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**NAME OF INSTITUTE STRATEGIC NORTHLAND**

**COURSE: DIPLOMA IN COMMUNITY STRATEGIC PLAN, ORGANISATIONAL STRUCTURE AND TRAINING SYSTEM.**

**ASSIGNMENT: 1**

**INDEX NUMBER: SN342/06/2019**

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**Assignments and Examinations Diploma Course in**

**Developing a Strategic Community Plan,**

**Organizational Structure, and Training System**

**Part 1**

**Developing a Strategic Plan**

Section 1: An Overview of Strategic Planning or “VMOSA”

1. What is VMOSA? (summary)

* The words VMOSA stand for vision, mission, objective, strategy, and action plans.
* VMOSA is a practical planning process that can be used by any community organization initiative. However is comprehensive planning tool that can help by providing a blueprint for moving from dreams to action to positive outcomes for the community

1. What is a vision? (summary)

* Vision statement are the short phrase or sentence that convey your community hope for the future. They are what any organization believed to be ideal condition for the community.

1. How do you develop a mission statement? (summary)

* By learning what is importance to people in your community
* Decide on general focus of your organization
* Developed your vision and mission statement
* Obtain consensus on your vision and mission statement
* Decide how you will used your vision and mission statement

1. Describe different types of objectives. (summary)

There are three types of objectives. They are.

* Behavioral objectives. These objectives look at changing the behaviors of people (what they are doing and saying) and the products (or results) of their behaviors. For example , neighborhood improvement group might develop an objective for having an increasing amount of home repair taking place ( the behavior change and of improved housing ( the results)
* Community -level out comes objectives. These are the objectives often products or results behaviors change in many people. They are focused on community level instead of individual level. For example, the same neighborhood group might have an objective of increasing the percentage of people living in the community with adequate housing as a community-level outcome objective. ( notice this result would be a community level of behavior change in a lot people )
* Process objectives. These are objective that provide the groundwork or implementation necessary to achieve your objectives. For example, the group might adopt a comprehensive plan for improving the neighborhood housing. In this case, adoption of the plan itself is the objective.

1. How do you develop a strategy? (summary)

* By organizing a brainstorming meeting with members of your organization and members of the community. Making meeting a place where all members feel that their ideas are listened to and valued, and where constructive criticism may be openly voiced.
* By reviewing (identifying) the target and agent of change for your initiative.

Your agents of change include everyone who is in positive to help contribute to the solution.

Your target of change include all the people who experience ( or are at risk for ) that is, include who is affected by the problem or issues or whose action or inaction contribute to it.

* By reviewing your vision, mission and objective to keep you on the right tract.
* By Working together to brainstorm the best strategies for your initiative
* By checking proposed strategies for completeness, accuracy, whether they contribute to the vision, mission and objectives.

1. How do you design an action plan? (summary)

* Make sure your goals are SMART. SMART goal give you clearuty and dateline for achieving them
* Work backward to set milestone
* Determine what you need to happen to reach your goals
* Decided what action are require to reach your goals
* Put your action into schedule
* Follow through

Section 2: Proclaiming your dream: Developing Vision and Mission statements

1. Why should you create vision and mission statements? (summary)

* There are other reason to develop vision and mission statement as well for example, having clear and compelling vision statement can:
* Draw people to common work
* Give hope to a better future
* Inspire community members to realize their dreams through positive, effective action.
* Provide a basis for developing , objectives, strategies and action
* Having clear mission statement can
* Convert the broad dreams of your vision into more specific, action oriented terms
* Explain your goals to interested parties in a clear and concise manner
* Enhancing your organization’s image as being competence and professional , thus reassuring funding source and their investment was ( or would be) a smart choice

1. How do you create vision and mission statements? (summary)

* By learning what is importance to people in your community.

As developing your vision and mission statement is the first step in developing the action plan that will guide your effort, it is importance to know that these first steps are well grounded in community beliefs and values.

* By deciding on the general focus of your organization

One members of your organization have heard what the community has to say, it’s time to decide on the general focus of your organization or initiative.

* By developing your vision and mission statement

Now that your organization has clearer understanding of what the organization will do and why, you are prime position to develop the statement that will capture your ideas.

* By obtaining consensus on your vision and mission statement

Once members of your organization have developed your vision and mission statements, your next step might be to learn what other members of your community think of them before you start to use them regularly.

* By deciding how you will use your vision and mission statements

Finally, its importance to remember that while developing the statement is huge step for your organization (and one should celebrate) there is more work to be done .next you have to decide how to use these statement. Otherwise all of your work will have happening for nothing. The point is to get the message across

**Examination 1: Create a vision and mission statement for your organization/business**

Section 3: Creating Objectives

1. Explain three types of objectives (summary)
2. Explain the SMART + C process.

The SMART +C stand for the following in objective

* They are specific. that is , they tell how much (e.g.40%) of what is to be achieved (e.g., what behavior of whom or what outcomes ) by when ( e.g., by 2010)
* They are measureable. information concerning the objectives can be collected, detected , or obtained from records ( at least potentially)
* They are achievable not only objectives themselves possible, it is likely that your organization will be able to pull them off.
* They are relevant to the mission, your organization has clear understanding of how these objectives fit in with the overall vision and mission of the group.
* They are timed. Your organization must developed timeline (apportion of which is made is clear in the objectives) by which they will be achieved.
* They are challenging. They stretch the groups to set its aims on significant improvement that are importance to the members of the community.

1. How do you create objectives? (summary)

* By defining or reaffirming your vision and mission statement

The first thing you will need to do is re view the vision and mission statement your organization has developed before you determine your objectives.

* By determining the change to be made.

The crux of writing realistic objective is learning what change need to happen in order to fulfill your mission.

* By collecting baseline data on the issues to be addressed.

As soon as your organization has general idea of what is want to accomplish, the next step is to develop baseline data on the issues to be addressed .baseline data are the facts and figures that tell you how big the problem is: it give specific figures about the extent to which it exist in your community

* By deciding what is realistic for your organization to accomplish.

Once you know what you want to do, as well as exactly how big the problem is, it’s time to figure out how much you believe you organization can accomplish.

* Set the objectives for your organization or initiative.

With all this information in mind your organization is ready to set some short term goals or objectives that are feasible but demanding. Remember, objective refer to specific measurable results.

* Review the objective of your organization has created.

Before you finalize your objective, it makes sense for members of your organization to review them one more time, and possibly, ask the people outside of your organization to review them as well.

Section 4: Developing Successful Strategies: Planning to Win

1. What are the criteria for developing a good strategy? (summary)

* Fit resources and opportunities. a good strategy must take advantage of current resources and assets such as people’s willingness to act and a tradition of self-help and community pride
* Advance the mission. Taken together are strategies likely to make a different on the mission and objectives. If the aim is to reduce a problem such as unemployment, are strategies enough to make a different on rate of employment.
* Reach those affected. To address the issues or problem, strategies must connect the intervention with those who it should benefit.
* Minimize resistance and barriers. When initiative set out to accomplish importance things, resistance (even opposition) is inevitable. However strategies need not provides a reason for opponent to attack the imitative.
* Given overall direction. A strategy, such as enhancing experience and skill or increasing resources and opportunities, should point out the overall path without dictating a particular narrow approach.

1. How do you develop strategies? (summary)

* Organizing brainstorming meeting with members of your organization and members of the community.
* Review (identify) the target and agent of change for your initiative.
* Review your vision, mission, and objective to keep on the right track
* Work together to brainstorm the best strategies for initiative
* Check your proposed strategies for completeness, accuracy and whether thry contribute to the vision and mission and objective

Section 5: Developing an Action Plan

1. How do you write an action plan? (summary)

* By determining what people and sectors of the community should be change and involved in finding solutions

If you have been using the VMOSA (vision, mission, objective, strategies, and action plans) model, you might have already done this when you were deciding upon your group’s objectives.

* By convening a planning in your community to design your action plan.

This must be the same group of people who worked with you to decide group’s strategies and objective

* By developing an action plan composed of action steps that address all proposed changes.

The plan should be complete clear and current. Additionally the action plan should include information and ideas you have already gathered while brainstorming about your objective and strategies.

* Review your completed action plan carefully to check for completeness.

Make sure that each proposed change will help accomplish your group’s mission.

* Fellow through. One hard part (figuring out what to do) is finished now take your plan and run with it. Remember the 80-20 rule. Successful effort are 80% follow through on planned action and 20% planning for success.
* Keep everyone informed about what’s going on ,

Communicate to everyone involved how his or her input was incorporated, no one likes to feel like her wit and wisdom is ignored.

* Keep track of what (and how well) you have done.

Always keep track of what the group has actually done, if the community change ( a new program or policy ) took significant time or resources if also a good idea to evaluate what you done , either formally or informally.

* Celebrate job well-done. Celebrate your accomplishment, you and those you work with deserve it. Celebration helps keep everyone excited and interested in the work they are doing.

**Examination 2: Develop an action plan for one of your activities in your organization/business**

Section 6: Obtaining Feedback from Constituents: What Changes are Important and Feasible

1. How do you obtain feedback from constituents? (summary)

* By doing what you want to know. Some information that you could gather just won’t be used and so it’s simply not worth the staff time to gather it.
* By knowing who has already done this. Cheek to see if someone, such as researchers or another agency, has already done a survey in your community asking the same question that you would like answered.
* Who do you want to ask? Decide whom you would like to ask to survey. There are variety of people you might decide to question, defending on what you would like to find out.
* How many people would you to ask. If you are only surveying the active members of small coalition (say, less than 50 members) you might survey everyone.
* How do you want to ask people? this may be done in variety of ways including
* Listening
* Suggestion box
* Noting chance meeting or commenting in a log
* Designed critique time meeting

1. How do you conduct a survey? (summary)

* By deciding how you would like to conduct your survey

First, should it be written or oral there are several advantage and disadvantage of each that should take into account

* By deciding how to format your question. they may be written using open or closed questions
* By being fair to the extent that it is possible, remove all possibility of bias from your survey. This include
* When possible don’t require (or even ask for) the name of the respondents
* Avoid discussing any of expectation you might have for survey
* Don’t discuss previous survey results
* Don’t forget your manners. If your mother was going to respond to this survey, what would she want to see? Be sure to thanks respondents ahead of time, let them know how you will use any information that you will gather, and thanks them again afterwards
* Make it easy. The less respondents are directly involved in your project, the less likely they are to be willing to take a lot of time filling out a survey or discussing an issue.
* Make it easier. If you are mailing your survey, make it easy to return. Always include a self-addressed envelop
* Keep your cool. Don’t be frustrated if any only a small number of mailed survey are returned to you: in fact, you should probably expect this, a “normal” return rate might only be about half of the survey that send you out are actually completed.

Section 7: Identifying Action Steps in Bringing About Community and System Change

1. How do you identify action steps? (summary)

* By determining what your group as a whole and individually, is really good at. Are you great at fund rising? You have a member who happens to write for local paper? Brainstorm all the possible strength of you groups.
* Next, brainstorm different, specific ways that these strength can be used to carry out the changes that you have decided upon.
* By considering the possible barriers to implement your proposed changes, but don’t stop there, then consider possible ways to remove these barriers.
* By going with all the above information in mind, brainstorming different ways (your action steps) to go about implement the proposed changes in each sector that you have chosen. Be sure have someone take good note.
* By determining a final list of action step for each community sector from the ideas that came from brainstorming. Try to determine lists that are feasible, effective, and comprehensive.