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PASCA
Programa para fortalecer la
respuesta centroamericana al VIH



COMISCA
CONSEJO DE MINISTROS DE SALUD DE CENTROAMÉRICA
Y REPÚBLICA DOMINICANA



Central American Course

Monitoring and Evaluation for HIV/AIDS Policy and Program Management

1

2

3

4

Module 2 – Unit 4

Strategic Planning and Strategic Balance: SWOT Analysis



What is it planning?



Imagen de caza pintadas en las cuevas de Lascaux, Francia, hace 17,300 años.

The choice of an objective, the identification of possible ways to achieve it and calculation about which is the more advantageous way are human mental operations that helped humans, despite our biological disadvantages, to confront an environment with many challenges for survival.

Planning is a way of organizing the action to solve problems using scarce resources at our disposal.

Why do we need to plan?

- To have influence on future events that could affect us: avoid negatives, facilitate the positive;
- The future is unpredictable; we plan to have ready responses to different situations we anticipate as probable;
- The past contains unacceptable conditions we seek to change: we plan to turn our intentions into action and be the change that we seek to produce.
- When we are members of an organization, planning helps to coordinate the actions of all and direct them towards the same aim.

Success factors implementing strategies



"The art of war depends on five constant factors:

"1. Mission; 2. Environment;
3. Terrain; 4. Leadership;
5 Discipline."

Sun Tzu (544 – 426 AE)

Planning becomes strategic when it recognizes and anticipates that the implementation will be subject to unforeseen, delays, opposition, dispersion, lack of alignment of efforts and commitment to results.

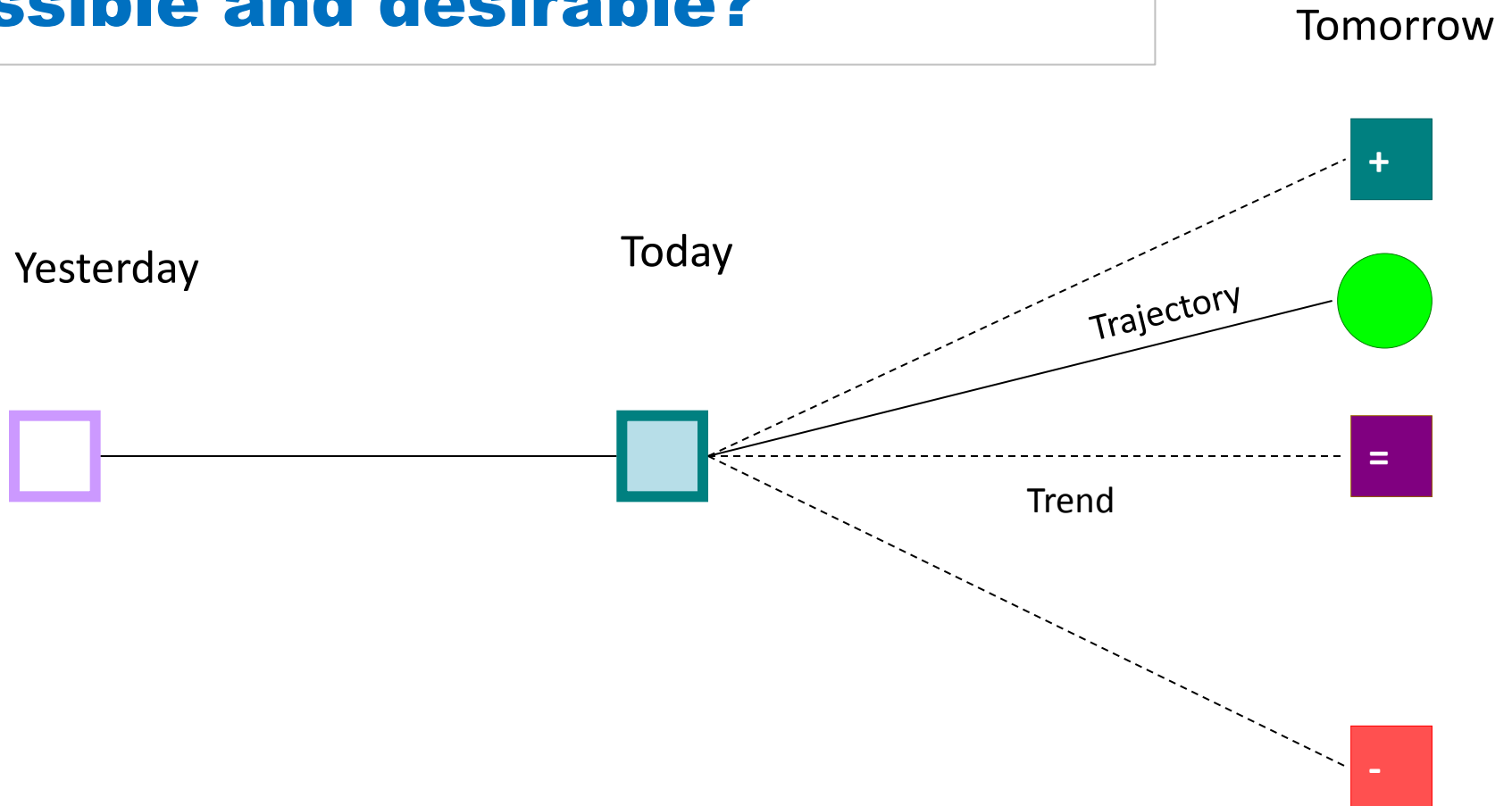
Strategic Thinking

- Strategic thinking put the end first
- Strategic thinking does not believe in unique truths
- Strategic thinking admits conflict
- Strategic thinking recognizes the opponent
- Strategic thinking stare at the long run
- Strategic thinking is flexible in the short term

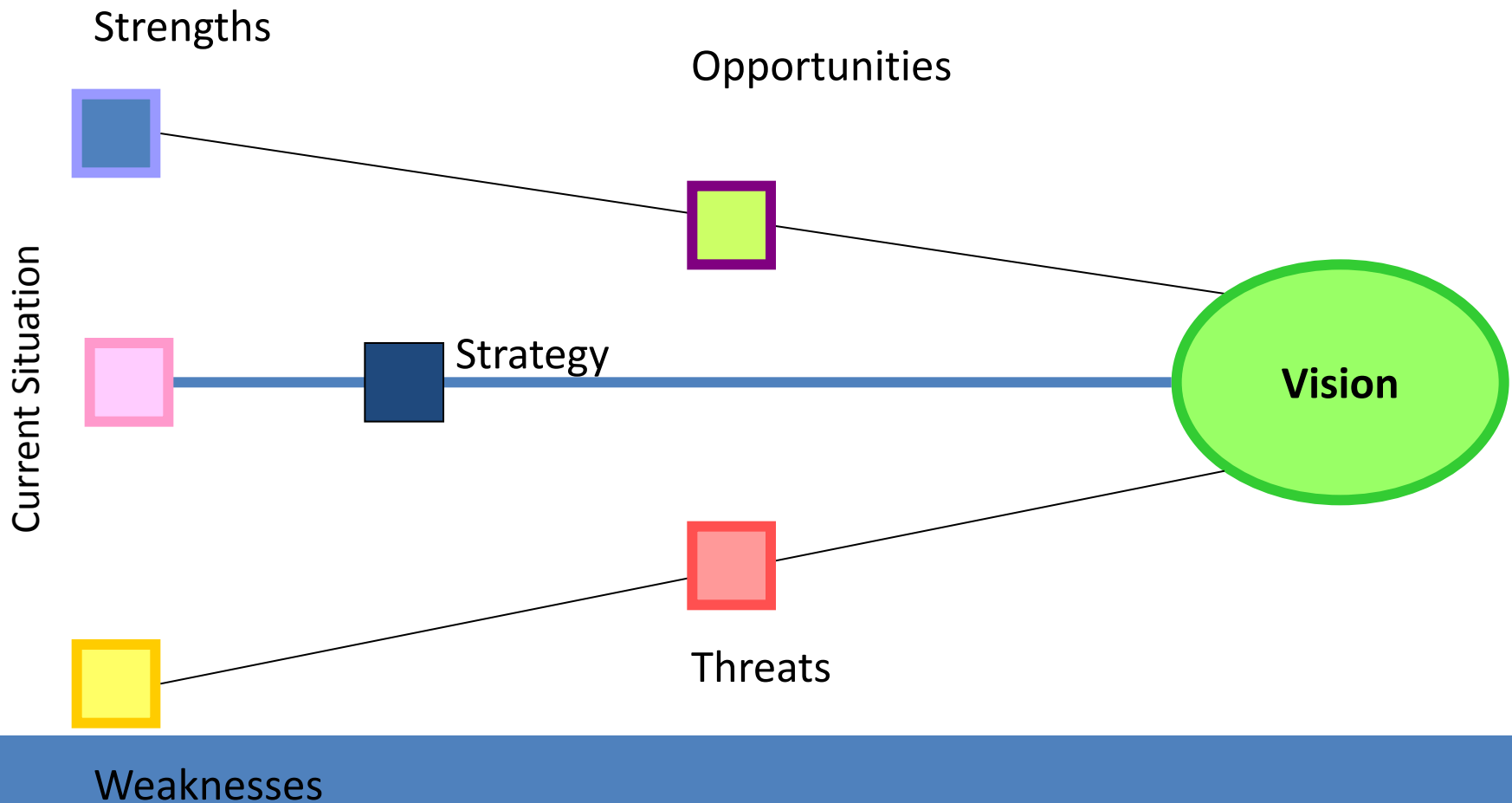
What is the purpose of strategic planning?

- *To affirm our work,*
- *To discover the best of our work*
- *To clarify our ideas for the future*
- *To transform vision into action: determine ways of acting*

What the probable futures is both possible and desirable?



Strategy is managed in the middle of a forces field, from the current situation towards the vision



Tactics and Strategy



- **Tactic** is the use of scarce resources to produce a change in situation
- **Strategy** is the use of situational change to attain the vision



Time

An irreversible succession of possibilities

Steps of Strategic Planning

1

Stakeholders Analysis

2

Strategic Balance

3

Vision and Mission

4

Strategic Objectives

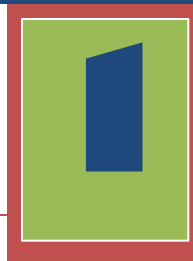
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Outcomes / Outputs



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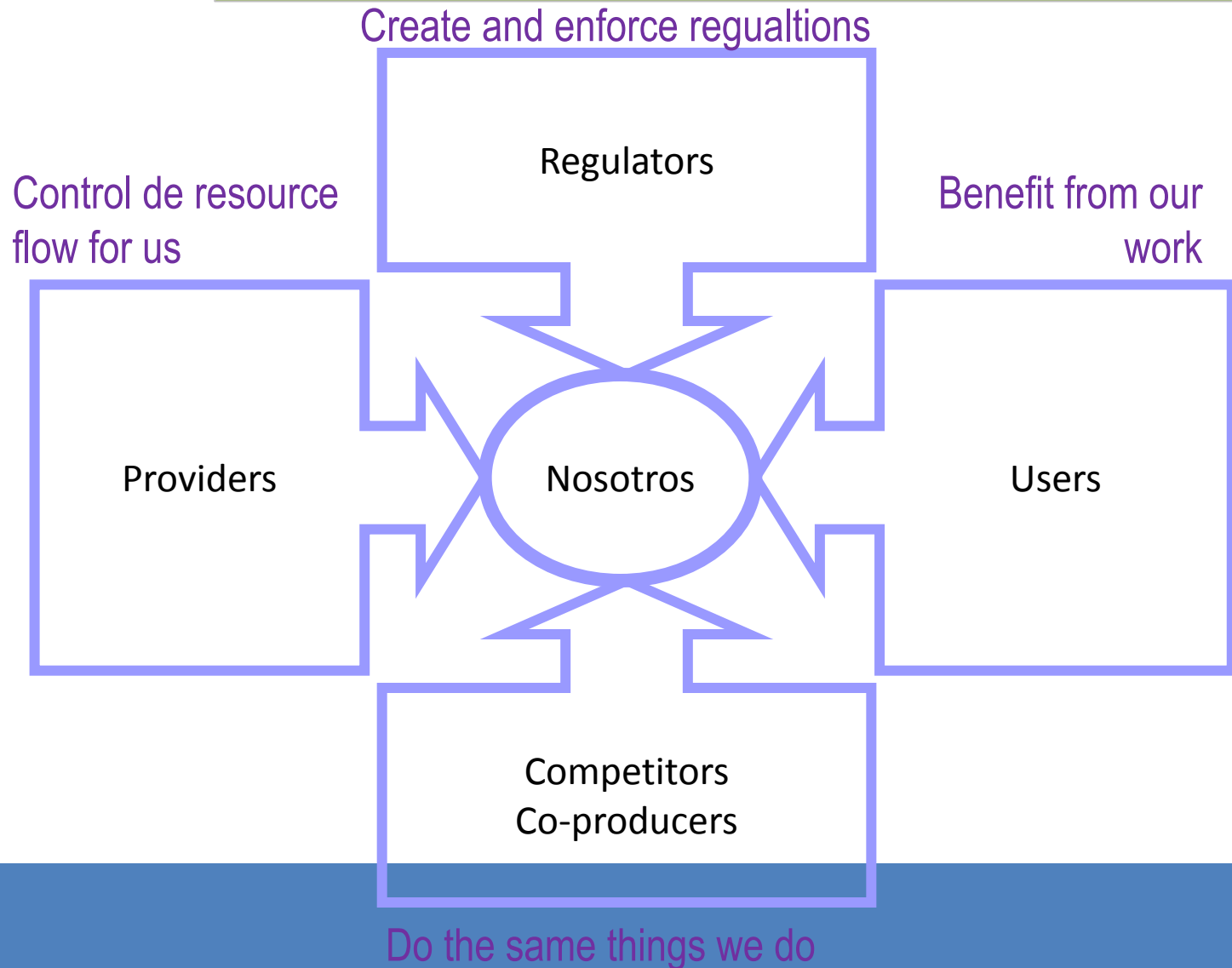
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Stakeholders Analysis

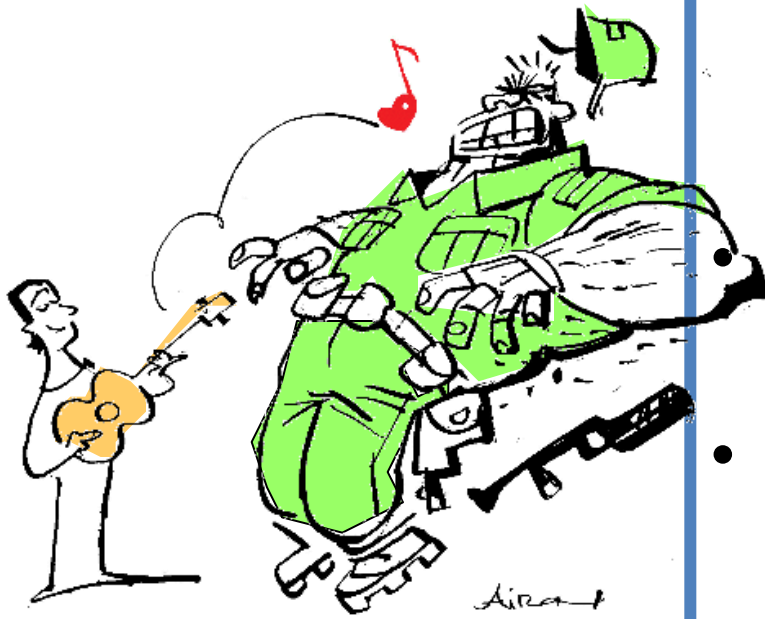
“World is a stage, and we all are but players”

- *W Shakespeare*

Stakeholders and Our Organization



Why do we do stakeholders analysis?



- To find out who can count to execute the plan
- to find out how to avoid blockages of the adversaries and affected by our plan
- to mobilize the neutral or indifferent
- to attend, correct or meet the expectations of our providers, regulators, and users

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Strategic Balance

“You will never convince a mouse
That a cat at home is for good luck”

- *Graham Greene*

How to conduct SWOT Analysis?

1. Analyse Internal & External Environment



Strategic Balance

Strengths

What do we do better?
What are we recognized for?
What resources do we have
to grow and improve?

Weaknesses

What we need to improve?
For what are we more criticised ?
Which critical resources
We lack or have them
in limited amount?

Opportunities

Are there policies, programmes
or projects that need from us?
Are discourses valuing
what we do emerging?
Is the need for what we deliver
expanding?

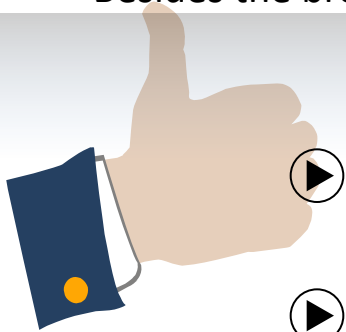
Threats

Is there a tendency to discard
what we do best?
Is the field of our work
shrinking?
Are there competitors gaining
Ground in what we do?

Benefits & Pitfalls of SWOT Analysis

Benefits of SWOT Analysis

Besides the broad benefits, here are few more benefits of conducting SWOT Analysis:



Helps in setting of objectives for strategic planning



Provides a framework for identifying & analyzing strengths, weaknesses, opportunities & threats



Provides an impetus to analyze a situation & develop suitable strategies and tactics



Basis for assessing core capabilities & competencies



Evidence for, and cultural key to, change



Provides a stimulus to participation in a group experience

Benefits & Pitfalls of SWOT Analysis

Pitfalls of SWOT Analysis



Can be very subjective. Two people rarely come up with the same final version of a SWOT. Use it as a guide and not as a prescription.



May cause organizations to view circumstances as very simple due to which certain key strategic contact may be overlooked.



Categorizing aspects as strengths, weaknesses, opportunities & threats might be very subjective as there is great degree of uncertainty in market.



To be effective, SWOT needs to be conducted regularly. The pace of change makes it difficult to anticipate developments.



The data used in the analysis may be based on assumptions that subsequently prove to be unfounded [good and bad].



It lacks detailed structure, so key elements may get missed.

Exercise

- Form groups of 4 participants each
- Each member will write separately what considers to be the most important strength, weakness, threat, opportunity for the organization.
- Group moderator will conduct discussion to find convergence of all ideas and consolidate the group position.
- The group position will then be summarized in a chart.