

# Action Plan Development Workshop



Sarajeun Rossitto

# Outline for the workshop

## ◆ DAY 1 - Morning

Introduction, Process

Writing time mixed with introductions to these topics:

- ◆ 1. Name, organization and country
- ◆ 2. Title of your plan / proposal
- ◆ 3. Background (issues, direction of policy etc)
- ◆ 4. Pre-conditions & possible obstacles to your action, if any
- ◆ 5. Overarching Goals
- ◆ 6. Concrete Objectives
- ◆ 7. Expected Outcomes
- ◆ 8. Target audience / Beneficiaries
- ◆ 9. Knowledge acquired during the training in Japan
- ◆ 10. Implementing agency and collaborative partners

# Outline for the workshop

## DAY 1 - Afternoon

- Writing time mixed with introductions to these topics:
  - ◆ 13 Timetable & Program method/step by step outline of steps you will take
  - ◆ 12 Monitoring and evaluation
  - ◆ 11 Budget needed, how to raise funds

# Outline for the workshop

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## Day 2

- ◆ Morning – Review drafts, Editing
- ◆ Afternoon - Presentation skills

## Day 3

- ◆ Review, Presentations (10- 15min each)
- ◆ Comments
- ◆ Editing of second draft

# Outline for the workshop

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- Introduction
- Getting the most out of today's workshop
- Purpose of today
- Expected outcomes

# Introductions

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1. Who has experience applying for funding, grants etc.?
2. Who has experience drawing up an action plan?

# Action plan elements

## Basics

# *What is an Action Plan?*

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- ◆ Purpose: plan how to solve a problem
- ◆ Focus: one specific goal.
- ◆ Emphasis: step-by-step actions to be taken to reach the goal.
- ◆ concrete and realistic: something you may carry out upon return to your country.

# The action plan

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- ◆ Using what you got from this workshop PLUS the others.
- ◆ Develop your own action plan - something you will do over 6 months to 2 years following this program.
  - ◆ The action plan is similar to a project proposal you submit to a foundation.
  - ◆ It should be detailed and realistic.

# *Action Plan - to do list*

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- ◆ Note taking: if you have not started - prepare notes each day
- ◆ Draft - start working on your first draft today.
- ◆ Today - review the Action Plan writing process in a step-by-step manner.

# *Action Plan - timeline*

- ◆ Written action plan
  - First draft - prepare for the **June 21** workshop
  - Second draft – prepare for review workshop on **June 25**
  - Final Action Plan submission – to JICA on **June 28**.
- ◆ Presentation on your plan
  - training on **June 21**
  - practice on **June 25**
  - final presentation on **June 27**.

# Project preparation

## Know your project

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1. Need for this project
2. Why YOU should be doing this
3. Network, allies, reputation
4. Mission and Vision
5. Expectations, impact of project
6. Ways to continue or build upon this later

# Project ideas



Your project idea

Something you would like to do upon return to your home country.

It should be something

- you can do - must be possible
- something innovative and necessary
- you believe in - passion?
- that can be done in a year or so
- it should relate to the theme of this training

# Project examples

Project idea #1 **The Baba Partner Project (BPP)**

Focus: finding Aiko Baba a good partner

Project idea #2 **Keiko's Kookies for All (KKA)**

Focus: Keiko quits JSRPD and starts her own sweets company.

Project ideas #3 **Parties by Sarajeon: (PS)**

Focus: Sarajeon likes to run parties and networking events; she starts to run monthly parties aimed at raising money for nonprofits and NGO working on rights issues.

# Action plan step by step



## Part one

# Top of the document

# 1 intro bit *aka The easy stuff*

Name

Organization

Country

# 2 Title of your plan

- ◆ You can think more about this later  
should be catchy, interesting

# 3. Background (issues, direction of policy etc)

- ◆ Describe the situation in your country
- ◆ Give us the basic 5W2H information so we can understand the context
- ◆ Explain why the program is necessary - We should understand why the project is necessary.
- ◆ Present information on the problem – do not assume they know this information
- ◆ Explain how your program is the solution to the problem
- ◆ Use data, quotes, and comments from people in the field about the needs

# Why is there a need for your program?



- ◆ Explain why the program is necessary
- ◆ Present information on the problem
- ◆ Explain how your program is related to the problem solution
- ◆ Can use quotes, comments from experts in the field showing the needs

# Examples - the need

## Project idea #1 **The Baba Partner Project (BPP)**

Aiko Baba is currently looking for a good person to settle down with. She has been working very hard for JSRPD programs for the past several years but realizes work is not enough.

Aiko has a lot of pressure from her family and family to do more than work. She thinks they might be right that a partner might make her life more fun.

She would like to find a nice person with whom she can enjoy (outside work) time. Since she loves travel and Latin America, she would like to find a person not stuck on one place and open to moving around.

# Examples - the need

## Project idea #2 **Keiko's Kookies for All (KKA)**

Keiko Nakatani loves sweets and also loves working with PWDs. She will leave JSRPD to start a sweets company run by and employing PWDs.

She has decided to combine her interests and experience because although there have been many changes in Japan in the past 10 years PWDs lack adequate job opportunities

Although there is a government policy for the employment of PWDs, many companies just pay the annual fine and do not bother to take steps to comply with the law.

Keiko decides she can meet the needs of people in her work network AND continue make a living.

# Examples - the need

## Project ideas #3 **Parties by Sarajeon: (PS)**

**Sarajeon** loves organizing nonprofit NGOs events and parties. She has worked with Japanese organizations since 1990 and now has a wide network of people.

At the same time nonprofit NGOs in Japan lack the funds to develop their programs as they would like. Although the sector has grown a lot the available funding has not because organizations lack the experience and know how.

She decides to combine her interests with the Japanese nonprofit NGO sector needs and run monthly parties - each aiming to raise money for a different organization or issue.

She aims to use her corporate network to help the nonprofit sector.

## Why is there a need for your program?

- ◆ Real example

*X program is necessary because people who face mobility challenges have no access to public transport in X city.*

*Based on our past research, we have found that 75% of the youth in X town do not have access to primary education because the closest school is more than 2 hours walk.*

# 4. Possible obstacles

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**Pre-conditions and possible obstacles to your action, if any**

- ◆ Paint a clear picture of the difficulties and or obstacles your org or project may face

# Project examples - obstacles

## Project idea #1 **The Baba Partner Project (BPP)**

- ◆ Her strict criteria for finding a good person
- ◆ Old fashioned men?

## Project idea #2 **Keiko's Kookies for All (KKA)**

- ◆ Business experience?
- ◆ Discrimination against people with PWDs?
- ◆ Love of sweets => gaining weight?

## Project ideas #3 **Parties by Sarajan: (PS)**

- ◆ Will companies sponsor the issues she wants them to fund?
- ◆ Most people in Japan do not know what nonprofit or NGO actually mean.
- ◆ Love of parties => too much fun? Not enough work?

# Group work 1: background

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Discuss then make some notes:

- ◆ What is the situation in your country?
- ◆ Why is your program necessary?
- ◆ What are some possible obstacles to your action? What might make your project difficult?

# 5. Overarching Goals

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## The purpose of your program

- ◆ What does your project aim to achieve?
- ◆ In the long term - what are your goals?
- ◆ Include broad general accomplishments - think in terms of a few years

# 6. Concrete objectives

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- ◆ What are your short-term objectives?
- ◆ These are concrete and specific.
- ◆ There should be many of these - for example monthly benchmarks
- ◆ Include both qualitative and quantitative
- ◆ Make sure there are some that you can measure
- ◆ You will need to carefully monitor these

# 7. Expected outcomes

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- ◆ Specific, concrete measurable outcomes to be achieved
- ◆ Qualitative and quantitative

***Impact*** - What will be the impact of your program on your target population?

# Project examples

- goals, objectives & outcomes



## Project idea #1 **The Baba Partner Project (BPP)**

*The long term goal is to find the right partner so that Aiko Baba will have a wonderful life.*

*Our objectives include meeting 10 candidates within the calendar year and having 3 or more dates with at least 4 of them.*

*By the end of 2007, we will narrow down the candidates to two or three contenders who will be asked to join different year end parties with Keiko and Sarajeon for review.*

# Project examples

- goals, objectives & outcomes

## Project idea #2 **Keiko's Kookies for All (KKA)**

Our long term goal is provide job opportunities for PWDs so that they may become financially independent. Keiko's socially responsible company also aims to make enough profit to start a foundation to support PWD related projects.

Our objectives include running 3 training programs per year in the areas of bakery mgt, and baking techniques. In the pilot program, we will train 15 people in each and then 10-12 subsequently.

In the first 6 months, we will set-up a bakery that can employ up to 25 staff with different abilities. Within 2 years we will to train more than 30 people who will work as full time staff. Within 3 years, we expect that at least 1/2 of them will become financially independent.

KKA aims to produce at least 5 varieties of cookies initially and produce approx. 1 ton of cookies in the first 6 months.

# Project examples

- goals, objectives & outcomes

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## Project ideas #3 **Parties by Sarajevo: (PS)**

*Our long term goal is support nonprofit NGOs working in the field of human rights but providing them with funds from parties.*

*Our objectives:*

*Running 3 events in the first 6 months and then monthly events in the following year.*

*The pilot event will be relatively small and primarily for networking and PR development.*

*Outputs/impact:*

*Within the first 6 months we aim to find 15 corporate partners and 10 nonprofit NGO partners with which we will work over the next 2 years.*

# Goals & objectives & outcomes

- ◆ Include both mission oriented goals, concrete objectives and specific outcome you can measure.

*Our long term goal is support for children with learning disabilities so they may continue their education beyond primary school.*

*Our objectives include: pilot programs within the town of X in year one and in years 2 and 3 we hope to expand to towns D & F.*

*In the first 6 months we will set up a shop that can employ up to 15 staff with different abilities. At the same time we will recruit at least 15 people for skills development trainings. Within 2 years we hope to train more than 30 people so that at least 1/3 of them may be come financially independent.*

*Within 3 years we hope to train 15 teachers and run 5 programs per year.*

# Group work 2: purpose

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Take few minutes to make some notes ideas about the items below. Talk about these with your partners and then make more notes.

- ◆ Based on your program idea
  - Make quick outline
  - Overarching goals,
  - Concrete objectives
  - Expected outcomes

## 8. Target audience -Beneficiaries

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- ◆ Who will take part in your program?
- ◆ Why is this program meaningful for these people?
- ◆ What are their needs?

# Project examples Target audience

## Project idea #1 **The Baba Partner Project (BPP)**

Who is Aiko Baba? What is she interested?

## Project idea #2 **Keiko's Kookies for All (KKA)**

*In the pilot year we will focus on working with people with physical and/or sensory disabilities living in the Tokyo area. After reaching our initial aims we will expand the scope of our work.*

## Project ideas #3 **Parties by Sarajeon: (PS)**

*We will start with outreach to internationally minded corporations for support as they are most likely to understand the necessity of supporting community groups. For the nonprofits we will start by working with medium sized groups working on minority women's rights, as they lack support.*

# *Target audience:*

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## ◆ SAMPLES:

*The program will target 15-20 youth with learning disabilities, living in areas where they do have access to support systems dealing with their specific needs.*

*We have an established relationship with a local employment center that will support us by letting us use space for programs at a discount rate.*

# 9. Relationship to this program

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- ◆ Knowledge or experience acquired during the training in Japan
- ◆ Examples of workshops, visits, meeting or lectures that influenced the development of this plan

# Project examples

## Project idea #1 **The Baba Partner Project (BPP)**

Through the trainings in Japan, I learned the importance of finding someone with an open mind and passion for their work

## Project idea #2 **Keiko's Kookies for All (KKA)**

*During the visit to Palette, I was inspired by Taniguchi's ability to start a project that is both socially responsible and profit making. Based on her story, I learned how to get started with my own project.*

## Project ideas #3 **Parties by Sarajeon: (PS)**

*As part of the training, I met Alex Watanabe who shared his experience and skills in networking, PR and marketing. I learned the importance of leveraging my own network and supporters to do more and better outreach for my project.*

# 10. Partnerships

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## Implementing agency and collaborative partners

- ◆ What organization(s) will put the plan into action?
- ◆ Are there organizations you can work with?

# Stakeholders

- ◆ There are many types of stakeholders

**Beneficiaries - your target audience (#8)**

**Allies/partners/supporters (#10)**

Opponents/people who might be negatively affected

Decision-makers - might be supporters?

Don't forget about others whom you might be unsure about  
ther are people and groups that can be made into allies

# Group work 3: #8-10

- ◆ Think, discuss then outline the following:
  - Your target audience - introduce your beneficiaries
  - How this training is helping you develop your project.
  - Possible partners or collaborating agencies.

**LUNCH TIME!**

**SEE YOU IN ONE HOUR!**

# Outline for the workshop

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- ◆ 13 Timetable & Program method/step by step outline of steps you will take
- ◆ 12 Monitoring and evaluation
- ◆ 11 Budget needed, how to raise funds

# 13. Timetable for implementation

## How to take action

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**Program method /step by step outline of steps you will take**

- ◆ This is your main focus - **Plan outline and methods for making it happen.**
- ◆ Methods, timeline, phases of project
- ◆ How will you run the program?
- ◆ Show a clear time frame for each step and a logical progression
- ◆ Include details on preparation and preliminary steps before actually running the program

# *Plan outline and methods*

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## *People involved*

Details of who will and can do what

Who - Existing staff? new staff?

- ◇ Assign specific tasks clearly to those who will be responsible for performing them
- ◇ Who will be the point person to monitor progress?
- ◆ Who will do evaluation?

# *Plan outline and methods*

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## **Tips:**

- Provide schedule outlines that show key dates and deadlines.
- Brainstorm all the activities that will need to be accomplished in order to implement the plan.
- Determine from the end point, all the dates and steps to ensure plan completion in time.
- Write the steps in terms of action - start each statement with a VERB.
- Include all steps - do not think steps are obvious or it is not necessary to explain key parts to your plan.

# *Plan outline and methods*

OUTLINE #1 starting with now:

- ◆ **Pre-project - Preparation**

Include details on assessment, planning, preparation and preliminary steps that need to be taken before actually running the program

- ◆ **Implementation - Running the Project**

How will you run the program?

How long will each part take?

Who will do what when

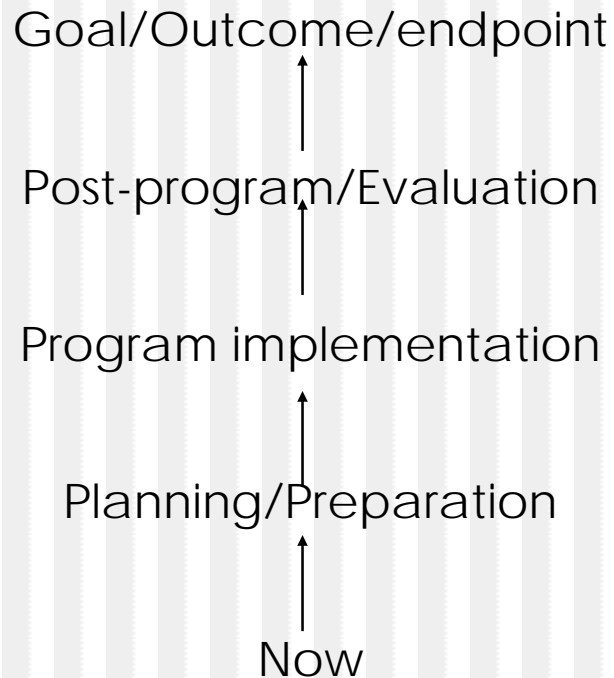
- ◆ **Post project - Follow-up & Evaluation activities**

Reports, surveys, PR

*\*Show a clear time frame for each step and a logical progression*

# *Plan outline and methods*

OUTLINE #2 starting with the end point in mind



# Program design & methodology

OUTLINE #3 starting with a simple time line

*Present* *Objectives* *LT goals*



# Program design and methodology

OUTLINE #4 starting with a step ladder model

goal

Phase 1  
- objective

Phase 2  
- objective

Phase 3  
- objective

now

# Program design and methodology

## *SAMPLE brief project outline:*

Project idea #1 **The Baba Partner Project (BPP)**

*Prep:*

- ◆ *Decide what kind of guy to marry -Criteria list*
- ◆ *Let friends know*
- ◆ *Join clubs and events*

*Action:*

- ◆ *Join events*
- ◆ *Go on dates*
- ◆ *Monitoring- follow-up phone calls and dates*

*Post:*

*Continuing going out or not*

# Program design & methodology

Sample time line - Project idea #1 BPP

*Present*

*Objectives*

*LT goals*

*Now*

*Prep*

*Program*

*Post*

*Future*

*Criteria  
For guys*

*Find guys*

*Dates*

*Call them back*

*Let them know*

*Let friends know*

*Get opinions*

*Go out*

*Second dates*

*Meet his friend*

*Get more info*

*see again*

*Proposal?*

# Program design and methodology

Project idea #2 **Keiko's Kookies for All (KKA)**



# Program design and methodology

Project ideas #3 **Parties by Sarajevo: (PS)**

*SAMPLE project outline:*

*Post program*

- ◆ *Raise more than 25,000 for each organization*
- ◆ *Write report summarizing outcomes.*
- ◆ *Use for pr for upcoming events*

*Program:*

- ◆ *Develop training program on how to do events for fundraising.*
- ◆ *Monitoring - Interview partners and check participant/donor numbers each week*
- ◆ *decide first 3 event themes based on org and corp. partner feedback.*

*Pre-program*

- ◆ *Do needs analysis of 5 groups*
- ◆ *Create information sheets for pr to companies*
- ◆ *Based on needs results, solicit 5 companies to sponsor each event.*
- ◆ *Secure 1-3 events spaces.*

# Group work 4:

## time line and & method for action

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- ◆ Think, discuss then write:
- ◆ Step by step
  - ✓ Outline your Plan on a time line
  - ✓ Detail the methods for running the program
  - ✓ what who will do what when

Take a break!

# 12. Monitoring & evaluation

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- ◆ How you will measure progress & outcomes?
- ◆ When will you do this?
- ◆ What methods will you use?
- ◆ Include both qualitative and quantitative impacts

# *Monitoring: trouble shooting*

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- ◆ Checking for progress during the project itself
- ◆ Allows you to make changes when things are not going as planned
- ◆ Allows you to adapt as needs and circumstances change.
- ◆ Need to involve different stakeholders in this.

# *Evaluation - outcomes*

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## *Post program - follow-up*

- ◆ *Checking the impact of your plan*
- ◆ Measure the outcomes
- ◆ Reflect back on goals and objectives
- ◆ When will you do the follow-up?

# Project examples

## Project idea #2 **Keiko's Kookies for All (KKA)**

### Monitoring

- ✓ Review of trainers by instructors at 2 week interval.
- ✓ "Bakers test" of all trainees after 6 weeks training.
- ✓ Public taste test 2 months before full time bakery operations start
- ✓ Biweekly sales performance assessment.

### Evaluation -

- ✓ After 6 months running the bakery, each worker shall be interviewed on a one-to one basis to assess impact.
- ✓ After one year, survey of customers
- ✓ Yearly assessment of financial sustainability of each former trainee.

# Project examples



## Project idea #1 **The Baba Partner Project (BPP)**

Monitoring - monthly meetings with Keiko to review candidates; If progress is slow or candidates not strong enough, Keiko will consult with X for new possibilities.

Evaluation - at the end of 2007, all candidates will be informally interviewed Keiko at an end of year party.

# Project examples

## Project ideas #3 **Parties by Sarajevo: (PS)**

### Monitoring

- Monthly assessment of outcomes of networking events and follow-up.
- Biweekly communications with partners on progress.
- Financial sustainability assessment on a bi-weekly basis
- Staff interviews on progress.

### Evaluation -

- ✓ After one year, survey of partners
- ✓ Yearly assessment of financial sustainability of each organization.
- ✓ Audit of each event to be completed after each event

# *Monitoring: trouble shooting*

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◆ EXAMPLE:

*In the third week of the program, all participants will have an interview with a staff member focusing on 3 important questions....*

*After completion of orientation of participants, HR staff will consult with all trainers on well being and expectations.*

# Evaluation

◆ EXAMPLE:

*Upon program completion we will survey all participants to assess concrete gains due to our training program.*

*Four months after the program, we will also interview program graduates and take note of who has gotten what types of jobs and record their status of economic independence.*

# Group work 5:

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- ◆ Think, discuss then write:
  - ✓ How will you monitor your progress?
  - ✓ Who will do this work?
  - ✓ How will you evaluation of the outcomes?
  - ✓ Include methods and personnel

# 11. Budget needed, how to raise funds

## ◆ Expenses:

- Administration
- Direct program
- Overhead/indirect costs

## ◆ Revenue

- Income
- Other funders
- Donations
- How you will make up for gaps

# Preparing your budget

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1. Know your project
2. Outline each part of project & assess what you need - in detail
3. Breakdown phases of project and what you will need
4. Get reasonable estimates (may be asked to see quotes)
5. Include overhead/shared costs
6. Make a simple spread sheet
7. Be realistic about staff time and costs

# Preparing your budget

8. Make a complete spread sheet
9. Make sure easy to understand and no errors.
10. Add budget explanation sheet if necessary.
11. Have a third party check it.

*Be as accurate as possible: you do not want to return funds and have to find revenue for other costs incurred.*

# Preparing your budget



What necessary costs do you have?

What possible revenue sources do you have?

# Preparing a budget

## EXPENSES:

- ◆ Personnel costs (salary, benefits etc.)
- ◆ Consultant fees (translation, training)
- ◆ Office supplies (paper, pens)
- ◆ Equipment (copier, computer)
- ◆ Postage/mailing (PR, members)
- ◆ Printing (booklets, fliers. Marketing materials)
- ◆ Travel (local, domestic, staff, program participants etc.)
- ◆ Shared/common (rent, telephone, utilities, internet, etc.)
- ◆ Repairs (equipment, office itself)

## INCOME, SUPPORT AND REVENUE

- ◆ Earned income
  - Admission fees
  - Sales
  - Ads in program
  - Table rental
- ◆ Grants
- ◆ Service contracts
- ◆ In-kind items and services
  - computer, camera, legal, financial
- ◆ Gifts
  - Cash contributions
  - Prizes
- ◆ Other income

# Project examples - budget

## Project idea #1 **The Baba Partner Project (BPP)**

*Possible Costs*

*Possible Revenues*

## Project idea #2 **Keiko's Kookies for All (KKA)**

*Possible Costs*

*Possible Revenues*

Trainings

Small business grant

Recruitment

Donated ingredients

Mailing materials

Donated computer from apple

Postage

Cash donations

Copying/printing

Cookie purchases

Ingredients (flour eggs..)

Bakery space

Office space

Machinery (computer, fax etc.)

Ads/Outreach/PR mats ...

Shipping

# Project examples - budget

## Project ideas #3 **Parties by Sarajevo: (PS)**

### *Possible Costs*

Staff  
Transportation  
Food and drink  
Outreach/PR mats  
Mailing materials  
Postage  
Ingredients (flour eggs..)  
Event space  
Office space  
Machinery (computer, fax etc.)  
Copying/printing  
Design

### *Possible Revenues*

Cash donations  
Food donations  
Donated computer from apple  
Donated ingredients  
Donated prizes  
Party Ticket sales  
Raffle tickets  
Auctions bids  
Ads in programs

# Preparing a budget

## ◆ Expenses:

Which of these will be flexible ?

Which might you get in-kind donations for?

## ◆ Revenues:

Which of these will be restricted income?

Which of these do you have control over?

Which will require extra costs to increase the bottom line?

# Preparing a budget

## Categories:

- ☞ Administration/shared costs (0-20%)  
personnel, rent, telephone etc.
- ☞ Direct program costs (70-100%)  
Office space, faxing renting a hall for a forum, getting the participants to site, translation etc.
- ☞ Indirect costs margin or cushion (0-10%)

# Preparing a budget

## - simple sample for KKA

<b>EXPENSES</b>	<b>cost</b>	<b># of people</b>	<b>units</b>	<b>occasions</b>	<b>totals</b>
transport	5	15	20	3	4500
ingredients	500	N/A	1	12	6000
PR materials	500	N/A		3	1500
training materials	150	15	N/A	3	6750
staff costs admin	2,500	3	0.5	12	6750
staff cost bakery	2,000	15	1	6	360000
rent office	2000	N/A	0.5	12	12000
rent bakery	5000	N/A	1	10	50000
				total	38850
<b>REVENUES</b>	<b>amount</b>	<b># of X</b>	<b>cycles</b>	<b>total</b>	
kookie income	15	350	3	15750	
donations	50	100	1	5000	
grants	20,000	N/A	1	20,000	
				40750	
				difference	1900

# Group work 6: Preparing the budget



FIRST think about what you need & outline all possible financial needs.

THEN, discuss this information in pairs.

Finally, write up a more detailed funding request.

# Group work 5: the budget

Review your outline and categorize your costs

Use these categories:

- ☞ Administration/shared costs
- ☞ Direct program costs
- ☞ Indirect costs - margin or cushion
- ☞

What is the ratio of your costs?

# Questions

- ◆ Ask anything !!!!

# Final group work:

## Review & discuss

- ◆ Spend 15 minutes preparing your action plan in more detail.
- ◆ Then, in pairs, discuss your plans.
- ◆ Help each other: give advice and ideas to make each others plans better.
- ◆ Make sure all areas are covered

# The action plan - next steps

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To do list:

- ◆ Outline your own plan.
- ◆ Review the notes from the training thus far.
- ◆ Add new ideas & concepts.
- ◆ Support each other.
- ◆ Write draft and prepare PPT.
- ◆ Do not wait until the last night!
- ◆ Follow the outline in the AP sheet.

# *Action Plan schedule*

- ◆ Written action plan
  - First draft - prepare for the **June 21** workshop
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- ◆ Presentation on your plan
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Thank you very much!