

Exercise: Reasons for strategic planning

Think about what experience has taught you in regard to the benefits of strategic planning, and try to make a list of reasons why your organization should plan strategically. Discuss your observations and suggestions with other members in your organization. Before you begin to engage in strategic planning, it is very important to answer the question, "Why should we draw up a strategic plan?"

Our organization should draw up a strategic plan because:

.....
.....
.....
.....
.....
.....

Exercise: A SWOT analysis in your organization

Draw up a SWOT analysis for your organization. Discuss and answer the following questions:

- What are the strengths of your organization? What internal resources (human, material, financial, etc.) do you possess?
- What are your weaknesses? What do you lack, and what do you have too much of?
- What opportunities are open to you?
- What threats limit/await you?
- What critical points can you predict in the future?
- What is the current strategy of your organization?

Internal Environment	
Strengths	Weaknesses
Opportunities	Threats
External Environment	

Exercise: Selection of the best strategic planning tool. Testing the diverse strategic planning approaches

Objective: To get information and to understand the differences in various strategic planning models. Also, to think about what would be the most appropriate strategic tool for your own NGO.

Process: Trainer will inform participants that there is no single right possibility to realize the strategic planning for all NGOs. Every organization has to think about its own specific situation and to adopt its own model of strategic planning.

The training participants are given information about 5 models of strategic planning. **Handout** (“Basic overview of various strategic planning models”; attached in the Handouts section) **is delivered**.

The following models include:

- **“basic” strategic planning model**
- **issue-based (or goal-based) model**
- **alignment model**
- **scenario planning model and**
- **organic planning model**

After careful reading and discussion in small groups the models are compared and participants think about the model that will fit best to the specific condition of their NGO.

They collect the arguments and present them in large groups. The steps of their selected models may be also presented.

Comment: Trainer should stress that there is no one perfect strategic planning model for each organization. Each organization ends up developing its own nature and model of strategic planning, often by selecting a model and modifying it as they go along in developing their own planning process. The following models provide a range of alternatives from which organizations might select an approach and begin to develop their own strategic planning process. Organization might choose to integrate the models, (e.g. using a scenario model to creatively identify strategic issues and goals, and then an issues-based model to carefully strategize to address the issues and reach the goals).

Ask the group to reflect on how the organization will portray its strategic plans to stakeholders or funders who often expect the “mechanistic or linear” plan formats. (How do you articulate and measure “I Have a Dream” in terms that associates, members or funders can understand and accept?)

Time: app. 60minutes (10 min. instruction, 20 min. discussion in small groups, 30 min. presentations and conclusion in large group.