

# UNIT 3: STRATEGIC PLANNING

# Introduction

- Welcome to Unit 3 on Strategic Planning.
- In this unit you will learn about strategic planning and its application.
- Furthermore, you will explore major components of strategic planning including fundamental statements, environmental scan and strategy formulation.
- The purpose of this unit is to help you develop a broader understanding of strategic planning as well as enable you to develop your own strategic plan.



## Unit Objectives

After you have successfully gone through the unit, you should be able to:

- i. Appreciate the importance of strategic planning in education institutions.
- ii. Demonstrate understanding of the steps in strategic planning
- iii. Develop a strategic plan for your institution

# Meaning of strategic Planning



- Strategic planning outlines where the organization wants to be at some point in the future and how it is going to get there.
- It is the process of defining the strategy (direction) of the institution and allocating resources to pursue this strategy.





## **PLEASE NOTE**

### **Strategic planning and problem solving**

What is the difference? Strategic planning is a 'future' oriented endeavour, rather than a problem solving activity. Problem solving is a 'now' oriented approach that merely addresses current crisis. Strategic planning relies on problem solving tools, but looks beyond the present to the organizations future.

# *Benefits of Strategic Planning*

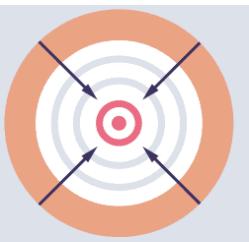
- Stimulating thinking to make better use of resources
- Assigning responsibilities and scheduling work
- Coordinating and unifying efforts
- Facilitating control and evaluation
- Creating awareness of obstacles to overcome
- Avoiding the trap of linear thinking
- Facilitating progressive advancement of the institutions goals



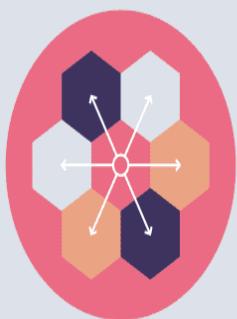
Vision Statement

## The strategic planning process

**1. Define the fundamental statements** – What are our guiding philosophies? What about the **vision** and **mission**? You should also identify some **core values** that the Institute adheres to.



Mission Statement



Core Values

## 2. Determine the current situation

Various approaches can be used to understand the current situation of your institution.

a) **SWOT Analysis:** this involves identifying at the strengths, weaknesses, opportunities.

- The objective of conducting a SWOT analysis is to:
  - identify areas of strengths in order to maximize on them;
  - analyze an institution's weakness in order to minimize them;
  - identify opportunities in order to capture them when they arise; and
  - to analyze possible threats in order to deal with them.



## b) The PESTLE analysis

- This involves identifying broader issues in the environment that can affect the institution in the following specific areas:
  - P - Political
  - E - Economic
  - S - Social
  - T - Technological
  - L - Legal
  - E - Environment



## c. Stakeholder analysis

- The analysis should include identifying:
  - The stakeholders of the institution
  - The stakeholders' expectations of the institution
  - The institution's expectations of each of these stakeholders





### 3. Setting Strategic goals/ objectives

- Goals are simply broad Statements of what the institution wants to achieve in the next 3 years or more.
- Strategic objectives are clear statements of the specific activities required to achieve goals, starting from the current status.
- These objectives form the basis for measuring and tracking progress.
- Strategic objectives should be Specific
  - Measurable
  - Achievable
  - Realistic
  - Time-bound



- In order to formulate a strategic goal it is necessary to identify the performance gaps.
- This process is known as gap analysis.
- What are performance gaps? This is the missing link between the current state of affairs and the desired future state of the institution.



4.

## STRATEGY FORMULATION



- Strategies are broadly defined as key approaches used to accomplish outlined/identified objectives.
- Strategies should address strategic goal and objective
- From your situational analysis, you have identified performance gaps that exist in your institution.
- The strategy that you formulate should address or come up with solutions on how to close the performance gap.



## 5. The log frame

- A diagrammatic representation of the various strategic objectives and activities to be undertaken in the strategic plan.
- It is a summary of the strategic goals and objectivities, the strategies to be adopted to meet the objectives, the activities to be carried out, the persons responsible, the resources required and the expected output and outcome.
- You should be able to get a glimpse of the whole strategic plan by looking at the log frame.
- ( refer to the template on the next slide)

## Strategic Goal 1:

Strategic Objectives	strategies	Activities	Performance Indicators	Time Frame			Assumptions	Responsibility	Financial requirements
				Y1	Y2	Y3			



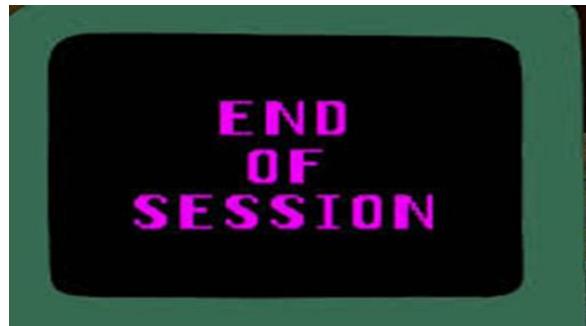
## 6. Financial sustainability

- It is important to consider where the funds for the various activities will come from.
- Only activities that are economically viable should be included in the strategic plan



## 7. Monitoring and evaluation

- involves answering the question, “How well are we doing”.
- The implementation process of the strategic plan needs to be monitored and evaluated.



- We have come to the end of this presentation on strategic planning.
- In this unit learnt about the concept of strategic planning.
- we also looked at the strategic planning process , namely, the development of the fundamental statements, SWOT, PESTLE and Stakeholder analysis, development of strategies goals, Monitoring and Evaluation and Financial sustainability plan.
- We hope you can now participate effectively in developing a strategic plan for your school.

*Remember to read the three case studies that follow, record your answers in the your personal journal and share your responses with group members during your group discussions*