

## TOP 5 – Strategic Planning in NGOs – agenda

### Sunday -- Day 0: the introduction

When	What	Who	remarks	Materials
<b>Morning</b>				
By 15.00	Arrival of participants and registration			
<b>Afternoon:</b>				
<b>16.00</b>	<b>Start of the seminar</b>			
16.00 – 16.20	Welcome speeches	CANGO TUTE		
16.20 – 16.30	Organization and house rules	TUTE CTC		
16.30 – 16.45	Introduction of trainers and support staff	Trainers and support staff		
<b>16.45 – 17.00</b>	<b>Tea break</b>			
17.00 – 17.30	Getting known to each other	Trainees	Introduction in Pairs	INT 0.1 homework
17.30 – 17.45	Introduction group task over the next 5 days	trainers		INT 0.2
17.45 – 18.00	Handing out Evaluation forms/question and answers			Handout 6.2
<b>Evening:</b>				
18.00 – 20.00	Welcome reception	CANGO, TUTE		

### Monday – day 1: what is a SP – and why do you need it?

When	What	Who	remarks	materials
<b>Morning:</b>				
09.00 – 09.45	Objectives of the seminar – expected goals/ Objectives day-1	Trainers		Handout 0.1- participants manual FLIP 1.0 LD 1.0 of PM Handout 1.1/ 1.2 of NGO basics
09.45 – 10.00	Reviewing Participants’	Evaluating questionnaires		homework

	expectations			
10.00 – 10.30	To-want/not-to-want list	Group exercise	Creating seminar rules	INT 1.1/ INT 1.1 – worksheet from <b>NGO basics</b>
<b>10.30 – 10.45</b>	<b>Tea break</b>			
10.45 – 11.00	Group presentations			EX 1.1 homework
11.00 - 11.30	What is development?			INT 1.3 of <b>PM</b> FC 1.1/FC 1.2 of <b>PM</b>
11.30 – 12.00	One or two way communication			INT 1.4 of <b>PM</b> WS 1.2/WS 1.3 of <b>PM</b>
<b>12.00 – 14.00</b>	<b>Lunch break</b>			
<b>Afternoon:</b>				
14.00 – 14.45	A case....	Table groups	Introduction to the TOPIC of SP	INT 1.1
14.45 – 15.30	What is a Strategic plan – and why we need it? (Elements of a SP)	Trainers	Plenary Discussion and input	<b>LEC 1.1</b> HANDOUT 1.4 (definitions),
<b>15.30 – 15.45</b>	<b>Tea break</b>			
15.45 – 16.15	12 reasons for a SP	Group discussion	brainstorming	HANDOUT 5.1 OF <b>NGO BASICS</b> HANDOUT 2.1 INT 2.1
		<b>Get ready</b>		
16.15 – 16.45	Are you ready for planning? (resistance to planning)	Trainers	Plenary	EX 1.3 Handout 1.5
16.45 – 17.15	Organizational life cycles – stages of development	Trainers	Plenary	EX 1.4 Handout 1.2 Worksheet 1.0
17.15 – 17.45	SP as a management tool	Trainers	Introduction	INT 1.3 Handout 1.1
17.45 – 18.00	Summary day-1			FLIP 1.2
<b>18.00 – 19.00</b>	<b>Dinner</b>	Dorit		
<b>Evening:</b>				
19.00 – 21.00	Trainees discuss team tasks			

**Tuesday - day 2: get ready and know how to start**

<b>When</b>	<b>What</b>	<b>Who</b>	<b>remarks</b>	<b>materials</b>
<b>Morning</b>				
09.00 – 09.15	Summary day 1/ Objectives day-2	Trainers		
09.15 – 09.30	Group presentations	individuals		EX 1.2 of <b>NGO basics</b>
09.30 – 10.00	Basic steps of SP	Trainers	Plenary discussion and integration	INT 2.5 Worksheet 2.5 Handout 2.4
10.00 – 10.30	Get ready – how to start the process?	Trainers	Input	INT 2.6 Handout 1.6/ 1.7
<b>10.30 – 10.45</b>	<b>Tea break</b>			
		<b>About mission and vision</b>		
10.45 – 11.15	The “partnership” and “poverty” problem	Trainers	Introduction to vision and mission plus Group exercise	EX 3.2 of <b>NGO basics</b>
11.15 – 12.00	We draft a mission statement	Table groups	Group exercise	INT 2.3 EX 2.5 Handout 1.9 LEC 2.0 handout 2.1 of <b>NGO basics</b>
<b>12.00 – 14.00</b>	<b>Lunch break</b>			
<b>Afternoon:</b>				
14.00 – 14.30	Mission Statement		Presentation and debriefing	
		<b>Assess situation Identify critical issues</b>		
14.30 – 15.00	The Drucker self-assessment tool	Trainers	Introduction	Handout 2.7 – Drucker assessment tool
15.00 – 15.30	Introduction Critical Issue Analysis	Trainers	Introduction	INT 1.2, EX 1.2, handout 1.3 (critical issue analysis) handout 2.2

				worksheet 2.0
<b>15.30 – 15.45</b>	<b>Tea break</b>			
15.45 – 17.00	Identifying and prioritizing critical issues	Table groups	Group exercise	EX 1.2 FLIP 1.3.- 1/1.3-2 LD 1.1
		<b>Tools for planning and decisions-making</b>		
17.00– 17.15	Introduction SWOT			INT 2.2
17.15 – 17.45	Group exercise SWOT	<i>Group exercise</i>		EX 2.1 Worksheet 2.1
17.45 – 18.00	Summary of the day - Feedback			FLIP 2.1
<b>18.00 – 19.00</b>	<b>Dinner</b>			
<b>Evening</b>				
19.30 – 21.00	Discuss and decide on team tasks	Group		

### Wednesday - Day-03 – about strategic excellency

<b>When</b>	<b>What</b>	<b>Who</b>	<b>remarks</b>	<b>materials</b>
<b>Morning:</b>				
09.00 – 09.15	Summary day 2/objectives day 3	trainers		
09.15 – 09.45	SWOT exercise 2 <sup>nd</sup> part	Group exercise		EX 2.2
09.45 – 10.30	Presentation of team tasks/ introduction to team building	Groups	Presenting tasks Describe process of discussion How did they come to a goal	<b>INT 3.1 of NGO basics</b> Handout 4.1/4.2 LD 3.1
<b>10.30 – 10.45</b>	<b>Tea break</b>			
10.45 – 11.00	Group presentations	Individuals		<b>EX 1.2 of NGO basics</b>
11.00 – 11.15	The “Mercedes” exercise	Trainers	Introduction to SEPs	Handout <b>Mercedes of NGO basics</b>
11.15 – 12.00	Are you special?	individuals	Presentation and	EX 3.2

			Plenary discussion	Handout 4.3 INT 3.2 FLIP 3.2a-3.2b
<b>12.00</b>	<b>Lunch</b>			
<b>Afternoon:</b>				
<b>FREE</b>	<b>TIANJIN SIGHTSEEING AND LEISURE ACTIVITIES</b>			
<b>18.00 – 19.30</b>	<b>Dinner</b>			
<b>Evening:</b>				
19.30 – 21.00	Work on team tasks	teams		

#### Thursday – day-4 – setting right goals – how to do this?

<b>When</b>	<b>What</b>	<b>Who</b>	<b>remarks</b>	<b>materials</b>
<b>morning</b>				
09.00 – 09.15	Summary day 3/objectives day-4	Trainers		
09.15 – 09.30	Group presentations	individuals		EX 1.2 of <b>NGO basics</b>
09.30 – 10.00	Do you know what is accessible? About resource mapping	Trainers	Introduction	INT 2.4
10.00 – 10.30	Mapping your resources	Table groups	Group exercise and presentation	EX 2.4 LD 2.4
<b>10.30 – 10.45</b>	<b>Tea break</b>			
10.45 – 11.15	Ctd.			
<b>11.15 – 12.00</b>	<b>Case Study: CANGO – its strategic priorities – and why</b>	<b>CANGO</b>		<b><u>PRES 4.1</u></b>
<b>12.00 – 14.00</b>	<b>Lunch break</b>			
<b>Afternoon:</b>				
		<b>Develop goals and objectives</b>		
14.00– 14.30	The if....then game	<i>Group exercise</i>		INT 3.3, EX 2.1 of PM, WS 2.1 of PM
14.30 – 15.15	About goals and objectives	Dorit	Introduction	INT 3.4 Handout 1.8 FLIP 3.3-3.6
<b>15.00 – 15.15</b>	<b>Tea break</b>			

15.15 - 16.15	From a critical issue to a goal – how does it work?	<i>Group exercise</i>		EX 3.3 FLIP 3.8 – 3.11.ppt
16.45 – 17.00	Integration	Trainers		Handout 3.1
17.00 – 17.15	Summary/Learning diary/ <b>workshop evaluation sheets</b>			INT 6.1 of <b>PM</b> Hand-out 6.2 of <b>NGO basics</b>
<b>Evening:</b>				
19.00 – 21.00	<b>Dinner party</b>			

### Friday – day-5 – put your SP into practice

<b>When</b>	<b>What</b>	<b>Who</b>	<b>remarks</b>	<b>material</b>
<b>Morning:</b>				
09.00 – 09.15	Summary day 4/objectives day 5	trainers		
09.15 – 09.30	Group presentations			EX 1.2 of <b>NGO basics</b>
		<b>The operating plan</b>		
09.30 – 09.45	Operationalize your plan	Dorit	Introduction	INT 5.1 FLIP 5.3 – 5.4 PRES. 5.1 HANDOUT 5.3
09.45 – 10.15	Operationalize your plan	<i>Group exercise</i>		EX 5.2
<b>10.15 – 10.30</b>	<b>Tea break</b>			
10.30 – 11.00	About implementing the plan			Pres. 5.2 Handout 5.1 Handout 5.2
11.00 – 11.30	Questions & answers			
11.30 – 12.00	Achieving goals of the seminar?	All participants	Checking expectations against results	INT 6.2 of <b>PM</b> Hand-out 6.1 <b>NGO basics</b>
<b>12.00</b>	<b>End of the seminar</b>			