

Strategic Planning

1. Sensitising the process of strategic planning and the importance functional integration and measurements of performance.
2. Strategic Planning approaches used in Not for profits.
3. Environment Analysis - Defining Mission and vision statements.
4. Using Strategic Roadmap, defining objectives, metrics and Balance score card (BSC) for Non-profit organizations.
5. Providing a case study and forming groups to discuss and suggest for developing strategic roadmap, metrics and BSC.
6. Taking one example from the participants' organisations and suggesting for modifying (if required) and applying this or modified framework for the service organisation.

Strategic Planning for Non-profit organizations

Setting Vision, Mission, Strategies Objectives, Measurement, Target and preparing Action Plans are planning processes used in profit and non-profit organisations. It helps organizations to achieve short term goals and as well support to reach organisational vision. This strategic planning process supports developing a clear mission, building consensus, and grounding your group's dreams. This training program makes an attempt to explore how to plan, implement, measure and manage your organizations for building the required competencies and scaling up the organisation to the desired level. This comprehensive planning tool can help organization by providing a blueprint for moving from dreams to actions to positive outcomes for your community. This material provides the overview of the process and touch briefly on each of the individual parts.

Why should your organization use strategic planning?

Why should your organization use this strategic planning process? There are many good reasons, including all of the following:

The strategic planning process starts with Environmental Scanning – Analysis.

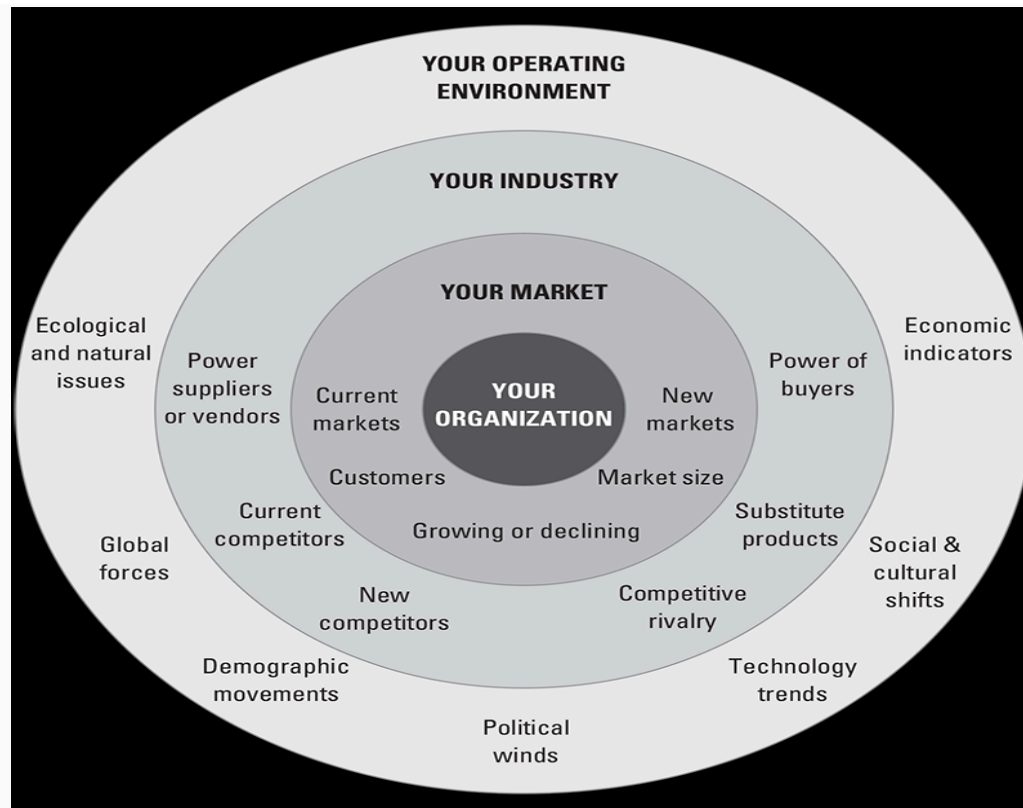
Analysing the External Environment:

The external environment refers to macro environment in which the organisation is operating. It may be the world, Country or a specific location. Generally the macro environmental variables that affect the organisation's operations, decision or resources will determine the external environment of that organisation. The domain in which the organisation operates will also be considered as part of the external environment. For example a social enterprise is engaged in child care activities, the domain would be the geographical area where it focuses, political, legal, cultural, social, economic and other related aspects will be parts of environment.

Analysing the Internal Environment

The internal environment refers to the organisations strength, weakness, resources and the stakeholders.

Analysing and Understanding the external and internal environments would support for selecting effective strategic choices.



External and Internal Analysis:

The useful analysis for a NGO is SWOT analysis:

From time to time, your NGO has to take stock of how it is doing. Probably your organization is strong in some ways and weak in others, with a strong/weak balance that can change over time. If you identify the weak parts, you can make a planned, conscious effort to improve them with a Strategic Plan.

Capacity means ability to do the job. An organization has capacity if it can do what it needs to do to reach its objectives. The organization may need a number of different strategies. Perhaps the Board, the Director or the

staff—orallofthem—needtogainnewunderstanding—perhapsnewskills.Perhapstheorganiz
ation needs new way for people to work with each other or the community. Perhaps it
needs more people or more money. That is why you need to look critically at your own
organization, to see which are the strong and the weak parts; and then to make a
good plan for improving things.

What areas do you need to look at? Every organisation has to have some capacity in
four areas:

1. The first area of capacity: Managing the vision, the future, the projects and programmes
2. The second area of capacity: Managing people
3. The third area of capacity: Managing the office
4. The fourth area of capacity: Managing the money

An organization can-not solve all its problems at once, it has to starts electing an
area on which it is going to concentrates the priority. It could, for example, be
whether staff is used in the most productive way or not. Considering the priority,
strength and weakness of the organization, it can plan for improving employee
related tasks.

SWOT analysis is one of the tools for understanding organization's strength,
weakness, opportunities and threats. Theanalysis support for designing and
improving the strategic planning processes and results.

An Example of SWOT Analysis carried out in a NGO:

A SWOT exercise is a tool that has been found useful in many NGOs. SWOT stands
for the **S**trengths and **W**eaknesses within your organization; plus
factorsoutsideyourorganizationthatoffer**O**pportunitiesorpose**T**hreats.

INTERNAL ACTORS	STRENGTHS <ul style="list-style-type: none"> ★ Whatdowedowell? ★ How do we know – do we have good targets and good ways of monitoring our progress towards the targets? 	WEAKNESSES <ul style="list-style-type: none"> ★ What could we do better? ★ What measures would demonstrate that we are now doing better? 	
EXTERNAL ACTORS	OPPORTUNITIES <ul style="list-style-type: none"> ★ What are the factors outside the NGO that could help us do better? 	THREATS <ul style="list-style-type: none"> ★ What are the factors outside the NGO that might be unhelpful to us doing better? 	

Example of a SWOT:

An NGO did a SWOT analysis to look at its own Sustainability. The Steps of this SWOT were:

1. Staff and some of the board came together to form the SWOT working group, to discuss how capable the NGO was to sustain its current activities over the following five years.
2. Once the agenda was settled, the people split into three pre-arranged groups for discussions, working through the four SWOT words. (more about groups below) The facilitator moved between the three groups, listening and making suggestions. He made sure that the groups did not focus only on weaknesses and threats, but devoted a lot of time to achievements and strengths. Strengths were highlighted and used to give perspective to the weaknesses and threats.
3. Facilitator told the group to do everything possible to separate issues from personalities. The SWOT discussion was kept focussed on functions, processes and procedures and not on the performance of individuals. He made it clear that the process was not a staff performance appraisal. If the NGO felt that it had a serious issue linked to an individual, he would have suggested that it be dealt with through other

means.

4. The group then came together for a plenary session. Each had a long list of the issues they saw. The facilitator and the NGO Director then had to re-write the list contents into some new categories: "high priority"/"some priority"/"low priority". This is a difficult step in the workshop as people may feel distressed if something they see as important becomes low priority. But the aim of the process is to make changes and the NGO can only tackle problems one by one. Low priority issues do not have to be forgotten.
5. A priority finding of the workshop was that Board members had a lack of commitment to the basic goal of the NGO, and that this was an institutional weakness that needed to be addressed. A sign of poor commitment was that too many Board members missed meetings.
6. A Strategic Plan was developed to change this:
 - Firstly, there was a very careful, tactful discussion on whether the right Board Members had been chosen, whether they actually had the time and means to do a good job. From this discussion, the NGO came to a consensus on a future profile for Board Members and the procedure for selecting them.
 - Secondly, it was agreed that the Board members should have training. This was done.
 - Thirdly it was agreed that the District Office Co-ordinator should raise the interest of Board Members; this he did by visiting individuals at home, introducing individuals and their skills to the meetings and raising her own profile as an example. Board members were also encouraged to read NGO literature and documents.
7. As a final step of the SWOT workshop, a reunion was planned after a couple of months to see how well the strategic plan had been implemented. Progress was found to be good. Then all participants were thanked and the workshop closed.

This example show show a workshop can identify a weakness, find organisational and institutional answers and agree on the steps to take to address it so that the weakness no longer exists. These actions together also raised the motivation and standing of the Members

Developing Mission and Vision:

1. The process of developing Mission and vision statements generates good and useful ideas and the meticulous and step by step planning, execution and monitoring processes support for achieving your vision.
2. By creating this process in a group effort, (involving both people who need support or affected by socio economic problems and those with the abilities to change it), it allows your organization to build consensus around your focus and the necessary steps your organization should take.
3. The process gives you an opportunity to develop your vision and mission together with those in the community who will be affected by what you do. That means that your work is much more likely to address the community's real needs and desires, rather than what you think they might be. It also means community ownership of the vision and mission, putting everyone on the same page and greatly increasing the chances that any effort will be successful.
4. This also facilitate your organization to achieve short-term goals stage by stage and gradually travelling towards your vision and mission.
5. This creates an emotional bond among the stakeholders and motivates them to coordinate for achieving the short term and long term goals.

When should you use this planning process?

It always makes sense for your organization to have direction and control to reach a desired level and state. There are some times it makes particularly good sense to use this planning process. These times include:

- When you are starting a new organization.

- When your organisation or a group is moving into a new phase of an ongoing effort.
- When your organization is starting a new large project,
- When your organisation is going to begin its services in a new domain or direction.
- When you are trying to improve on the older practice that has lost its focus or importance.
- When you are applying for new funding or to a new funder. It's important to clarify your vision and mission showing the funding agency of what your organization actually stands for.

Vision – your dream

Your vision expresses the ideal conditions for your community – how things would look if the issue important to you were perfectly addressed. Vision statements are brief declarations that convey the organisation's dreams for the future. By developing a vision statement, your organization makes the beliefs and governing principles of your organization clear to the better and greater community including your staff, participants, and volunteers.

The general characteristics of vision statements of a social and community organisations are:

- a. Understood and shared by members of the community
- b. Broad enough covering a variety of local perspectives
- c. Inspiring and uplifting to everyone involved in your effort
- d. Easy to understand and simple.
- e. Here are a few vision statements which meet the above criteria:

- Healthy children
- Safe streets, safe neighbourhoods
- Every house a home
- Education for all

- Peace on earth

Mission – the purpose for which the organisation exists

An organization's mission statement describes *what* the group is going to do, and *why* it's going to do that. Mission statements are similar to vision statements, but they're more concrete, and they are definitely more "action-oriented" than vision statements. The mission indirectly refers to addressing a problem, like providing access to health care or housing for everyone. It is a very broad statement about how your organization might go about supporting the community. Some guiding principles about mission statements are:

- **Concise.** Usually a mission statement should get its point across in one sentence.
- **Outcome-oriented.** Mission statements explain the overarching outcomes your organization is working to achieve.
- **Inclusive.** Mission statements broadly say about your group's overarching goals
- Good mission statements do not limit the strategies or sectors of the community.

The following mission statement is an example that meets the above criteria.

"To develop a safe and healthy neighbourhood through collaborative planning, community action, and policy advocacy."

Example of Vision and Mission:

"Participants are expected to read, reflect, understand and explain what exactly this organisation is"

Vision: To provide sustainable means of livelihood to urban underprivileged women and make them aware of their right to development.

Our Mission

To empower women with appropriate skills and abilities in cooking, tailoring to enable them to shape their own futures.

Work Culture

Our work culture is dedicated to delivering high-quality results in a manner accountable to clarity of organizational roles and objectives, effective and efficient use of human, financial and material resources to attain its mission.

Core Value

Our Core value are high performance and excellence standards for being accountable and responsible for our work.

This social Enterprise known as “Didi's” is an International Award winning Social Enterprise 2015 at The UNITED NATIONS on September 14th 2015, established in the year 2008 headquartered in Gomti Nagar, UP, India and a production unit was started by Dr.UrvashiSahni with an aim to empower women.

The SiS,(Sisters in Solidarity) aim to uplift and empower women who are burdened with the suppressions on a daily basis. SiS efforts to empower women help reduce the social gap in gender inequality. SiS try and achieve this but successfully accrediting women both mentally and physically, with skills and the ability to be an equal contributor in society-at power with any other. Their strong determination and internal strength, which they acquire through the workshops, helps empowers them to feel like an equal in their homes and in society. SiS women are able to successfully take on gender based challenges by feeling and being in charge and in control of their emotional and financial lives.

Objectives (how much of what will be accomplished by when)

Once an organization has developed its mission statement, its next step is to develop the specific objectives that are focused on achieving that mission. Objectives refer to specific measurable results for achieving the broad goals. An organization's objectives generally lay out how much of what will be accomplished by when.

For example, one of several objectives for a community initiative to promote care and caring for older adults might be:

Broad objective: To improve elders caring activity. Specific objective: "By 2015 (by when), to increase by 20% (how much) those elders reporting that they are in daily contact with someone who cares about them (of what)."

There are three basic types of objectives in social organisations. They are:

- a. **Process objectives.** These are the objectives that refer to the implementation of activities necessary to achieve other objectives. For example "To Improve Safe neighbourhood house holding" another example "*To Improve Revenue from*"
- b. **Behavioural objectives.** These objectives aim at changing the behaviours of people (what they are doing and saying) and the products (or results) of their behaviours. For example, a neighbourhood improvement group might develop an objective around having an increased amount of home repair taking place (the behaviour) or of improved housing (the result).
- c. **Community-level objectives.** These are related to behavioural outcome objectives, but are more focused more on a community level instead of an individual level. For example, the same group might suggest increasing the percentage of decent affordable housing in the community as a community-level outcome objective.

It's important to understand that these different types of objectives aren't mutually exclusive but are related. Examples of objectives include:

- Improve parent engagement (i.e., talking, playing, and reading) with children under 2 years of age. (*Behavioural objective*)
- Improve the house holding (*Community-level outcome objective*)
- Improve the volunteer training programs (*Process objective*)

Strategies (How to reach the vision and carry out the mission)

Strategies explain the set of actions that are required to achieve the desired state and get the outcomes. Generally, organizations will have a wide variety of strategies that include people from all of the different parts, or sectors, of the community. These strategies require people and resources from many different parts of the community.

The strategies include mobilising fund, utilising it, creating value and managing cost, building competencies and image.

Strategy integrates all function to derive synergy and create better value in the process for survival and success.

Action plan or Initiatives (what is to be done)

The action plan describes the actions to be taken like investing, training, funding, etc. in great detail exactly how strategies are to be implemented to accomplish the objectives developed earlier in this process. The key aspects of the intervention in the systems to be made are explained in the action plan.

Action steps are developed for each component of the intervention for a change include:

Action step(s):

Person(s) responsible: Who will do what (Assigning responsibilities)

- Date to be completed: Timing of each action step
- Resources required: Resources and support (what is needed and what's available)- investment to be made.
- Barriers or resistance, and a plan to overcome them!
- Collaborators: Whose support we need to complete this action