



Marang Child Care Network Trust

STRATEGIC PLAN DEVELOPMENT WORKSHOPS FOR MCCNT MEMBER ORGANISATIONS

Francistown, Tati Towers Lodge (11-13 October 2010)
Gaborone, Windsor Inn (31 October 2011 -02 November 2011)

CONSOLIDATED WORKSHOP REPORTS



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1.0 INTRODUCTION AND GENERAL OVERVIEW

1.2 Introduction

Marang ChildCare Network Trust (MCCNT) engaged Dipilara Development Services (Pty) Ltd to facilitate two (2) workshops to assist MCCNT member organisations to develop draft strategic plans. The two workshops, which were held in Francistown and Gaborone, were a follow-up of the Strategic Planning Training Workshop which was held in May in Gaborone. This introductory workshop introduced participants to the basic knowledge of the strategic planning, its value and importance and the steps and processes in developing strategic plans. In addition, the workshop was intended to make member organisations to appreciate the need for them to prioritise and begin to work on developing their strategic plans.

The strategic plan development workshops provided the participants with the opportunity for a hands-on practice in conceptualising and drafting their respective strategic plans, with technical guidance and support from the Facilitator. Participants representing the organisations were project management staff and board members. The participation of the board members was intended to provide the strategic direction and leadership in the process of developing the strategic plans, to facilitate consensus on the content of the plans as well as to enhance ownership and support of the governing bodies. At the end of the workshops, all participating members organisations had produced a draft strategic plan which they were expected to finalise at a later stage together with their respective board, fellow staff and other stakeholders.

The workshops were coordinated by MCCNT and facilitated by an external facilitator, Ms. Philda Kereng of Dipilara Development Services (Pty) Ltd, who provided technical guidance to the participants to developing draft strategic plans.

1.2 Workshop Methodology

The process was highly practical, with about 90% of the time spent on organisations group exercises. Prior to the group work, the Facilitator gave simplified introductory presentations on the various steps and requirements of strategic plan development, to ensure that participants clearly understood the process and would be able to do the practical exercises. Engaging participants in extended group work was to ensure that they had enough discussions on the issues related to their organisations and projects, share ideas, and build consensus on what the strategic plan should focus on.

2.0 SUMMARY OF THE WORKSHOP PROCEEDINGS

DAY 1:

2.1 Opening Sessions

The two workshops were both opened with a word of prayer by volunteer, followed by introductions and overview by Mrs. Dorcas Taukobong of MCCNT. The facilitator gave an overview of the workshop programme, the approach and what was expected of the participants and also clarified the expected outputs of the workshop.

2.2 Overview of Strategic Planning & Progress Review (Facilitator)

Ms. Kereng gave a presentation on the strategic plan basic concepts and process to ensure that all participants understood the terms and processes before beginning to work on their plans. This was important as some of the participants had not attended the initial training on strategic planning. Those who attended the training workshop also needed a refresher presentation to remind them the concepts and processes. The presentation covered the following main topics:

- What is a strategic plan and why is it important?
- The main steps in developing strategic plans i.e situation analysis, organisational review and SWOT analysis, Vision, Mission statements, setting values and principles, identifying strategic issues, drawing strategic goals and objectives, deriving activities and determining required resources, operational and management requirements.



Participants listening to a presentation

Participants were asked to share progress they made towards developing their strategic plans following the training attended in May 2011. Most of the participants had not started the strategic planning process since the first training In Francistown, Lephoi Centre had initiated the planning process and had plans to finalise the draft plan soon after the workshop. They had a

Board meeting after the May training and had produced a draft which they ammended during the October draft development workshop. In Gaborone, Kgothatso Day Care Centre, BOCAIP Molepolole had started working on their plans prior to the workshop. Bomme Nkokodi had a strategic plan which elapsed in 2010 and they were planning to develop a new plan. I am Special had developed a draft after the May workshop and were yet to involve the Board to finalise it. Organisations which had not made progress in developing their plans cited the main challenges as lack of participation from their board members, lack of funds and technical guidance.

Day 1 Group Exercises:

Participants were asked to work in their respective organisation groups and do a situation/problem analysis to update themselves on the major problems they wanted their strategic plans to address. They were also tasked to conduct an organisational review of their primary mandates, target groups, stakeholders, successes, challenges and opportunities. This exercise was to set the parameters for the development of conxtualised strategic plan drafts.

DAY 2: Group Exercises Drafting Strategic Plans

The Facilitator gave a presentation on how the participants were to work in their groups to develop their strategic plan drafts. They were given guiding information on flip charts regardin the steps and instructions for drafting. The work was divided into the following main components:

- Organisational backsgound and overview of the situation/problems to be addressed
- Developing Vision, Mission statements and setting values and principles
- Identifying strategic issues and drawing goals and objectives
- Determining major interventions/activities for the strategic plans
- Determining operational and management systems and structures

The day was spent in the drafting process by the participants in their respective groups. During these excises, the Facilitator provided technical guidance and assisted where there were challenges.

At the end of the day, participants were asked to prepare and write down their group notes on the flip charts and/or laptops and prepare for presentations on Day 3.



Participants from Kgothato Orphan Care Project Drafting the Strategic Plan



Participants from Bana ba Keletso Participants discussing their draft strategic plans

DAY 3: Group Presentations

Groups presented their draft strategic plans in a plenary session during obtaining feedback and inputs from one another. The presentations were used as a forum for the facilitator to assess the participants' work and provide the needed guidance. The comments and inputs were noted by the participants to be incorporated into the final drafts at a later stage.



Presentations by Olerato Day Care and Lephoi Centre

Closing and Way Forward

During the closing sessions, both MCCNT Programme Manager and the Facilitator impressed upon the participants the need to prioritise the finalisation of the draft plans. They were urged to mobilise the participation of their board members. MCCNT would provide the needed assistance to the organisations in this process.

3.0 GENERAL OBSERVATIONS AND CONCLUDING REMARKS

The participants had gained the practice of drafting strategic plans and were enthusiastic about finalizing their plans upon returning to their organisations. All the participants produced good drafts which showed the usefulness of the practical sessions. It was noted, however, that the financial constraints, lack of technical guidance and lack of commitment by most board members would remain the major constraints to these efforts. At that stage, only Lephoi Centre was ready to finalise its plans. This means that MCCNT would have to continue providing support to the organisations in order to ensure that the strategic plans are completed.

ATTACHMENTS

Attachment 1: Workshop Programme

DAY 1:		
TIME	ACTIVITY	FACILITATOR
08:00 – 08:15	Arrival and Registration	All Participants
08:15 – 08:20	Opening Prayer	Volunteer
08:20 -09:00	Introductions	All
09:0 -09:10	Welcome Remarks & Workshop Objectives	D. Taukobong Programs Manager
09:10 – 10:00	Presentation: Overview on Strategic Planning	P. Kereng Consultant Dipilara
10: 00-10:30	TEA BREAK	
10:30 -11:00	Overview on Strategic Planning	P. Kereng
1120-13:00	Presentation: Recapitulation on the Previous Training	P. Kereng
13:00-14:00	LUNCH BREAK	
14:00-16:00	Progress Review: Individual Organizations	Coordinator/Board Chairperson
16:00-16:30	Reflections and Summary Notes	P. Kereng
16:30	CLOSING	

Day 2:		
TIME	ACTIVITY	FACILITATOR
08:00 – 08:05	Prayer	Participant
0805 - 0810	House keeping Matters	D. Taukobong
0810 -0830	Reflection on Day 1 Activities	Participants
08:30 -09:00	Development of Organizational Strategic Plans	P. Kereng
09:00-10:00	Group Exercise: Development of Organizational Strategic Plans	Organizational Groups P. Kereng provides Technical Guidance
10:00 – 10:30	TEA BREAK	
10:30-13:00	Group Exercise: Development of Organizational Strategic Plans Continued	Organizational Groups P. Kereng provides Technical Guidance
13:00-14:00	LUNCH BREAK	
13:00 – 16:00	Group Exercise: Development of Organizational Strategic Plans Continued	Groups
16:00-16:30	Reflections and Summary Notes	P. Kereng
16:30	CLOSING	
DAY 3:		
08:00 – 08:05	Prayer	Participant
08:05 – 08:10	House keeping Matters	D. Taukobong
08:10 -08:30	Reflection on Day 2 Activities	Participants
08:30 -08:45	Preparations for Group Presentations	
	Group Presentations:	
08:45 – 09:20	Group 1 Questions and Discussion	Coordinator/Board Chairperson
09:20 - 09:45	Group 2 Questions and Discussion	Coordinator/Board Chairperson
10:00 – 10:30	TEA BREAK	
10:30- 11:00	Group 3	Coordinator/Board

	Questions and Discussion	Chairperson
11:00 – 11:30	Group 4 Questions and Discussion	Coordinator/Board Chairperson
11:30 – 12:00	Group 5 Questions and Discussion	Coordinator/Board Chairperson
12:00 – 12:30	Group 6 Questions and Discussion	Coordinator/Board Chairperson
12:30 -13:00	Completion of Draft Plans	
13:00-14:00	LUNCH	
14:00-14:30	Completion of Draft Plans	
14:30-15:00	Workshop Evaluation CLOSING	

Attachment 2: List of Participants

Name of Participant	Organisation	Position
MOGODITSHANE		
Masego Leepile	Beno Society	Coordinator
Gaolatlhe Kuto	Beno Society	Treasurer (Board Member)
Beauty Lore	Beno Society	Board Member
Androvelle Jayne	FECH	Finance Officer
Modise D. Ngombo	BOCAIP Molepolole	Centre Coordinator
Sarah Ramaeba	FECH	Coordinator
Johnson Kealotswe	Kgomotso Foundation	Board Member
Themhani Msunduzwa	Kgomotso Foundation	Board Member
Tiny Makhaya	Batlang Jehovah	Secretary
Thapelo Moalusi	I am Special	Coordinator
Ikanyeng Ramarinyaneng	Bomme Nkokodi	Project Officer
Goleba Janet Mokwena	Bomme Nkokodi	Board Chairperson
Malebogo Ponego	Bomme Nkokodi	Board Member
Lebopo Mmekwa	Batlang Jehovah Support Group	Assistant Coordinator
Malebogo Chepete Masono	BOCAIP Tumelong	Counselor
Thabo Matlapeng	Kgomotso Foundation	Coordinator
Dorothy Nkile	Kgothatso Orphan Care Project	Board Vice Chair
Bontle Masego	Kgothatso Orphan Care Project	Coordinator
Louisa Molete	Kgothatso Orphan Care Project	Teacher
Khoza Sibonginkosi	I AM Special	Special Teacher
Patson Motswagae	Beno Society	Board Member
Poppy Motsumi	Batlang Jehovah Support Group	Coordinator
Andrew Sithole	Lorato Keletso Oprhan Care Centre	Director
Hilda Kealeboga	Kgothatso Orphan Care	Pastor (Board Member)
Hlalamaphenduka	BOCAIP Molepolole	Board Member
Ontlametse Motsewabeng	BOCAIP Tumelong	Financial Administrator
Francistown		
Isaac Nyathi	Easy Care Orphan Project	Coordinator
Lesego Semelamela	Olerato Day Care Centre	Coordinator
Oetsho G. Bato	Olerato Day Care Centre	Board Secretary
Khumo Orakanye	Olerato Day Care Centre	Board Chairperson
Ephraim Ngoma	Lephoi Centre	Administrator
Nkemi Seganabeng	Lephoi Centre	Board Member
Lesego Samson	Easy Care Orphan Project	Board Member
Ellen Britz	Little Friends	

