



EMERGE

EMpowerinG civic Engagement and participation

Civil Society Organizations (CSOs) Course

Lesson Plan | Module 2



Module Title:	Strategic Planning
Module Learning Objectives	<p>Upon completion of this module, learners should be able to:</p> <ul style="list-style-type: none"> ▪ Define Strategic Planning for Civil Society Organizations (CSOs) ▪ Recognize the benefits and prominence of Strategic Planning for organizational sustainability ▪ Identify the central challenges to successful Strategic Planning for CSOs ▪ Outline the competent actors that ought to be involved in Strategic Planning ▪ Identify and utilize relevant tools for Strategic Planning ▪ Fathom the key principles of Strategic Planning ▪ Illustrate the main steps to Strategic Planning ▪ Develop a Strategic Plan for their unique organisational structures
Module Duration:	3.5 Hours (210 minutes)
Materials/Equipment	<ul style="list-style-type: none"> ▪ Training venue with IT equipment including laptop and projector ▪ Internet connection ▪ Flipchart and markers ▪ Electronic device (mobile or computer) for each learner (optional) ▪ A notebook and a pen for each learner
Resources/References	<ul style="list-style-type: none"> ▪ ACT. Strategic Planning for CSOS. Available at: https://www.justice-security.ng/sites/default/files/act_toolkit_strategy_planning_for_csos_0.pdf ▪ CIVICUS. Strategic Planning. Available at: https://www.ngoconnect.net/sites/default/files/resources/Strategic%20Planning.doc ▪ Enzo A. 2008. Strategic Planning and Governance Issues in Civil Society Organizations. Business Administration Student Research. Available at: https://digitalscholarship.tnstate.edu/businessadmin_students/2

	<ul style="list-style-type: none"> ▪ Harvard Business School Online. 2020. Why is Strategic Planning Important?. Available at: https://online.hbs.edu/blog/post/why-is-strategic-planning-important ▪ INTRACT. (2022). Strategic Planning: A Toolkit for Small NGOs. Available at: https://www.intrac.org/wpcms/wp-content/uploads/2022/06/BA-SP-Toolkit.pdf ▪ Maktabat MEPI Library. Strategic Planning for CSOs - Part 1: The Process. Available at: https://maktabatmepi.org/en/resources/strategic-planning-csos-part-1-process ▪ Ochieng H. 2017. Strategic Planning Practices by Non-Governmental Organizations (NGOs) Within the Governance Sector in Kenya. ▪ Samina Khushi. 2017. Strategic Planning for NGOs: A guide to understand the basics of strategic planning. Available at: https://www.intrac.org/wpcms/wp-content/uploads/2022/06/BA-SP-Toolkit.pdf
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Unit 1: Introduction to Strategic Planning					
	Learning Activities	Duration	Training methods	Materials	Handouts and Activity sheets
	<p>Overview of Unit 1 The facilitator introduces the specific unit and the approach to the session.</p>	5 min	<ul style="list-style-type: none"> ▪ Presentation 	<ul style="list-style-type: none"> ▪ Internet Connection ▪ Projector 	PPT Presentation (PPT_Module 2_Unit 1)
	<p>Definitions of Strategic Planning : Brainstorming</p> <ul style="list-style-type: none"> ▪ Ask the learners to share their perceptions on the definition of Strategic Planning and what they think the differences are between a corporate and CSO strategic plans. 	10 min	<ul style="list-style-type: none"> ▪ Presentation ▪ Discussion ▪ Brainstorming 	<ul style="list-style-type: none"> ▪ Internet Connection ▪ Projector ▪ Flipchart and markers (Optional) 	PPT Presentation (PPT_Module 2_Unit 1)

	<p>Definitions of Strategic Planning</p> <p>Go over the slides on the key definitions of Strategic Planning. Watch this video on “Strategic Planning Overview”</p>	10 min	<ul style="list-style-type: none"> ▪ Presentation ▪ Video 	<ul style="list-style-type: none"> ▪ Internet Connection ▪ Projector 	PPT Presentation (PPT_Module 2_Unit 1)
	<p>Importance of Strategic Planning : Brainstorming</p> <ul style="list-style-type: none"> ▪ Ask the learners to share their perceptions on the benefits of Strategic Planning for CSO and the ways strategic planning can lead to success or failure of a CSO. 	5 min	<ul style="list-style-type: none"> ▪ Brainstorming 	<ul style="list-style-type: none"> ▪ Internet Connection ▪ Projector ▪ Flipchart and markers (Optional) 	PPT Presentation (PPT_Module 2_Unit 1)
	<p>Importance of Strategic Planning</p> <ul style="list-style-type: none"> ▪ Go over the slides on the benefits and limitation of Strategic Planning, Discuss with the learners the potential benefits of Strategic Planning 	10 min	<ul style="list-style-type: none"> ▪ Presentation ▪ Discussion 	<ul style="list-style-type: none"> ▪ Internet Connection ▪ Projector 	PPT Presentation (PPT_Module 2_Unit 1)
	<p>Challenges to Strategic Planning: Brainstorm</p> <ul style="list-style-type: none"> ▪ Ask learners to brainstorm on how to potentially counter these challenges 	5 min	<ul style="list-style-type: none"> ▪ Brainstorming 	<ul style="list-style-type: none"> ▪ Internet Connection ▪ Projector ▪ Flipchart and markers (Optional) 	PPT Presentation (PPT_Module 2_Unit 1)
	<p>Worksheet: Identify the actors that should be involved in Strategic Planning</p> <p><i>Steps</i></p> <ul style="list-style-type: none"> ▪ Distribute the worksheets to the learners and ask them to get into small groups ▪ Groups should then identify and list the actors whose involvement is considered vital in the Strategic Planning process 	20 min	<ul style="list-style-type: none"> ▪ Presentation ▪ (Team) Discussion ▪ Reflection 	<ul style="list-style-type: none"> ▪ Internet Connection ▪ Projector ▪ Pen and handouts 	Worksheet 1 (Module 2_Worksheet 1_Unit 1)

	<ul style="list-style-type: none"> Groups should then assess the desired degree and nature of involvement of their chosen actors Each group will present their findings followed by a whole group brief discussion 				
Unit 2	Tools and Principles for Strategic Planning				
	Learning Activities	Duration	Training methods	Materials	Handouts and Activity sheets
	<p>Brainstorming on CSO Strategic Planning Direct learners to discuss in a big group on whether or not they have used any strategic planning tools and the ways in which they were utilized.</p>	10 min	<ul style="list-style-type: none"> Brainstorming 	<ul style="list-style-type: none"> Internet Connection Projector Flipchart and markers (Optional) 	PPT Presentation (PPT_Module 2_Unit 2)
	<p>Tools and Principles for Strategic Planning Go over the slides on tools and principles for strategic planning. Facilitator can invite learners to share any opinions, input or questions.</p>	20 min	<ul style="list-style-type: none"> Presentation Discussion 	<ul style="list-style-type: none"> Internet Connection Projector 	PPT Presentation (PPT_Module 2_Unit 2)
	<p>Brainstorming on Principles of Strategic Planning Direct learners to discuss in a big group their thoughts on the reasons why the principles should guide the strategic planning and if they can think of any other principles.</p>	10 min	<ul style="list-style-type: none"> Brainstorming Discussion 	<ul style="list-style-type: none"> Internet Connection Projector Flipchart and markers (Optional) 	PPT Presentation (PPT_Module 2_Unit 2)
	<p>Worksheet: Case Study of a Successful Organizations <i>Steps</i></p> <ul style="list-style-type: none"> Begin the activity by distributing the worksheets and splitting the learners into small groups. 	20 min	<ul style="list-style-type: none"> Worksheet Group Work 	<ul style="list-style-type: none"> Internet Connection Electronic device with access to the internet for each learner 	Worksheet 1 (Module 2_Worksheet 1_Unit 2)

	<ul style="list-style-type: none"> ▪ Instruct the groups to begin researching online to identify a successful organization that they believe conforms to the prescribed principles ▪ Groups should then fill out the questions in the worksheet. ▪ Each team will then present their findings and a brief discussion will follow 			<ul style="list-style-type: none"> ▪ Pen and handouts 	
Unit 3	Steps for Strategic Planning				
	Learning Activities	Duration	Training methods	Materials	Handouts and Activity sheets
	<p>Brainstorm</p> <p>Invite learners to brainstorm on the process of strategic planning and setting up a strategic plan.</p>	10 min	<ul style="list-style-type: none"> ▪ Brainstorm ▪ Discussion 	<ul style="list-style-type: none"> ▪ Internet Connection ▪ Projector 	PPT Presentation (PPT_Module 2_Unit 3)
	<p>Steps for Strategic Planning</p> <p><i>Steps</i></p> <ul style="list-style-type: none"> ▪ Begin by watching the video. Ask learners if they have any thoughts or questions on the material. ▪ Present to the learners a more detailed outline of the keys steps to Strategic Planning and demonstrate how each step is translated in practice 	25 min	<ul style="list-style-type: none"> ▪ Video ▪ Presentation 	<ul style="list-style-type: none"> ▪ Internet Connection ▪ Projector 	PPT Presentation (PPT_Module 2_Unit 3)
	<p>Worksheet Activity: Strategic Planning in Practice</p> <p><i>Steps</i></p> <ul style="list-style-type: none"> ▪ Begin the activity by splitting learners into small groups. ▪ Groups will work together to identify how the strategic planning steps can be incorporated in their existing practices and existing Strategic Plans of their organizations (if they exist). 	20 min	<ul style="list-style-type: none"> ▪ Worksheet ▪ Group Work ▪ Reflection 	<ul style="list-style-type: none"> ▪ Internet Connection ▪ Pen and handouts 	Worksheet 1_Module 2_Unit 3

	<ul style="list-style-type: none"> All groups will then present their work and share thoughts on next steps regarding strategic planning. 				
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Module Assessment Exercises
Duration: 30 Minutes



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