**Questions for module one**

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1. **What are the four basic functions that comprise the management process? Explain briefly how they are related to each other**

Originally, there were five management functions, but management book authors have condensed them to four: planning, organizing, leading and controlling. The fifth function was staffing.

1. **Function One: Planning:** Planning involves deciding where to take a company/organization and selecting steps to get there. It first requires managers to be aware of challenges facing their businesses, and then it requires managers to forecast future business and economic conditions. They then formulate objectives to reach by certain deadlines and decide on steps to reach them. They re-evaluate their plans as conditions change and make adjustments as necessary. Planning helps allocate resources and reduce waste as well.
2. **Function Two: Organizing:** Managers organize by bringing together physical, human and financial resources to achieve objectives. They identify activities to be accomplished, classify activities, assign activities to groups or individuals, create responsibility and delegate authority. They then coordinate the relationships of responsibility and authority.
3. **Function Three: Leading:** Leading requires managers to motivate employees to achieve business objectives and goals. It requires the use of authority to achieve those ends as well as the ability to communicate effectively. Effective leaders are students of human personalities, motivation and communication. They can influence their personnel to view situations from their perspectives. Leading also involves supervision of employees and their work.
4. **Function Four: Controlling:** Controlling is a function of management that involves measuring achievement against established objectives and goals. It also requires managers to be able to identify sources of deviation from successful accomplishment and to provide a corrective course of action. Managers first establish objectives and goals, then measure achievement of them, identify anything that is keeping the company from achieving them, and provide means of correction if necessary.Controlling does not necessarily involve achieving only monetary goals and objectives. It can also relate to non-tangible goals and objectives like meeting a production quota or reducing customer complaints by a certain amount.
5. **Function Five: Staffing:** is the process of hiring eligible candidates in the organization or company for specific positions. In management, the meaning of staffing is an operation of recruiting the employees by evaluating their skills, knowledge and then offering them specific job roles accordingly. It is a truth that human resource is one of the greatest for every organization because in any organization all other resources like- money, material, machine etc. can be utilized effectively and efficiently by the positive efforts of human resource. Therefore, it is very important that each and every person should get right position in the organization so as to get the right job, according to their ability, talent, aptitude, and specializations so that it will help the organization to achieve the pre-set goals in the proper way by the 100% contribution of manpower. Thus it can be said that it is staffing is an essential function of every business organization
6. **Identify the three different kinds of managers by both level and area in an organization**

In any organization all those who are responsible for the work of others are known as managers. Though their primary task remains the same – getting the things done by other people, wide variances exist with regard to the authority and responsibility of managers.

The three levels of management that are commonly found in any organization are lower or front-line, middle and top management.

1. **Front-Line or Supervisory Management:** This is the lowest level in the hierarchy of management. Usually the jobs at this level are the entry level positions into management profession. Managers at this level direct the operating employees (workers). They are close to the action for their job involves supervising the activities of operatives. Front-Line managers in the production department are called foreman, supervisor, superintendent, and inspector and so on. For instance, in a manufacturing concern, in marketing, finance and others departments, they are called management trainees or junior executives. Similarly, in a government office, the term superintendent or section officer is preferred.
2. **Middle level Management:** Middle management level includes in many organizations more than one level. Managers who work at levels between the lower and top levels constitute the middle management. Departmental heads, Regional managers, Zonal managers and so on fall in this category. They report to top managers. Their principal responsibilities are to direct the activities of lower level managers who implement the organization’s policies.
3. **Top level Management:** Top management constitutes the highest level in the management hierarchy. This is the policy making level in any organization. This level consists of a small group of executives. Board of Directors, Chairman, Managing Director and the top functional heads such as Chief of Operations, and such other C-suite managers, and divisional managers comprise this level. Top managers are responsible for the overall management of the organization. They decide the enterprise objectives, policies and strategies to be pursued to achieve the objectives. They provide direction to the organization by guiding its interactions with the environment.
4. **Identify the different important skills that help managers succeed giving relevant examples for each category**

Besides leading a team from a strategic perspective, project managers also need to manage from an operational point of view. An effective team manager excels at administering and coordinating groups of individuals by promoting teamwork, delegating tasks, resolving conflict, setting goals, and evaluating performance. It’s also important to note these important skills as explained below;

1. **Human or Interpersonal Skills:** The human or the interpersonal skills are the skills that present the managers’ ability to interact, work or relate effectively with people. These skills enable the managers to make use of human potential in the company and motivate the employees for better results. These skills involve the ability to communicate and build relationships with others. Often called “people skills,” they tend to incorporate both your innate personality traits and how you’ve learned to handle certain social situations. Effective interpersonal skills can help you during the job interview process and can have a positive impact on your career advancement. Some examples of interpersonal skills include: active listening, team work, patience, flexibility, empathy to mention a few.
2. **Conceptual Skills:** These involve the skills managers present in terms of the knowledge and ability for abstract thinking and formulating ideas. The manager is able to see an entire concept, analyze and diagnose a problem, and find creative solutions. This helps the manager to effectively predict hurdles their department or the business as a whole may face to be able to ignore extraneous information. Some of the examples include the ability to break down a project into manageable pieces, analyze and diagnose complex situations, cognitive abilities and the ability to analyze and broader thinking capabilities.
3. **Technical Skills:** Technical skills are the knowledge and capabilities to perform field-specific, specialized tasks. These skills enable a manager to coordinate work, solve problems, communicate effectively, and also understand the big picture in light of the front-line work that must be performed. A manager needs to have a sufficient understanding of what the data analysts are doing so that he or she can coordinate the efforts. A pair of analysts might be working on different parts of the same problem separately, each producing a piece that the manager may need to cobble together. Alternately, a manager needs to know how the work that one person is doing will be the input for what another person is doing. Managers also need to have sufficiently strong technical skills so they can ascertain which analysts are better at which tasks and the work can be distributed effectively.
4. **Diagnostic Skills**: Diagnostic skills refer to an individual's ability to identify a particular problem and define it. These skills are acquired through formal training, practice, and experimentation. For example, a medical doctor diagnoses you and give you the right medication.
5. **Communication Skills:** Communication goes hand-in-hand with leadership skills. To be an effective leader, one has to be able to make clear what project teams must do. However, communication is not limited to the project team, it also applies to all stakeholders, including vendors, contractors and customers. Such can be done through the use of technologies such as reporting tools, chat or file sharing. Such tools facilitate person-to-person and group communication alike.
6. **Risk Management:** The proliferation of unique projects has resulted in project managers becoming more adept at risk management. Unlike common projects, which are often outsourced or assigned to less seasoned project managers, these unique undertakings entail more complicated efforts that only mature project managers are capable of handling. Having this skill is a sign of having control over your project. Besides, it’s an effective way of assuring project sponsors that their investments are in good hands
7. **Decision-Making Skills:** It is a core skill that every employee will need to use at some stage in their career to prove they are good at decision making, you will need to make the best possible choice in the shortest time possible to resolve a problem, as well as being able to show reasons that support your decisions. Generally, the more senior the role, the more difficult these decisions become. Jose N. Harris stated that ‘’ waiting hurts, forgetting hurts. But not knowing which decision to take can sometimes be the most painful”.
8. **Time-Management Skills:** Finally, effective managers usually have good time-management skills. Time management by definition is the process of organizing and planning how to divide your time between specific activities. Good time management enables you to work smarter – not harder – so that you get more done in less time, even when time is tight and pressures are high.
9. **What is planning? Explain the objectives and principles of planning.**

Planning is part of project management, which relates to the use of schedules such as Gantt charts to plan and subsequently report progress within the project environment. Initially, the project scope is defined and the appropriate methods for completing the project are determined. It involves creating a set of plans to help guide your team through the implementation and closure phases of the project.

**Objectives of planning**:

According to Team Clarizen on Saturday, March 17, 2018. In brief, defined project management objectives as the successful development of the project’s procedures of initiation, planning, execution, regulation and closure as well as the guidance of the project team’s operation towards achieving all the agreed upon goals within the set scope, time, quality and budget standards. Below are some of the objectives of planning;

It is no exaggeration that in the absence of planning events are left to chance. In such a case, you as a manager are depending on luck. You may, as a result, in all probability end up in frustration. Organizations often fail not because of lack of resources, but because of poor planning. Whatever the resources you have, in the absences of systematic planning, the resources may not help you in achieving the objectives. The following factors further highlight the importance of planning;

**a. To achieve objectives**:

Planning in other words, they force you to be clear about the objectives, the time frame required to achieve them and the resources required. It forces you to visualize the future in an organized manner. The saying that “when a man does not know what harbor he is making for; no wind is the right wind” is quite appropriate in the case of planning. Systematic planning, thus, starts with a clear statement of objectives. All the important inputs necessary to achieve the objectives are carefully thought of. The uncertainties of the future, if any, are also taken into consideration.

**b. Plans make the things happen:**

Effective managers anticipate future and prepare themselves to meet the challenges of the future. They are rather pro-active. They influence the outcome of the events in a significant way. In any modern business, the interests of many people are involved. The shareholders, employees, creditors, consumers and the Government are the major interest groups in any organization. Further, the interests and expectations of all these groups are varied and at times are in conflict. That apart, they constantly change in a dynamic business environment. In the light of the uncertainties involved in the environment, your job, as a manager, is to foresee the future and predict the consequences of actions. In other words, you have to look down the road into future and prepare yourself to meet the uncertainties ahead. A well thought out plan solves many of the problems associated with the future.

**c. Plans help to cope with change**:

Organizations are products of environment. The ability to deal with the environment has enabled many an organization to survive, despite other weaknesses. Alert managements continually tune in to the environmental forces. On the other hand, managements which fail to adapt would eventually fall on the way side. Therefore, in the managerial job, you have to constantly analyze the impending changes in the environment and assess their impact on your business. For instance, the liberalization policies pursued by the government have, of late, brought in too many changes. Markets are shifting due to increased competition. Pressure on the existing resources is increasing. Expectations of the employees as well as the consumers are changing. Product life cycles are becoming shorter due to rapid technological changes. All these changes exert a tremendous pressure on the management.

**d. Plans double up as tools to control the events**:

Planning and control are often described as the ‘Siamese’ twins of management. When you plan the events, you make them happen in a particular way. The specific objectives decided in advance themselves become the standards. Therefore, it goes without saying that plans provide mechanism to know whether the events are happening in the way expected.

**Principles of Planning:**

There are several basic principles that have been devised in order to guide the managers when they are engaged in the process of planning. Some of these principles are: **-**

1. **Contribution to objectives**: The plans are made for the purpose of achieving the organizational goals. In this way, both the major as well as the derivative plans are made with a view to contribute in the achievement of organizational goals. It can also be said that the process of planning has to be used by the managers as a tool to achieve their goals.
2. **Primacy of Planning:** according to this principle, the process of planning is the primary function of all the managers. The managers are required to plan all their actions and then they should proceed with other functions. The other functions of the management should be organized in such a way that the objectives decided by planning can be achieved.
3. **Planning Premises:** for the purpose of making the process of planning effective, there are certain presumptions or premises that have to be made and the planning is undertaken on the basis of these premises. Generally, it has been seen that the plans are not properly structured. The reason behind such a situation is that the premises are not developed properly. Therefore, this principle of planning requires that the situation should be analyzed properly by the managers that may develop in the future.
4. **Principle of Alternatives:** the process of planning involves the development of several alternatives and then the planners select the alternative that is most appropriate for achieving the organizational goals. On the other hand, if different alternatives are not developed, it becomes difficult for the planners to execute the process of planning properly.
5. **Principle of timing:** the plans have the capability of contributing significantly in the achievements of the organizational goals if the plans are properly timed. Therefore, the planning premises as well as the policies are not much helpful if the plans are not properly timed.
6. **Principle of flexibility:** according to this principle, there should be flexibility in the plans. This is very important because flexibility allows the plans to deal with the contingencies that may develop later on. Therefore, the plans should be adjustable so that they can deal with the changes that may develop after the plans have been formulated. However, there are certain dangers associated with flexibility in plans. The managers should be aware of the fact that the changes may also upset the commitments made earlier. Therefore, the managers have to compare the cost of making changes against the benefits provided by flexibility.
7. **Principle of comparative strategies:** this requires that while formulating their plans, the managers should also consider the plans made by their competitors. In this way, the managers should formulate their plans by considering what the competition would have done in such a case.
8. **Principle of commitment:** according to this principle, a time frame should be provided by the plan during which the commitments made in the plan have to be fulfilled. This commitment allows the managers to achieve the targets in time.

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1. **Explain the planning process**

Projects whether big or small have a lot of moving parts. There is so much to coordinate and track to get from Point A to Point B and execute a successful project. That’s why projects are broken down into smaller, more digestible pieces, also known as project phases. Project phases allow you to take your unwieldy project and organize it so that you can wrap your mind around it and make progress.

In project management there are five phases: **initiating, planning, executing, controlling** **and closing**. Throughout these project phases there is a need to constantly monitor and report, which is where project management tools come in. Without project management tools, you’ll be scrambling to gather actionable data, track progress and meet deadlines.

The five phases of a project constitute the **project management life cycle**, which coincidentally is the title of a book by Project Manager.com CEO Jason Westland. The following are the five phases of project planning, also known as project management life cycle:

1. **Initiation**

This is where all projects begin. The value of the project is determined, as well as its feasibility. Before the project is approved or rejected, these two documents are created to sell the work to stakeholders or sponsors: Business Case: Here is where you justify the need of the project, which includes analyzing return on investment. Feasibility Study: You need to evaluate what the project’s goals are, the timeline to completion and how much the whole endeavor will cost. You also note what resources will be required to fulfill the project, and if it makes financial and business sense

1. **Planning**

If the project is approved, then the next step is to assemble a project team and to start planning how to manage the project so it can achieve its goals within budget and on time.

1. **Execution**

Now that you’ve done your planning, it’s time to start the project. This is where the rubber hits the road, but that doesn’t mean you’re just cruising. This phase is made up of these detailed processes: Executing the Plan: Follow the plan you created, assign the tasks to team members and manage and monitor their progress with project management tools, like a project dashboard.

1. **Monitor and Control**

To ensure that the project plan is being actualized, all aspects of the project must be monitored and adjusted as needed. To do this, follow these processes

1. **Close**

The project isn’t over once the project goals and objectives have been met. The last phase of the project is closing it out. This involves another set of processes:

1. **What are the different types of plans? Explain them.**

**Planning to Plan**

There are four main categories of plans that a manager will use in his or her pursuit of company/organizational goals, which include; Hierarchical, standing, single-use and contingency plans. To better understand how each type of plan is used by managers to create and apply to direct business operations, monitor and control organizational activities for achieving set goals:

**Strategic Plans**

Strategic plans are designed with the entire organization in mind and begin with an organization's mission. Top-level managers, such as presidents, will design and execute strategic plans to paint a picture of the desired future and long-term goals of the organization. Essentially, strategic plans look ahead to where the organization wants to be in three, five, even ten years. Strategic plans, provided by top-level managers, serve as the framework for lower-level planning.

**Administrative or Intermediate plan.**

Administrative or intermediate planning is done at the level of middle management. It is cone to allocate organizational resources and coordinate internal subdivisions of the organization. It is also a process of determining the contributions that sub-units can make with allocated resources.

**Operational plan**

Operational planning is the process of determining how specific tasks can best be accomplished on time with available resources. This is also done to cover the day-to-day operations of an organization. As such, many operational plans are designed to govern the workings of the organization’s technical core

**Mission or purpose**

Mission or purpose, often used interchangeably, identifies the basic task of an organization for which it is created. For example, the mission of a University is to impart higher education, the mission of the garments factory is to produce and sell ready-made garments and so on.

**Strategy**

The strategy is another type of broad-based standing plan which helps the determination of the basic long-term objectives of an enterprise and adoption of courses of action and allocation of resources necessary to achieve these objectives.

**Policies**

Policies are, in most cases, standing plans. As a matter of fact, policies provide guidelines for repetitive actions. They define an area or provide limits within which decisions are to be made and ensure that the decision will be consistent with, and contribute to, an objective. Policies help decide issues before they become problems and make it unnecessary to analyze the same situation every time it comes up.

**Rules**

Rules Like policies, rules, too, are standing plans that guide action. Rules spell out specifically what employees are supposed to do or not to do. For example, the no-smoking campaign launched by some organizations is supported by some organizational rules. As opposed to policies, rules do not permit the exercise of individual discretion. Instead, rules specify what actions will be taken (or not taken) and what behavior is permitted or not. Policies, on the other hand, tell people how to think about decisions to be made about actions.

**Procedures**

Procedures Like rules, procedures are standing plans that provide guidance for action rather than speculation. They are plans that establish a required method of handling future activities. Procedures establish customary ways for handling certain activities like hiring a clerk, promoting employees, obtaining a loan from a bank. It specifies a series of steps that must be taken to accomplish a task.

**Programs**

Programs are plans of action followed in proper sequence according to objectives, policies, and procedures. Thus a program lays down the major steps to be taken to achieve an objective and sets an approximate time frame for its fulfillment. Programs are usually supported by budgets which may be a major or a minor one or long, medium or short-term one. Since it is not used in the same form once its task is over it belongs to single-use plan category.

**Projects**

A project is a particular job that needs to be done in connection with a general program. So a single step in a program is set up as a project. It has a distinct object and clear-cut termination. “Projects have the same characteristics as programs but are generally narrower in scope and less complex. Projects are frequently created to support or complement a program.”

**Budgets**

A budget is a statement of expected results expressed in numerical terms.” It is sometimes called the enumerated program and most commonly expressed in terms of money They may also be expressed in terms of any measurable unit like an hour, metric ton and covers a particular period of time, and once the period is over, a new budget comes into being. It not only a planning tool but also works as a controlling tool.

**Contingency plan:**

Contingency plans are made to deal with situations that might crop up if these assumptions turn out to be wrong. Thus contingency planning is the development of alternative courses of action to be taken if events disrupt a planned course of action. It allows management to act immediately if such unforeseen events as strikes, boycotts, natural disasters or major economic changes render existing plans inoperable or unsuitable.

1. **“Failure to plan is planning to fail”. Discuss.**

There is a popular adage often attributed to Benjamin Franklin, the father of time management, "Failing to plan is planning to fail," Planning for business analysis work is a key area which tries to zero in on the importance of planning in a software development project. Apr 14, 2008

If You Fail to Plan, You Plan to Fail. Benjamin Franklin supposedly once said, “If you fail to plan, you are planning to fail.” Sir Winston Churchill is credited with another, oft repeated, saying: “Those who fail to learn from the past are doomed to repeat it.”Nov 7, 2013

But this infers, that if you plan to succeed you will not fail. Which is very apparent in project management, the “art” of planning, to be abundantly incorrect!!

According to the Innotas, Project and Portfolio report published in 2015, more than 61% of businesses had a “mature” project management office and yet over 50% had experience total project failures during that same year.

Clearly being able to plan is a good thing but being able to execute, monitor, compensate and mitigate on your plan is much more important to your overall success.

Project management is often times thought of as a process of creating a plan where resource availability and cost aligns with the expectations of delivery of the project.

My challenge to this is, if this is correct and project management is merely a matter of planning, then it should be right to call it project co-ordination? If you want your plan to be successful, plan it, monitor it and manage it.

Strategy allows your organization the ability to better anticipate and prepare for change. You will lose valuable momentum and lead time being reactive rather than proactive. Customer expectations, regulatory requirements, competition, and economic changes are all variables that can rock the boat and send you to the bottom of the ocean if you do not have strategies in place.

The lack of a strategic plan can send employee morale down the drain. Besides the obvious paycheck, people need a reason to come to work every day. Without a planned, focused future, morale falls and employee interaction becomes vague and lifeless.

A strategic plan sheds light on who is doing what, why they are doing it, and how they individually contribute to the success of the organization.

It drives organizational growth. Succeeding without a plan is possible, and there are plenty of examples of businesses who’ve seen financial success without one. If you’re one of them, consider yourself lucky, but ask yourself this question: Could you have grown and become even more successful if you were better organized? We’ve got money you’ll say yes.

It sets a benchmark and helps you assess your performance. A strategic plan by nature requires you to measure and document performance. Doing so will allow you to benchmark where you have been, allowing you to adjust your trajectory of where you are going. Documenting data is a wise business decision to keep your organization moving forward.

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**Conclusion:** A holistic approach is absolutely essential and indispensable for the success of the project. It takes effort to leverage and climb the ladder of success. The journey is indeed rewarding and also a voyage of discovery.

1. **Take any two international companies and examine how they have succeeded or failed due to poor strategic planning**.

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's goals and objectives. Yogi Berra quoted that "If you don't know where you are going, you are certain to end up somewhere else."

Below are some of the failures observed from a multi- donor trust fund project in Sudan and Southern Sudan.;

1. Not all Donor Partners had developed a country strategy. Their views as to whether South Sudan should be part of a common strategy for Sudan or be treated separately have differed. Therefore, the Multi Donor Trust could not fit a common development strategy for the South into an overall Sudan strategy.
2. This absence of a common strategy was, paradoxically, both a driving force for the drafting of a multi-annual strategic plan and a critical factor in a lack of constructive engagement by the Donor Partners that could have ensured its successful outcome. Without exception, all Donor Partners and the Joint Donor Trusts acknowledge that the governance structure has been inadequate and has performed poorly. Governance arrangements did not respond to the realities on the ground and held back progress by the Joint Donor Trust.
3. The design assumed a high degree of independence and autonomy of the Joint Donor Trust and a light-touch oversight by the Senior Management Board and Advisory Group (AG). It was implicit that the Joint Donor Trust in South Sudan was to act independently of the donor programming the rest of Sudan. This suggested treating Southern Sudan as a separate entity, which clashed with the “Make Unity Attractive” agenda.
4. The Senior Management Board is made up of senior officials of Donor Partners’ development agencies based in national capitals. But management from the partner’s headquarters was too remote to adapt efficiently to this situation based on context.
5. The close proximity of Donor Partner representatives in Khartoum led the Advisory Group to wrest the management initiative from the Senior Management Board and impose a more hands-on style of interaction with the Team Staff shortages have limited Joint Donor Trust’s performance.
6. Southern Sudan is acknowledged as a difficult development context and it has proven hard to recruit staff for longer periods. The Joint Donor Trust staff capacity – in terms of numbers, but more importantly in terms of level of experience – was not suitable for this situation.
7. An underlying problem has been the method of recruitment. Posts are assigned to specific countries for recruitment but the pool of potential recruits has been limited to members of the respective civil services (mainly from ministries and aid organizations) in the partner countries. This approach has not resulted in the recruitment of the best available skills and expertise.
8. The joint donor partnership concept was never discussed in terms of ‘rules of engagement’ among the six partners and if and how the Joint Donor Trust should ‘represent’ donor members in the South has remained a contentious issue.
9. Vertical and at times informal communication channels have reinforced existing differences in communication flows among the Donor Partners and undermined the principle of joined approaches as well as the Team’s morale.

**Factors for success of the Multi-donor trust fund:**

1. There is no global consensus on the most effective Multi Donor Trust Fund model for achieving these objectives simultaneously. However, a “two-window common governance” model would have allowed different organizations to deliver through their institutional advantages. This effectively occurred in South Sudan after 2008, as new pooled modalities were established with different managers
2. Institutional strengthening: Officials from the national and state level ministries were trained in gender mainstreaming and project management. Related training manuals have been adopted as the ministry’s standard training material for all future training programs on gender mainstreaming.
3. A comprehensive country gender assessment was completed and used as the basis for policy, program development, and the ministry’s strategic plan. The policy work has contributed to the growing number of analytical works to support gender policies and programs in the country.
4. Support for productive activities: 108 women’s groups received grants for economic empowerment projects benefitting a total of 7,600 women. Nearly a third of the women received training in agricultural production activities, while 20 percent received training in non-farm income generating activities. At the end, 40 percent of female beneficiaries perceived an increase in income as a result of the project interventions.
5. Are well prepared, have simple design, and have realistic development objectives, scope, and implementation schedules do not exceed the capacity of national implementing institutions, even as they build capacity, and take into account a realistic assessment of field conditions.
6. Avoided top-down approaches, when delivering on national implementation through sublevels of government and communities. Enhancing long-term ownership and sustainability sometimes requires a community-based approach.
7. The project is implemented with a robust field implementation presence, strong management oversight, and regular and direct contact with national counterparts.

**Strategic planning is important to an organization because it provides a sense of direction and outlines measurable goals. Strategic planning is a tool that is useful for guiding day-to-day decisions and also for evaluating progress and changing approaches when moving forward.**

**\*\*\*\*\*\*\*\*THE END\*\*\***