. (www.internationalmidwives.org/assets/uploads/documents/Manuals%20and%20Guidelines/MSF%20for%20field-testing,%2017Mar15.pdf.)

Professional associations should remember that different donors/external organizations sometimes use different monitoring and evaluation frameworks in which different aspects are customized according to individual needs. Organizations should use the frameworks that best suit their programs and activities and that also work for their external stakeholders.

The monitoring and evaluation framework should be accompanied by a monitoring and evaluation plan that will define how output/outcome information from the programs will be tracked. Such a plan should be created as part of the planning phase since retro-fitting the plan might not be effective. Consider resources required, organizational capacity, and timelines before developing a monitoring and evaluation plan.

The Virtual Knowledge Centre to End Violence against Women and Girls provides further information regarding monitoring and evaluation frameworks. Health Compass provides information about how to develop a monitoring and evaluation plan.

Supportive Sub-Plans as Part of the Strategic Plan

A strategic plan usually includes supportive plans, commonly known as sub-plans. These plans are operational plans that are part of the main strategic plan. However, they are derived from the strategic plan and are meaningless without it.

Sub-Plan 1: Activity and Resource Schedule

This clearly describes the activities the PA will need to perform to meet its goals and overall vision. It indicates the order in which these activities will be conducted, the timelines for completion, and the resources required for each activity.

Sub-Plan 2: Staffing Plan

This clearly describes the staff roles in a PA, how many people will be needed for each role in a given year, the hiring schedule, and the compensation structure.

Sub-Plan 3: Operating Budgets

This clearly describes the monetary resources needed to finance the PA's activities and how these resources will be used.

Sub-Plan 4: Resource Mobilization

This provides comprehensive view of from where the funds will come, when they will be needed, and who will be responsible for each revenue stream. For further details, refer to Module 8: Resource Mobilization.

Sub Plan 5: Communication Plan

This outlines the communication needs of the PA and discusses key questions:

- What needs to be communicated?
- To whom will it be communicated?
- How will it be communicated?

While all health PAs might not have a well drafted communication plan, some health PAs, like the American Medical Association, constitute Communication Committees, to ensure that updates on PAs activities are disseminated amongst its stakeholders in an effective way. Some others create communication sub plans that guide their communication efforts.
What is the Process for Creating a Strategic Plan?

Strategic planning is a process of engagement that is not completed in a meeting of only PA officers. In order for the SP process to be successful, many voices must be heard before a plan is finalized. The following steps will help a PA understand how the SP process starts well before the actual writing of the plan. While going through this process it is important to focus on the important and big picture questions, adapt the process, choose the applicable steps, and produce a viable strategic plan.

Step 1: Build Commitment from Key Leadership
The first step in the SP process is for the officers, executive committee, and key leaders to decide that it is necessary to complete a SP exercise. This decision ensures accountability and commitment from senior leadership and management. It is very important to build the commitment of the officers and executive committee through discussion of the benefits and challenges of a SP exercise. A rough process plan could be presented and discussed to create excitement about SP.

Step 2: Establish the Planning Team
The next step is to create a layout of the SP process. To do so, a PA needs to form a steering group that will drive the SP exercise. At this point the PA can decide whether external resources or consultants are needed. The time and agenda for the steering group meetings are decided on in advance.

Step 3: Context Analysis
Once the decision has been made to initiate SP, the PA needs to understand the environment in which it is operating. This context analysis should be done for the internal and external contexts of the PA. Using this analysis, the PA increases its understanding of current trends, developments, opportunities, and possible challenges. It also helps the PA understand its own strengths and weaknesses. One approach for assessing context is the PEST or PESTEL approach.
PESTEL analysis is a framework or tool used by marketers to analyze and monitor the macro-environmental (external marketing environment) factors that have an impact on an organization. The result of which is used to identify threats and weaknesses which is used in a SWOT analysis.

PESTEL stands for:
- P – Political
- E – Economic
- S – Social
- T – Technological
- E – Environmental
- L – Legal

Let’s look at each of these macro-environmental factors in turn.

**Political Factors**

These are all about how and to what degree a government intervenes in the economy. This can include – government policy, political stability or instability, tax policy, labor law, environmental law, and so on. It is clear from the list above that political factors often have an impact on organizations and how they do business. Organizations need to be able to respond to the current and anticipated future legislation and adjust their policy accordingly.

**Economic Factors**

Economic factors have a significant impact on how an organization does business and also how profitable they are. Factors include – economic growth, interest rates, exchange rates, inflation and so on especially when there is a possibility of receiving funding from overseas donors. This can be an important factor. These factors can be further broken down into macro-economical and micro-economical factors. Macro-economical factors deal with the management of demand in any given economy. Governments use interest rate control, taxation policy and government expenditure as their main mechanisms they use for this.

Micro-economic factors are all about the way people spend their incomes. This has a large impact on professional organizations.

**Social Factors**

Also known as socio-cultural factors, are the areas that involve the shared belief and attitudes of the population.

These factors include population growth, age distribution, health consciousness, career attitudes and so on. These factors are of particular interest as they have a direct effect on how the PA understands and interacts with its target population and what drives them.

**Technological Factors**

We all know how fast the technological landscape changes and how this impacts the way we work. Technological factors affect the PA and the management thereof in two distinct ways:
- New ways of providing services.
- New ways of communicating with target population and how the PA is perceived in the environment.

**Environmental Factors**

These factors have only really come to the forefront in the last fifteen years or so. They have become important due to the increasing scarcity of raw materials, pollution targets, doing business as an ethical and sustainable organization, carbon footprint targets set by governments (this is a good example where one factor could be classed as political and environmental at the same time). These are just some of the issues PAs can face within this factor. More and more governments and consumers are demanding that organizations be more conscious of the sustainability of natural resources and that they act ethically, and if possible use renewable energy.
Legal Factors

Legal factors include – health and safety, equal opportunities, advertising standards, consumer rights and laws. It is clear that PAs need to know what is and what is not legal in order to function successfully. If an organization functions globally this becomes a very important area to get right as each country has its own set of rules and regulations.

The results of a PESTEL analysis help you identify the strengths and weaknesses for a SWOT analysis.

Context analysis includes getting to know and understand organizations that are doing similar work. These organizations can be collaborative, or they can offer best practices from which the PA can learn. A sample content analysis template is provided online.  

Step 4: Stakeholder Engagement

Engaging stakeholders is one of the most important steps in the SP process. While larger PAs may be well aware of the various stakeholders with whom they interact, smaller PAs might want to invest some time to list direct and indirect stakeholders. Representatives from all stakeholder groups should be included in the SP process and their feedback and comments should be recorded.

An e-mail questionnaire that can be used to engage stakeholders in the strategic planning process is provided in Tool 1.

Step 5: Problem and Solution Analysis

Problem and solution analysis helps a PA to answer the most basic but most critical question: Why are we doing what we are doing? This analysis is used to identify the key problem that the PA is trying to solve, helps the PA break down the core problem into its constituent causes and effects, and helps to generate solutions that eventually become program strategies for the PA.

The Evaluation Toolbox provides useful information on how to conduct a problem and solution analysis.  

Step 6: Establish Vision, Mission, Goals, and Strategies

Once the background analysis for the PA is completed and documented, the PA establishes the vision, mission, goals and activities/tasks, strategies, timelines, and staff in charge. Ideally the strategic plan should be well documented and accessible to members and staff of the PA. The PA can also post a summarized version of the strategic plan on its website to inform the external world about its strategic priorities in the coming years.

Step 7: Drafting and Adopting the Plan

The final step is to adopt and proceed with the established strategies. Two factors help to ensure that the proposed plan is adopted:

- Address issues important to implementation.
- Build consensus from stakeholders on how to approach the strategic plan.

Professional associations should remember that formal adoption of the strategic plan may take months, and commitment to mission, values, goals, strategies, and obligations is highly important for adoption. Further, PAs should create a draft of the plan and circulate it amongst the stakeholders.

There is no perfect way to write the strategic plan, but the following factors should be considered:

- Keep the reader in mind and write what you want people to read. A lengthy document might be read by fewer people.
- Include a glossary to explain terms that are technical or specific to your PA.
- Make the document plan look professional.
- Ensure that the document serves the needs of internal and external stakeholders, such as funders or the government.
- The final strategic plan document must be approved by the board, but drafts can be circulated amongst stakeholders for comments.

Guidelines provided by the Free Management Library can be useful in drafting a strategic plan.

How to Keep a Strategic Plan Alive

Strategic plans usually cover periods of between three and five years. In larger PAs it may cover up to ten years. This leaves it at risk of being placed in a drawer and
forgotten. And of course, any plan becomes irrelevant if it is not reviewed and updated on an ongoing basis. This is where the monitoring and evaluation framework comes in. The monitoring and evaluation framework provides a mechanism for paying regular, purposeful, well-structured visits to the strategic plan. If proposed goals are not or cannot be met, modify the plan to reflect the changed scenario. A PA can implement the following suggestions to ensure that the strategic plan remains viable:

- **Review the plan periodically.** The PA should decide when the periodic review should be done. Generally, a quarterly review is considered sufficient, but this should be determined depending on scope of operations, size, etc.
  
  - A periodic review involves assessment of the actual against the planned outcomes and discussion of reasons for deviation. The periodic review could also be a platform for the team to discuss any implementation challenges. A sample process for a review meeting is provided in Tool 3.

- **Update the plan regularly so that it remains relevant.** A follow up to the periodic review is to update the strategic plan to reflect any changes that might have occurred in the review period. It is possible that priorities for goals may change. This is fine as long as the plan is updated in a timely manner.

- **Build team ownership for the plan.** Team ownership is extremely important; without it, the strategic planning exercise is likely to lose momentum. Making different people owners of different pieces of the plan is a good strategy to build ownership.

**How to Track Progress Against the Strategic Plan**

It is important to track progress against the strategic plan to assess whether activities are going in the right direction and are contributing to the achievement of the overall mission. Sometimes, it is easy for organizations to slip into implementation mode and forget the overall picture. This can lead to distraction from the mission and misappropriation of resources. Tracking helps a PA to know the existence and extent of deviation and provides an opportunity to take timely, corrective action.

While frequency of progress evaluation varies from organization to organization, it is suggested that this time be as short as possible. Usually weekly tracking (for PAs with frequent activities) and monthly tracking (for PAs with less frequent activities) are recommended.

A PA should identify a leader to lead the SP process, and tracking could be done by this individual. Tracking can also be done by individual program teams and data can be collated by a process leader. To diffuse leadership, the PA could rotate the tracking responsibility amongst different staff members.

A sample tracking sheet for goals is provided in Tool 4.

**Role of a Strategic Planning Consultant**

A PA may consider hiring a strategic planning consultant to assist with the various parts of the SP process:

- Design
- Stakeholder engagement
- Context and problem analysis
- Documentation and publication.

**Review and Tracking**

For small PAs, the strategic planning consultant could be hired on a retainer basis since staff members with relevant expertise might be difficult to find. However, in larger PAs, the consultant might be hired for a specific position in which she/he would build the SP capacities of the PA.
Step One: Output: A shared sense of identity, a shared vision and mission for the next five to ten years.

Time: one-hour discussion then plenary presentation from each group followed by general moderated discussion to synchronize the thoughts from all groups so that at the end all participants share this vision and mission.

- Who are we? (identity)
- What will be our core values? (philosophy)

Summarize the results of the plenary discussion on a flip chart.

Step Two: Output: Shared understanding of the context and each one’s role in sustaining the PA.

A detailed SWOT situation. And ways of maximizing the strengths and opportunities and addressing the weaknesses and reducing risks from threats.

Time allocated: Two hours for discussion followed by plenary presentation. Each group should answer the following questions:

Given what we see in the future,

- Where are we now? Remember PESTEL
- What are our strengths, weaknesses, opportunities, and threats?

Summarize the results of the plenary discussion on a flip chart.

Step Three: Our future – Where we want to go.

Output: Vision Mission and Philosophy

Time allocation 2 hours. Follow instructions as in the other steps above. Groups answer the following questions:

- Where do we want to go?
- What do we see in the future? If everything we want to do works perfectly, what will the world in our area of function look like? (vision)
- What is our reason for existence? (mission)

Summarize the results of the plenary discussion on a flip chart.

Step Four: Output – Strategies.

Groups answer the question:

- How do we get there? Remember PESTEL and SWOT results.

Consider all the strengths and opportunities identified in the thinking process.

Each group should work out all possible methods and approaches to get there. These are the strategies.

Summarize the results of the plenary discussion on a flip chart.

Activity: Let’s develop a strategic plan!

The description above has stipulated who is to be involved and why. The PA should therefore set a date and place where the process is to take place. The venue should have adequate space for a series of group works and walls on which to stick many flip charts. The materials required include many, many flip charts and flip chart pens and then the usual pens paper etc. The sitting arrangement should enable easy and free mixing of participants and easy communication (talking to) each other among the participants. Round tables are usually effective for this purpose.

The whole five-day process is a series of group works! Participants are divided into groups of a minimum of five and a maximum of 10 people per group. When a group is too small, there is minimal exchange of ideas. When it is too large other participants might not contribute especially in a mixed group with stakeholders. Each group should elect a rapporteur and a chair person and a presenter. It is helpful for individuals to work in the same group throughout the process to enable getting used to each other and progressively free exchange of ideas and also to be able to build subsequent conversations on the preceding thoughts.

Let’s start!

In your group discuss and answer the following questions.
**Activity: Let’s develop a strategic plan! (continued)**

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<th>Step Five: Activity areas, timeline, and responsible persons.</th>
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<tbody>
<tr>
<td>Groups answer the following question:</td>
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<tr>
<td>• What must we do to be able to get there?</td>
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<tr>
<td>• When must we do this?</td>
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<tr>
<td>• Who will take the lead in each activity?</td>
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<tr>
<td>Summarize the results of the plenary discussion on a flip chart.</td>
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<tr>
<th>Step Six: Monitoring and evaluation framework.</th>
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<tr>
<td>• How do we know we are on the right track and that we have arrived?</td>
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<tr>
<td>Output monitoring approaches and evaluation methods.</td>
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<tr>
<td>Summarize the results of the plenary discussion on a flip chart.</td>
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<tr>
<th>Step Seven: Resources and resource mobilization strategy.</th>
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<tr>
<td>• What resources do we need (human financial and material)?</td>
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<tr>
<td>• Where will get these from?</td>
</tr>
<tr>
<td>• Who can help us? (Think of the opportunities and strengths again here)</td>
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<tr>
<th>Step Eight: Prioritization exercise.</th>
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<tr>
<td>• What shall we do first?</td>
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<tr>
<td>Each individual is given three dots of different colors. One color represent 1 point, the second one 2 points and the third one 3 points. Each person goes to the activities flip chart and stick their dots such that 3 points are for that activity they think should be first and one point for what they think should be number 3. After everyone has stuck their dots, the facilitators count the scores per activity and ranks them according to which activity has the highest points, with the highest scorer at the top of the list and the least scorer at the bottom of the list. The resultant list shows the sequence of events as perceived by this group.</td>
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<th>Step Nine: Gallery walk.</th>
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<tr>
<td>Stick all the summary flip charts on the wall in the same sequence as steps. The whole group take a gallery walk adding any thoughts that might come up as the flip charts are read through. Let the group know that the content on the wall constitutes the PAs strategic plan.</td>
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<th>Step Ten: Implementation plan.</th>
</tr>
</thead>
<tbody>
<tr>
<td>In this step groups answer the question:</td>
</tr>
<tr>
<td>• When do we start?</td>
</tr>
<tr>
<td>• With what?</td>
</tr>
<tr>
<td>The group draws up activities from the prioritized strategies and develops specific objectives. Groups should be sure to identify activities that are manageable in the first year. The facilitator should help the group to be realistic in their plans. The group can use the template below.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Step Eleven: Finalizing and documenting the plan.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The group selects three or four people to write out what is on the wall making it all flow with headings and subheadings.</td>
</tr>
</tbody>
</table>

Continued
**Activity: Let’s develop a strategic plan! (continued)**

**Guidance to the write up.**

**Common elements of a strategic plan.**

*Introduction: Sets the scene (Always written last)*

- Vision (What you see in the future)
- Mission (Reason for existence)
- Goal(s) (What you hope to have at the end)
- Strategic objectives (Methods and approaches)
- Activity areas
- Evaluation methods (Measuring tools)
- Resources (Financial and other)
- Implementation plan (Time line, lead person)

**Some things to remember**

*Common elements of a strategic plan.*

*Introduction: Sets the scene (Always written last)*

1. Strategic planning engages stakeholders of the PA.
2. The process takes 4 to five days to complete effectively.
3. It is important when inviting stakeholders to make them know of the time demands. This is not an activity where participants can be going in and out of the workshop. There is need for full commitment of the set time in order to get the best results.
4. Ownership of the plan is crucial for sustainable capacity development. It concerns the willingness and the ability to engage and an open attitude towards change.

*Good luck!*

**REFERENCES**

### Tool 1: E-Mail Questionnaire for Stakeholders

The following questionnaire may be used with members of the PA or other, interested stakeholders. It will be given prior to the start of strategic planning.

We are very excited about this strategy exercise as it gives us a chance to reconnect with our friends, supporters, former team members, mentors, and partners. We welcome your thoughts and out of the box ideas about our past, present, and future based on what you already know about our work without having to do any additional research. As per our pilot test of the survey, it will take approximately 40 minutes to complete. We have included multiple choice and open questions. Your feedback will be a mirror and a lighthouse for us.

#### Vision: The Change We Want To See

1. **What in your opinion is our long term vision?**
   - 1. Description 1
   - 2. Description 2
   - 3. Description 3
   - 4. Description 4

2. **What key challenge(s)/need(s) are we addressing? (up to 3 choices)**
   - 1. Challenge 1
   - 2. Challenge 2
   - 3. Challenge 3
   - 4. Challenge 4

Comments on vision:

#### Mission: Our Unique Approach

3. **Which programs/activities of ours do you know about/have heard most about?**

Comments on approach:

4. **What do you see as our core strength, our competitive advantage, that makes us stand out from organizations doing similar work in the city/country/world? (up to 3 choices)**

   - 1. Strength 1
   - 2. Strength 2
   - 3. Strength 3
   - 4. Strength 4
   - 5. Other: ___________________________________
**Tool 1: E-Mail Questionnaire for Stakeholders (continued)**

5. Our current work model is: ________________________________________________________________.
   How effective has this model been as a whole in pursuing our vision? (one choice + why)
<table>
<thead>
<tr>
<th></th>
<th>Comments on work model:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Very effective</td>
<td></td>
</tr>
<tr>
<td>2. Effective</td>
<td></td>
</tr>
<tr>
<td>3. Good in theory but not implemented effectively</td>
<td></td>
</tr>
<tr>
<td>4. Not good in theory, needs to be reviewed</td>
<td></td>
</tr>
<tr>
<td>5. Why:</td>
<td></td>
</tr>
</tbody>
</table>

**Success & Impact: The Change We Are Actually Creating**

6. We measure the success of our programs and activities through certain indicators. In each of the following, how have we performed? (1 being the lowest performance/no performance and 4 being best performance).
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>6. Indicator 1</td>
<td></td>
</tr>
<tr>
<td>7. Indicator 2</td>
<td></td>
</tr>
<tr>
<td>8. Indicator 3</td>
<td></td>
</tr>
<tr>
<td>9. Indicator 4</td>
<td></td>
</tr>
<tr>
<td>10. Any other:</td>
<td></td>
</tr>
</tbody>
</table>

7. What factors could have made this possible (internal or external)? (up to 2 choices)
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<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>1. Professional and committed staff</td>
<td></td>
</tr>
<tr>
<td>2. Support from funders</td>
<td></td>
</tr>
<tr>
<td>3. Collaborating with partner organizations on joint projects</td>
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</tr>
<tr>
<td>4. The right strategy</td>
<td></td>
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<tr>
<td>5. Addressing the right need at the right time</td>
<td></td>
</tr>
<tr>
<td>6. Other:</td>
<td></td>
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</table>

8. How important are the following approaches in effectively communicating our work and impact externally? Please rank from high (1) to low (6) priority.
<p>| | |</p>
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<tbody>
<tr>
<td>1. An easier to use website (___)</td>
<td></td>
</tr>
<tr>
<td>2. Being more physically present among target group (college fests, networks, events etc.) (___)</td>
<td></td>
</tr>
<tr>
<td>3. Effective use of social media (___)</td>
<td></td>
</tr>
<tr>
<td>4. Brochures &amp; flyers (___)</td>
<td></td>
</tr>
<tr>
<td>5. Regular newsletters (___)</td>
<td></td>
</tr>
<tr>
<td>6. Any other:________________________<em><strong>(</strong></em>)</td>
<td></td>
</tr>
</tbody>
</table>

Comments on success and impact:  

Continued
**Tool 1: E-Mail Questionnaire for Stakeholders (continued)**

### Future Strategy: Our Road Map For Next 3-5 Years

9. Thinking about the future, what kind of projects/activities do you see us doing?

<p>| | |</p>
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<tbody>
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<td>3.</td>
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<tr>
<td>4.</td>
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</tbody>
</table>

10. What indicators of success should we set for ourselves?

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<tbody>
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<td>1.</td>
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<td>2.</td>
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<td>3.</td>
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<td>4.</td>
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</tbody>
</table>

11. Different organizations follow different expansion/growth models, for example, increasing staff, setting up branches, becoming a network, working with partner organizations, etc. What should our models of growth be for the next 5 years?

12. To help us implement our emergent strategy effectively, are there any organizations/networks/donors that you think we could partner with?

Comments on future strategy:

Thank you for your time, feedback and ideas. This input will form a crucial part of our strategy exercise!
**Tool 2: Stakeholder (Internal & External) Workshop Format**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Title</th>
<th>Agenda Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00</td>
<td>Ready, set, go</td>
<td>Introductions, contribution and expectations, agenda review, stakeholder survey update</td>
</tr>
<tr>
<td>10:45</td>
<td>Our story: What have we achieved so far? What has made it possible?</td>
<td>Mapping key milestones, successes, stakeholders, and enabling factors</td>
</tr>
<tr>
<td>11:45</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>12:00</td>
<td>Our identity: Who we are &amp; who we want to be</td>
<td>Defining PA's identity, core values and competitive advantage</td>
</tr>
<tr>
<td>13:00</td>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td>13:30</td>
<td>Our vision &amp; impact: What change do we want to see?</td>
<td>Review PA's vision and define success benchmarks/indicators</td>
</tr>
<tr>
<td>15:00</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>15:15</td>
<td>Our mission: How do we achieve our vision, impact?</td>
<td>Create coherent work model aligned to vision, values, and competitive advantage</td>
</tr>
<tr>
<td>16:30</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>16:45</td>
<td>Our goal posts: What do we want to achieve in the next 3 years?</td>
<td>Draft strategic objectives for the next 3 years for programs, organization management, people development, and financial stewardship</td>
</tr>
<tr>
<td>17:45</td>
<td>Our experience today and our commitments</td>
<td>Share feedback, inspiration, and learning from the day; next steps</td>
</tr>
<tr>
<td>18:00</td>
<td>End of the day</td>
<td></td>
</tr>
</tbody>
</table>
Tool 3: Process for a Review Meeting

Note: Please remember that meetings are not unproductive and pointless. They can help us make our work more effective.

Prior to the meeting,

1. **Fix the date and time.** If the review meeting is monthly or quarterly, the dates and times for the whole year can be fixed in advance.
2. **Block calendars.** Inform the meeting members about the dates and times. Circulate the agenda for the next meeting.

When in the meeting,

3. **Analyze actual performance.** Respective teams can make presentations on the performance.
4. **Compare performance with plan.** Actual performance will be compared with the plan regarding the major milestones that were initially defined for the relevant period.
5. **Review long term goals.** These may not change in every review meeting. Smaller/younger PAs might need to rework their strategies often to arrive at the one that works.
6. **Discuss issues to process.** Keep this an open ended discussion to help members raise issues. This will help to generate new ideas, build new perspectives, and promote ownership within the team.
### Tool 4: Goal Tracking Sheet

<table>
<thead>
<tr>
<th>Description</th>
<th>Planned</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Example: No. of awareness workshops on “Causes of Infant Mortality” to be conducted in Q1</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>2 Success Indicator 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Success Indicator 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Success Indicator 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Success Indicator 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Success Indicator 6</td>
<td></td>
<td></td>
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<tr>
<td>7 Success Indicator 7</td>
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<tr>
<td>8 Success Indicator 8</td>
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<td></td>
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<tr>
<td>9 Success Indicator 9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Success Indicator 10</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>