

# **Developing Strategic Plans:**

## **A Tool for Community- and Faith-Based Organizations**

*Developed by the International HIV/AIDS Alliance and  
Davies & Lee: AIDS and Development Consulting*

**CORE Initiative**

**March 2007**



Support for this communication was provided by the Global Bureau of Health, U.S. Agency for International Development (USAID), under the terms of the CORE Initiative Award No. GPH-A-00-03-00001-00. The CORE Initiative is a USAID-funded global program designed to support an inspired, effective, and inclusive response to the causes and consequences of HIV/AIDS by strengthening the capacity of community- and faith-based groups worldwide. Leading this initiative is CARE in partnership with the International Center for Research on Women, International HIV/AIDS Alliance, Johns Hopkins Bloomberg School of Public Health/Center for Communication Programs, and World Council of Churches. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development.

## Table of Contents

Introduction.....	4
Overview of Strategic Planning .....	7
Activity 1.1    What Is Strategic Planning? .....	7
Activity 1.2    Why and When to Do Strategic Planning and What Are the Benefits? .....	8
Activity 1.3    What Existing Information Should Be Used During Strategic Planning? ....	9
Activity 1.4    What Are the Key Steps to Developing a Strategic Plan?.....	10
Strategic Planning Process.....	11
Activity 2.1    Situation Analysis .....	11
Activity 2.2    Articulating Organizational Values .....	12
Activity 2.3    Developing a Vision Statement .....	14
Activity 2.4    Developing a Mission Statement .....	15
Activity 2.5    Developing Organizational Goals .....	16
Activity 2.6    Reviewing Organizational Capacity and Potential .....	18
Activity 2.7    Developing Strategic Objectives.....	19
Activity 2.8    Developing Strategies.....	20
Activity 2.9    Developing Activities .....	21
Activity 2.10   Developing Indicators and Means of Verifying Indicators.....	22
Activity 2.11   Deciding When Activities Will Occur.....	24
Activity 2.12   Finalizing the Results-Based Planning Framework .....	24
Annex 1. Strategic Planning Workshop Suggested Agenda .....	27
Annex 2. Template – Strategic Planning Outputs Report .....	28

# INTRODUCTION

The Communities Responding to the HIV/AIDS Epidemic (CORE) Initiative is a five-year global program supported by the U.S. Agency for International Development. The CORE Initiative partners with community- and faith-based groups to advance multi-sectoral responses to the HIV/AIDS epidemic through grants, capacity building, and networking.

Organizational and technical capacity building is a cornerstone of the CORE Initiative and helps ensure that grantees and southern partners have the skills and strategies they need to implement effective community-based HIV and AIDS programs. The CORE Initiative's capacity building efforts focus on technical skills and issues of organizational effectiveness. Focus areas include planning and management, behavior change communication, monitoring and evaluation, micro-credit/finance, gender issues, networking, and advocacy.

*Developing Strategic Plans: A Tool for Community- and Faith-Based Organizations* was developed to enable community- and faith-based organizations to develop sound, effective strategic plans which will guide their organizations and communicate their mission to external stakeholders.

## **1. What is this tool?**

This tool contains background information on aspects of strategic planning, as well as a series of exercises for community organizations. Working through the exercises results in the development of a strategic plan.

## **2. How can this tool be used?**

This tool is designed to facilitate the development of a strategic plan by members of community organizations and external facilitators providing capacity building support. Alternately, the tool may be self-administered by the implementing community organization.

Each section contains an outline of the activity, as well as clear instructions for conducting the session. Specific management terms are defined and suggested responses are included for those activities which solicit definitions from participants. This allows participants to develop their own understanding of terms. It also helps participants understand how developing a strategic plan can improve the way they work. It is highly recommended that the questions and suggested responses be adapted to suit the local context where necessary. This should be done before using the tool, with the participation of the community organizations involved.

## **3. How to organize a visit with a community organization**

If working as external facilitators, there should be a team of two people, one to facilitate the activity and one to document the process and plan. These roles should be clearly defined at the beginning of the process.

The process should take about three days and should involve 5-10 members of the organization. Participants should include men and women, and should also represent the different levels of staff or volunteers within the organization.

Arrange a convenient time and location for the workshop. Verify how far members and volunteers will have to travel to attend the meeting and whether they need to be reimbursed for this. Refreshments may need to be provided during the meeting, and for the participants' journey home.

#### **4. How to facilitate a discussion**

The facilitator is central to the success of the session. This may be someone external to the organization, or someone within the organization who acts as a facilitator for the meeting. The facilitator holds a very powerful position in the meeting. Therefore, facilitators must not abuse their power or impose their own views. *Facilitators should only ever encourage, clarify, or help expand other people's views.*

General responsibilities of the facilitator also include:

- Ensuring that everyone (including less confident or less dominant members of the group, such as women and young people) contributes to the discussion and that all questions are not answered by the leaders of the organization
- Ensuring that the discussion remains focused and not letting people get distracted by side issues or the details of ongoing disagreements
- Generating discussion and interaction; probing for additional information; and asking the group to respond to each other's views (using questions such as, 'what do the others feel about that?')
- Encouraging critical reflection and guarding against the tendency to provide only positive responses
- Ensuring that everyone understands the terminology, since some participants may not be familiar with terms like mission, strategic aim, etc.

#### **5. Starting the discussion**

- Introduce yourself and ask participants to introduce themselves and their roles within the organization. Document these roles to ensure that participants represent a range of people from across the organization.
- Explain that the main purpose of the meeting is not to find out information from participants, but to enable them to work towards a plan that everyone in the organization understands and supports.
- Make a contract about time. Use regular breaks to ensure people stay engaged when participating in the discussion.

#### **6. Conducting the analysis**

- If all participants have a high level of literacy in English, it may help to provide copies of the tool for participants to follow during the discussion. If some participants find English difficult, they may be disadvantaged when it comes to comprehending the written tool. In this case, oral translation and discussion in the local language are more effective.
- Use the suggested responses in an informative way. Participants may ask for explanations and even challenge the importance placed on some of the activities. All such discussion will encourage participants to reflect critically on the way they work and what needs to be improved and incorporated into their strategic plans.

#### **7. How to document the discussion**

Start by getting consent for documentation to take place and explain how the information will be used and by whom. Explain whether a report will be written and how copies will be shared with the organization. Also remember to:

- Record the main points of the discussion as they are made, on a flipchart if available or otherwise in a notebook.
- Summarize key actions agreed at the end of each section.
- Ask clarifying questions when necessary.
- Write up notes and flipcharts into a report as soon as possible after the meeting.

## **8. How to follow up the assessment**

At the end of the meeting, review the objectives discussed during the opening session. Ask participants if they have found the process useful and whether there are any gaps. Discuss any follow up to the process:

- Develop an action plan capturing actions agreed upon during the workshop. Emphasize members' responsibility for any actions identified. Remind participants that external support should only be used for technical or financial resources which cannot be found within the community.
- Determine who will document and share the final report. For example, participants may want to decide if it would be useful to share the new strategic plan with the organization's partners (donor, collaborators, etc.).

## **9. Closing workshop sessions**

It is a good idea for facilitators to build in a few minutes at the end of each day for a closing session. Facilitators may want to briefly sum up the day's activities and introduce the topic for the following day. Facilitators should also make any announcements regarding workshop logistics and distribute the daily evaluation forms. Where appropriate, facilitators may want to close the day with a prayer or other closing comments.

# OVERVIEW OF STRATEGIC PLANNING

## ACTIVITY 1.1 WHAT IS STRATEGIC PLANNING?

### Instructions:

Time: 30 minutes

1. Present the definition of a plan.
2. Ask for feedback and comments.
3. Ask participants to brainstorm different types of plans within an organization.
4. Ask participants what makes a plan a strategic plan.
5. Present the definition of strategic planning.
6. Ask for any questions or comments about what strategic planning means.

### Definition of a plan

A plan is a series of thoughts, processes, and actions, written and agreed in the present, in order to be implemented or carried out in the future.

### Definition of strategic planning

Strategic planning is a systematic process aimed at identifying and addressing specific issues in a participatory manner in order to attain the desired outcomes. The process takes into consideration contextual environmental issues and has specific goals and objectives.

#### Plenary brainstorm of different types of organizational plans

- Administrative plans
- Budget plans
- Scaling up/scope of coverage plans
- Strategic plans
- Empowerment plans
- Risk management plans
- Action plans

#### Plenary brainstorm - What makes a plan a strategic plan?

- It has a direction and lifespan.
- It has short- and long-term goals.
- It has a list of priorities covering 3, 5, or 10 years.

## **ACTIVITY 1.2      WHY AND WHEN TO DO STRATEGIC PLANNING AND WHAT ARE THE BENEFITS?**

### **Instructions:**

**Time: 45 minutes**

1. Introduce the following three questions to the participants:
  - a. Why do strategic planning?
  - b. What are the benefits of strategic planning?
  - c. When should an organization do strategic planning?
2. Divide the participants into three groups so that each group contains participants from different professional backgrounds or geographic areas.
3. Give each group one question to answer and specify the time allotted for the group work.
4. Ask each group to present its work, soliciting comments from the other participants after each presentation.
5. Ask for any questions or comments about why and when to do strategic planning and its benefits.

### **Group work outputs**

#### **Why do strategic planning?**

- It helps organizations have good governance/leadership.
- It allows organizations to distinguish themselves from other groups doing similar work.
- It helps organizations develop policies.
- It gives organizations greater status and integrity.
- It helps organizations be focused and transparent.
- It allows organizations to be proactive rather than reactive.

#### **What are the benefits of strategic planning?**

- It helps avoid competition and enhances opportunities for partnership with other organizations.
- It provides others with a clear idea of what the organization does.
- It is good for beneficiaries.
- It helps in identifying goals, missions, and visions for the organization.
- It creates a sense of ownership.
- It promotes a commitment to good results.
- It encourages support from donors and other organizations.
- There is transparency in working systems among participants.
- It helps in the evaluation of time and work.

#### **When should an organization do strategic planning?**

- When starting an organization
- When the priorities, mission, and vision have changed
- When external factors negatively impact the organization
- When an organization needs to be more focused



**ACTIVITY 1.3****WHAT EXISTING INFORMATION SHOULD BE USED DURING STRATEGIC PLANNING?****Instructions:****Time: 45 minutes**

1. Ask participants to brainstorm what existing information can be used to help in developing strategic plans.
2. If more than one organization is attending the workshop, divide the participants into groups by organization.
3. Ask each group to answer the following questions:
  - a. What information should be used in developing a strategic plan?
  - b. What are the benefits and challenges of using this information?
4. Ask each group to present its group work.
5. Ask participants what they have learned from the activity.

**Plenary brainstorm of existing information that can be used when strategic planning**

- Organization's constitution
- Organization's structure
- Previous reports
- Existing strategic plans
- Needs assessment reports
- Government policies
- Pilot surveys/feasibility study
- Existing goals, objectives, and activities
- Financial management procedures
- Constituency documents
- Strategic plan of a parent organization or peer organizations
- Human development report

## **ACTIVITY 1.4      WHAT ARE THE KEY STEPS TO DEVELOPING A STRATEGIC PLAN?**

### **Instructions:**

**Time: 30 minutes**

1. Explain that there are many different models for strategic planning.
2. Present the strategic planning steps.
3. Ask the participants for any points of clarification.

### **Strategic planning steps**

Step 1	Situation analysis
Step 2	Articulating core organizational values
Step 3	Developing a vision statement
Step 4	Developing a mission statement
Step 5	Developing strategic goals
Step 6	Reviewing organizational capacity and potential
Step 7	Developing strategic objectives
Step 8	Developing strategies
Step 9	Developing activities
Step 10	Developing indicators and means of verifying indicators
Step 11	Deciding when activities will occur

### **Strategic planning also involves:**

- Needs assessment, or an examination of community issues
- Organizational self-assessment
- Environmental considerations (economic, political, technological, and legal)
- Internal organizational values and culture
- Knowing the difference between long-range planning and strategic planning
- Strategic thinking – knowing the organization’s purpose, having knowledge of the situation, knowing what to do and why it needs to be done, and questioning whether the right thing is being done

# STRATEGIC PLANNING PROCESS

## ACTIVITY 2.1 SITUATION ANALYSIS

### Instructions:

**Time: 2 hours 15 minutes**

1. Stick four pieces of flipchart paper together to make a large blank area for mapping. Make one for each group.
2. Explain what a situation analysis is.
3. Explain the four steps in the development of a situation analysis map.
4. Divide the participants into three groups so that each group contains participants from different professional backgrounds or geographic areas. Groups should contain six to nine members each. Assign each group to one of the prepared mapping areas.
5. Ask the groups to create a situation analysis map.
6. Have participants decide on the parameters for the mapping exercise before beginning the four steps.
7. Lay the maps from the group work out on the floor and ask the participants to circulate and review the maps developed by the other groups.
8. Hold a brief discussion about the process and what was learned.

### Parameters for the mapping

- The impact of HIV and AIDS on organizations, their employees, followers, and potential followers

### Four mapping steps

1. Write what problems have been caused by HIV and AIDS, focusing on problems within the agreed parameters for the mapping.
2. Write what needs to be done to address the problems.
3. Write who is going to address the identified needs.
4. Write what future potential problems can be foreseen.

## ACTIVITY 2.2      ARTICULATING ORGANIZATIONAL VALUES

### Instructions:

Time: 1 hour

1. Ask participants which key words or phrases can help to describe organizational values.
2. Ask participants to give examples of organizational values.
3. If more than one organization is attending the workshop, divide the participants into groups by organization.
4. Ask the groups to articulate and document their organizational values.
5. Ask the person documenting the workshop to record the agreed organizational values.

### Values

Values are those intangible beliefs, feelings, and notions that are part of individuals because of their family upbringing, educational background, religious or cultural heritage, work environment, or other factors. Values help people understand the importance of things like friends, family, job satisfaction, financial security, leisure time, commute time, and work stress. These will be different for each individual but in a community there are usually values that are shared. This shared set of values is the basis on which the organizational vision is built.

#### Values are:

- Principles for which people stand
- Perceptions or behaviors that individuals cherish
- Beliefs that the organization holds
- Positive characteristics
- Acceptable principles by the community

#### From where do values come?

- Family members
- Faith
- Individual
- Society

Values do not have to be universally accepted but like-minded individuals may share similar values.

In the context of strategic planning, the focus is on an organization's shared values.

- Shared values underline the motivation and drive that determine why organizations do what they do.
- Shared values bring out the beliefs and perceptions held by people within an organization. They are expressed with regards to the people the organization serves and the development process and context.

### **Group work – core values**

- The organization seeks to ...
- The organization gives ...
- The organization is ...
- The organization respects ...
- The organization has ...
- The organization speaks out when ...
- The organization believes in ...
- The organization does not demand disclosure of HIV status, sexual orientation, or marital status ...
- The organization seeks to empower ...
- The organization endeavors to ...
- The organization is non-judgmental ...
- The organization is driven by ...
- The organization is non-political and non-profit ...
- The organization believes in the promotion of ...
- The organization believes in opening up opportunities and possibilities for ...
- The organization believes in helping people in communities to ...

## ACTIVITY 2.3      DEVELOPING A VISION STATEMENT

### Instructions:

Time: 1 hour

1. Ask participants how they would describe a vision statement.
2. Reveal the definition of a vision statement.
3. Ask participants how a vision statement is different from a mission statement.
4. Explain to participants that sometimes it is hard to imagine the future. To help this process, explain that in their groups they will pretend it is the year 2026 and that their organization has been asked to be part of a documentary about how things have improved as a result of the organization's work. The groups should develop a list of points that they would like to make during the documentary about the situation in 2026 and how it has improved over the last 20 years.
5. If more than one organization is attending the workshop, divide the participants into groups by organization to carry out this task.
6. Once participants have had enough time to brainstorm points, ask them to either draft a vision by using these points or to critique their existing vision, adding points as necessary. Encourage participants to be realistic and only include points which they really consider possible. Ensure that they write their vision in the present tense.
7. Ask the groups to present their work or to have them role play the documentary being made.
8. Ask the person documenting the workshop to record the new vision statement.

### Definition of a vision statement

A vision is the desired end, or an image of the future toward which an organization is committed.

### Definition of a mission statement

A mission statement is a statement of purpose and the primary reason for which plans and resources, including administrative and programmatic staff, are directed. It should be general and not include measurable goals which may be subject to change. The mission aims to realize/achieve the vision.

#### Group work – developing a mission statement: view of 2026

1. No stigma against ...
2. People living with HIV and AIDS are now ...
3. Reduced HIV infection today by ...
4. Today religious leaders are ...
5. HIV and AIDS are no longer ...
6. Quality of life ...

## **ACTIVITY 2.4      DEVELOPING A MISSION STATEMENT**

### **Instructions:**

**Time: 1 hour**

1. Review the definition of a mission statement.
2. Ask participants for any questions or points of clarification.
3. If more than one organization is attending the workshop, divide the participants into groups by organization.
4. Ask the groups to strengthen their existing mission statements or write a mission statement if they do not already have one.
5. Bring the groups back together and ask them to present their work.
6. Allow participants to comment on the work of the other groups, focusing on the language and the presentation of ideas, rather than challenging the substance of the mission statements.
7. Ask the person documenting the workshop to record the new mission statement.

### **Definition of a mission statement**

A mission statement is a statement of purpose and the primary reason for which plans and resources, including administrative and programmatic staff, are directed. It should be general and not include measurable goals which may be subject to change. The mission aims to realize/achieve the vision. The mission statement may include:

- the target groups,
- the problem the organization is addressing,
- the products and services being provided,
- the organization's values, and
- the organization's future focus.

### **Questions to help with writing mission statements**

- What does the organization do?
- In what does the organization believe?
- Who does the organization serve?
- What needs does the organization meet?
- What makes the organization unique?

### **Group work – developing a mission statement**

## ACTIVITY 2.5      DEVELOPING ORGANIZATIONAL GOALS

### Instructions:

**Time: 1 hour 30 minutes**

1. Ask participants to explain the differences between the goal, vision, and mission of an organization. Explain to participants that they will be writing new goals for their organizations or strengthening their existing goals. They will do this through a three step process:
  - Step 1: Write down the current problems that the organization needs to address to be able to achieve its vision.
  - Step 2: Rewrite these problems into positive statements.
  - Step 3: Rewrite these positive statements to be goals.
2. Once the groups have followed the three-step process, ask the groups to reflect on their existing goals (if they have any) and on the outputs of step 3. Ask the groups to decide whether these are good goals, whether some should be omitted or combined, and in which order they should be listed.
3. Bring the groups back together and ask them to present their work.
4. Encourage participants to ask questions and make brief comments after each presentation.
5. Ask the person documenting the workshop to record the new goals. Make sure that the goals are numbered.

### What is a goal?

Goals are what an organization needs to work towards or needs to do in order to fulfill its mission and achieve its vision.

A goal should be achievable after implementing a series of actions within the timeframe of the strategic plan.

#### **Group work – positive statements to be turned into goals**

1. Bring together ...
2. Enable to ...
3. Facilitate capacity building to ...
4. Build community support systems for ...
5. Provide ...
6. Mobilize the community for ...
7. Find local solutions for ...

#### **Group work - objectives**

1. To provide effective and reliable ...
2. To mobilize financial, human, and material resources ...
3. To advocate for the provision of ...
4. To build the capacity of ...
5. To mobilize the ...
6. To mobilize financial material and human resources for ...
7. To provide effective and reliable care and support to ...



**Group work - problems to be turned into positive statements and then goals**

1. Inadequate access to ...
2. Inadequate network of ...
3. Inadequate documentation and dissemination to ...
4. Inadequate skills and experience (leadership, governance, management, monitoring and evaluation, etc.)
5. The organization has not ...
6. Pre-existing doctrines and beliefs which have ...
7. Other organizations that are ...

**New goals**

1. Overcome ...
2. Stimulate ...
3. Advocate for ...
4. Address the ...
5. Improve ...
6. Promote positive messages to ...

## ACTIVITY 2.6      REVIEWING ORGANIZATIONAL CAPACITY AND POTENTIAL

### Instructions:

**Time: 1 hour 30 minutes**

1. Introduce the SWOT analysis to participants.
2. Ask participants to share their experiences of using a SWOT analysis.
3. If more than one organization is attending the workshop, divide the participants into groups by organization.
4. Ask each group to undertake a SWOT analysis for their organization.
5. Bring the groups back together.
6. Ask the groups to present their work and allow others to comment and ask questions. Avoid detailed discussions about the organizations' weaknesses.
7. Why is a SWOT analysis helpful? How can it be used? What other types activities that facilitate reflection on the part of an organization might provide valuable information for a strategic plan?

### SWOT analysis matrix

<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	<b>Threats</b>

It is an analysis of internal and external influences. It includes organizational, programmatic, and environmental factors.

#### Strengths

- Internal to the organization
- Factors that contribute to achieving areas of high capacity
- Positive aspects

#### Weaknesses

- Internal to the organization
- Areas of low capacity
- Can be turned into strengths

#### Opportunities

- Positive aspects external to the organization

#### Threats

- Negative aspects external to the organization
- Risks and uncertainties
- Factors that jeopardize the existence of the organization

## ACTIVITY 2.7      DEVELOPING STRATEGIC OBJECTIVES

**Instructions:**

**Time: 2 hours**

1. Ask participants to define what an objective is. If a precise answer is not given, share the definition below with the group.
2. Explain to the participants that there will be a quick competition. The first person to write down the answer to a question and wave it in the air will get a prize. Ask participants to identify for what SMART stands.
3. Ask for any questions or comments about what objectives are and how they should be written.
4. If more than one organization is attending the workshop, divide the participants into groups by organization.
5. Ask the groups to write their strategic objectives for each of their goals. Make sure that they clearly record which objectives relate to which goals by putting them in a table such as the one shown below.
6. Ask the person documenting the workshop to record the strategic objectives. Make sure that the objectives are numbered.

<b>Goals</b>	<b>Objectives</b>
Goal 1 ...	Objective 1 ...
	Objective 2 ...
Goal 2 ...	Objective 1 ...
	Objective 2 ...
	Objective 3 ...

Objectives are the different outcomes or results organizations would like to achieve in their work in order to achieve their goals.

An organization usually has a maximum of ten strategic objectives.

### **Make them SMART**

S - Specific

M - Measurable

A - Achievable

R - Realistic

T - Time bound

## ACTIVITY 2.8      DEVELOPING STRATEGIES

### Instructions:

**Time: 1 hour**

1. Ask participants to define what a strategy is. If a precise answer is not given, share the definition below with the group.
2. Ask for any questions or comments about what strategies are and how they should be written.
3. If more than one organization is attending the workshop, divide the participants into groups by organization.
4. Ask the groups to write their strategies for achieving each of their objectives. Make sure that they clearly record which strategies relate to which objectives by putting them in a table such as the one shown below.
5. Ask the person documenting the workshop to record the agreed strategies. Make sure that the strategies are numbered and relate to specific objectives.

Strategies describe how an organization will achieve its strategic objectives. Strategies are usually described with a short statement. The verb is the key word in a strategy statement. For example:

- To lobby ...
- To mobilize ...
- To identify ...

Goals	Objectives	Strategies
Goal 1 ...	Objective 1 ...	Strategy 1 ...
	Objective 2 ...	Strategy 2 ...
Goal 2 ...	Objective 1 ...	Strategy 1 ...
		Strategy 2 ...
	Objective 2 ...	Strategy 3 ...
	Objective 3 ...	Strategy 4 ...
		Strategy 5 ...

## ACTIVITY 2.9      DEVELOPING ACTIVITIES

**Instructions:**

**Time: 3 hours**

1. Ask participants to define what an activity is. If a precise answer is not given, share the definition below with the group.
2. Ask for any questions or comments about what activities are and how they should be written.
3. If more than one organization is attending the workshop, divide the participants into groups by organization.
4. Ask the groups to write their activities for implementing each of their strategies. Make sure that they clearly record which activities relate to which strategies by putting them in a table such as the one shown below.
5. Ask the person documenting the workshop to record the activities. Make sure that the activities are numbered.

Activities are actual tasks which are conducted in order to achieve the strategies and objectives.

<b>Goals</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Activities</b>
Goal 1 ...	Objective 1 ...	Strategy 1 ...	Activity 1 ...
			Activity 2 ...
Goal 1 ...	Objective 2 ...	Strategy 2 ...	Activity 1 ...
	Objective 1 ...	Strategy 1 ...	Activity 1 ...
Activity 2 ...			
Goal 2 ...	Objective 1 ...	Strategy 1 ...	Activity 3 ...
			Strategy 2 ...
Goal 2 ...	Objective 2 ...	Strategy 1 ...	Activity 1 ...
	Objective 3 ...	Strategy 1 ...	Activity 1 ...
Activity 2 ...			
Goal 2 ...	Objective 3 ...	Strategy 1 ...	Activity 3 ...
			Activity 4 ...
Goal 2 ...	Objective 3 ...	Strategy 2 ...	Activity 1 ...

## ACTIVITY 2.10      DEVELOPING INDICATORS AND MEANS OF VERIFYING INDICATORS

### Instructions:

Time: 30 minutes

1. Ask participants the following questions:
  - a. What are the differences between monitoring and evaluation and what is the relationship between them?
  - b. How often should organizations conduct monitoring and how often should they conduct evaluations?
  - c. What should be monitored?
  - d. Who should monitor?
  - e. What should be evaluated?
  - f. Who should evaluate?
  - g. When should the results from monitoring and evaluation be disseminated, to whom, and for what purpose?
2. Give a presentation that includes the definition and purpose of monitoring and evaluation, if necessary.
3. Explain to participants the purpose of indicators and the means of verifying indicators. Explain how they can be developed and how they should be written.

### Monitoring

Monitoring is the routine collection and analysis of data in order to determine the progress of an activity or the results within a plan of action or specific implementation period.

### Evaluation

Evaluation seeks to determine the value or worth of the change that has occurred. It is a systematic and objective process which determines the relevance, effectiveness, and impact of changes against the stated objectives, goals, mission, and vision of an organization.

### Monitoring and evaluation

#### Overall purposes of monitoring and evaluation

Generate information for purposes of:

- Informing decision making
- Reviewing and adjusting action plans/work plans
- Determining progress
- Drawing lessons and best practices from work which was conducted
- Determining intended and unintended outcomes
- Accounting for the utilization of resources to:
  - Project staff
  - Management
  - Board members
  - Development partners
  - Stakeholders

## Relationship between monitoring and evaluation

	<b>Monitoring</b>	<b>Evaluation</b>
<b>Frequency</b>	Done on a continuous or regular basis	Done on a periodic or episodic basis
<b>What</b>	Activities being implemented or short-term results	Achievement of objectives, goals, mission, and vision
<b>By whom</b>	Mainly internal (done by management staff or selected community participants)	Involves either insiders (self-evaluation) or insiders and external evaluators
<b>Who gets the results</b>	Board, management, staff, and community participants	Development partners, stakeholders, collaborators, board members, management, staff, and community participants
<b>How</b>	Use of indicators, observation, interviews, and participatory processes and methods	Use of indicators, observation, interviews, participatory processes and methods, assessments, before and after scenarios, and the review of monitoring and baseline data
<b>Relationship</b>	Determines the present status of the implementation process; generates information that enables an evaluation to be done	Builds on the outcome of monitoring information; utilizes the same indicators as monitoring to determine progress and change

### Indicators

Indicators can be described as signs, measures, yardsticks, or benchmarks which help those involved in monitoring and evaluation to measure change and determine progress.

### Examples of indicators

<b>Quantitative</b>	<b>Qualitative</b>
<ul style="list-style-type: none"> <li>• Number of care givers trained</li> <li>• Number of functional youth support groups</li> <li>• Ratio of men to women receiving anti-retrovirals</li> <li>• Attendance of women and men at support groups</li> </ul>	<ul style="list-style-type: none"> <li>• Improved perception of voluntary counseling and testing centers by community members</li> <li>• Religious leaders more willing to talk about HIV and AIDS</li> <li>• Improved nutritional habits of people living with HIV and AIDS</li> <li>• Improved openness in declaration or disclosure of HIV or AIDS status</li> </ul>

### Means of verification

This is how organizations can determine whether the measurement of change was done appropriately.

### Examples:

- Review of training reports
- Checking financial reports
- Perusal of training guidelines
- Interviews with stakeholders/participants
- Observation of new skills/practices

## ACTIVITY 2.11 DECIDING WHEN ACTIVITIES WILL OCCUR

**Instructions:**

**Time: 15 minutes**

1. Ask participants the following questions:
  - a. When conducting strategic planning, why is it important to decide when activities will occur?
  - b. What factors and considerations should guide organizations in making timelines for a strategic plan?
2. Ask participants to make sure that they indicate when activities will occur by adding a column to their table or by adding a time to the activity description.

### **Plenary outputs**

#### **When conducting strategic planning, why is it important to decide when activities will occur?**

- It assists in dealing with threats.
- It allows organizations to spread activities over a period of years.
- It allows organizations to allocate time to specific activities.
- It helps organizations review and check if activities have occurred.
- It helps in evaluating a project.
- It helps organizations prioritize activities.

#### **What factors and considerations should guide organizations in making timelines for a strategic plan?**

- Available resources
- Current and anticipated capacity
- Nature of the organization
- Order of events
- Major events that have happened in an organization



**ACTIVITY 2.12      FINALIZING THE RESULTS-BASED PLANNING  
FRAMEWORK**

**Instructions:**

**Time: 4 hours**

1. Introduce the following results-based framework to participants and explain that they have been working towards its completion all week.
2. Show participants that they have already completed the first three columns and inform them that they now need to complete the rest of the table in order to strengthen any weak aspects of the strategic plan.
3. Explain that developing indicators and means of verifying indicators helps organizations with their monitoring and evaluation work and helps develop precise language for the objectives and activities.
4. Explain that the documenter should have labeled their goals, objectives, strategies, and activities in the results-based framework table format.
5. If more than one organization is attending the workshop, divide the participants into groups by organization.
6. Encourage the groups to complete the results-based framework by adding indicators and means of verifying indicators. Participants also need to verify that they have indicated when activities will occur.
7. Once the results-based framework has been completed, it is a good idea for participants to review the whole document and check the following:
  - a. Is there a strategic flow between goals, strategies, objectives, and activities? For example, does each activity match a strategy, will the strategies achieve the objectives, will the objectives achieve the goals, etc.?
  - b. Are the objectives SMART – including specific numbers to be achieved and measured?
  - c. Are quantitative and qualitative indicators included as appropriate?
  - d. Are the activities specific and detailed so that it is clear what should take place, when, how, and for whom?
  - e. Is the language used accessible to all? Strategic plans should avoid jargon or words that are specific to the organization, unless explained in footnotes.
  - f. Are the goals, objectives, strategies, and activities well ordered?

**Strategic Planning Results-Based Framework**

Note: Repeat the table for each goal and extend each table as needed to accommodate the objectives, strategies, and activities that exist.

<b>Goal 1:</b>				
<b>Objectives</b>	<b>Strategies</b>	<b>Activities</b>	<b>Indicators</b>	<b>Means of Verifying Indicators</b>
1.	1.	a)		
		b)		
2.	2.	a)		
		b)		
		c)		
		d)		
<b>Goal 2:</b>				
<b>Objectives</b>	<b>Strategies</b>	<b>Activities</b>	<b>Indicators</b>	<b>Means of Verifying Indicators</b>
1.	1.	a)		

## ANNEX 1. Strategic Planning Workshop Suggested Agenda

Time	Day 1	Day 2	Day 3	Day 4
08:00 08:30	Breakfast	Breakfast	Breakfast	Breakfast
08:30 10:00	Welcome Introductions Expectations Ground rules Committees	RECAP 2.2. Articulating organizational values	RECAP 2.6. Reviewing organizational capacity and potential, continued  2.7. Developing strategic objectives	RECAP 2.10. Developing indicators and means of verifying indicators  2.11. Deciding when activities will take place
10:00 10:30	Break	Break	Break	Break
10:30 12:30	1.1. What is strategic planning?  1.2. Why and when to do strategic planning and what are the benefits?  1.3. What existing information should be used during strategic planning?	2.3. Developing a vision statement  2.4. Developing a mission statement	2.7. Developing strategic objectives, continued  2.8. Developing strategies	2.12 Finalizing the results-based planning framework
12:30 13:30	Lunch	Lunch	Lunch	Lunch
13:30 16:30	1.4. What are the key steps to developing a strategic plan?  2.1 Situation analysis	2.5. Developing organizational goals  2.6. Reviewing organizational capacity and potential	2.9. Developing activities	2.12 Finalizing the results-based planning framework, continued  Workshop closing
16:30	Break	Break	Break	Break
17:00	Facilitation meeting	Facilitation meeting	Facilitation meeting	Facilitation meeting

## **ANNEX 2. Template – Strategic Planning Outputs Report**

**DRAFT 3-YEAR STRATEGIC PLAN**  
For [insert organization name]  
Developed [insert date]

**SUPPORTED BY [insert name]**

## **CORE VALUES**

1. This organization seeks to ...
2. This organization endeavors to ...
3. This organization believes in ...
4. This organization respects ...
5. This organization is non-judgmental in the ...
6. This organization is driven by ...
7. Etc.

## **VISION AND MISSION**

### **Vision**

This should be a concise and clear statement.

### **Mission**

This organization seeks to bring ... and the communities it serves together in ... and to mobilize ..., build capacities to ..., enable them to ..., and build community support systems for the delivery of ...

## **GOALS**

1. To mobilize ...
2. To provide effective and reliable ...
3. To advocate for ...
4. To build the capacity of ...
5. To mobilize the ...

<b>Goal 1:</b> To mobilize ...				
<b>Objectives:</b>	<b>Strategies</b>	<b>Activities</b>	<b>Indicators</b>	<b>Means of Verifying Indicators</b>
1. To identify ...	1. Determine ...	a) Identify 5 ...		
		b) Identify and train 25 ...		
		c) Conduct ...		
2. To enhance the skills of ...	1. Build the capacity of ...	a) Identify 75 ...		
		b) Conduct 5 trainings on ...		
		c) Seventy-five trainers to conduct training for ...		
3. To facilitate ...	1. Establish and strengthen linkages between ...	a) Identify 20 members to ...		

<b>Goal 2:</b> To provide effective and reliable ...				
<b>Objectives</b>	<b>Strategies</b>	<b>Activities</b>	<b>Indicators</b>	<b>Means of Verifying Indicators</b>
1. To strengthen the capacity of ...	1. Build the capacity of ...	a) Identify 600 ...		
		b) Hold 24 trainings targeting ...		
Etc.				
<b>Goal 3 :</b> To lobby and advocate for ...				
<b>Objective</b>	<b>Strategies</b>	<b>Activities</b>	<b>Indicators</b>	<b>Means of Verifying Indicators</b>
1. To avail ...				

2. To educate ...	1. Build the capacity of ...			
3. To lobby and advocate for ...	1. Mount lobbying and advocacy meetings for ...			
4. To facilitate 10 ...	1. Strengthen the capacity of ...			
<b>Goal 4:</b> To build the capacity of ...				
<b>Objective:</b>	<b>Strategies</b>	<b>Activities</b>	<b>Indicators</b>	<b>Means of Verifying Indicators</b>
1. To enhance the skills of 25 ...				



<b>Goal 5:</b> To mobilize ...				
<b>Objectives:</b>	<b>Strategies</b>	<b>Activities</b>	<b>Indicators</b>	<b>Means of Verifying Indicators</b>
1. To facilitate the formation and strengthening of ...	1. Educate ...			