

Evaluate the organizational needs

Strategy and Sustainability



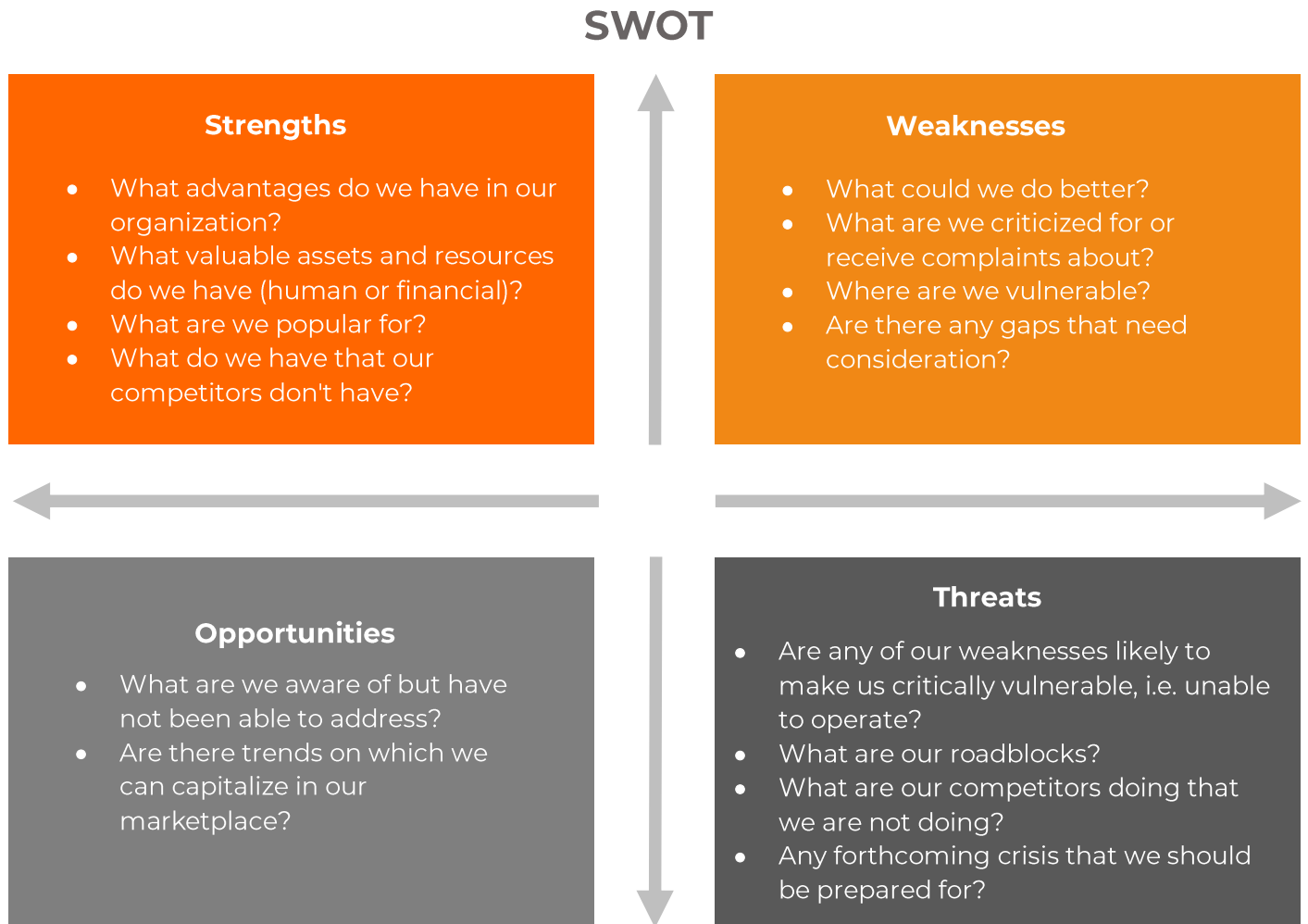
toolbox INDIA Foundation

Evaluate the organizational needs (SWOT)

An organizational assessment is a study of an organization's practices and policies meant to uncover the organization's strengths and challenges. This comprehensive assessment identifies the organization's strengths, weaknesses, opportunities and threats (SWOT), and offers thoughts and recommendations on future organizational direction.

It covers program and service delivery, the review of the organization's programs and facilities, organizational and financial management activities, governance and decision-making, and technology use was carried out.

Here are some questions to consider when conducting your SWOT analysis:



Identifying strategic issues and goals

SWOT analysis will help in identifying the issues to be addressed. The next step will be to set the measurable goals and objectives. There are two types of goals-

1. Organisational goals
2. Program goals

A. Organisational goals/objectives-

1. Programs and Services based on the scope of mission statement
2. Prioritise programs and services as per the strategy and importance
3. Target population and stakeholders and keep changing as per requirements
4. Planning for renovation, new systems or technology, maintenance of assets and other requirements for the maintenance of facilities
5. Identify and plan to satisfy the community or outside stakeholders needs
6. Commitment to achieving broader solutions to solving specific problems and providing recommendations for advocacy and Public Policy
7. Solutions or improvement of Branding/Marketing Communications
8. Overall goals of generating diversified sources of support for current and future programs, through a multi-point strategy to increase operating income resource

SMART Objectives

Specific – target a specific area for improvement.

Measurable – quantify or at least suggest an indicator of progress.

Assignable – specify who will do it.

Realistic – state what results can realistically be achieved, given available resources.

Time-bound – specify by when the result(s) can be achieved.

It is important to note that such goals differ from organisation to organisation and thus, the list of goals is not exhaustive but more guiding in nature.

B. Program Goals/Objectives

Program goals should be specific in terms of quantifiable achievements can be measured and compared to review the progress. The results from program services are specific measurable milestones that is realistic, acceptable to those working to achieve the goals,

Some of the example of program goals are-

1. Number of beneficiaries to be targeted under the program
2. Number campaigns to be run
3. Number of trainings to be held for field team
4. Number of workshops to be held under the program
5. Assessing program outcomes be in terms of improved learning (knowledge, perceptions / attitudes or skills)
6. Impact on the community through intervention through different indicators such as, increased literacy, self-reliance, certifications, etc.

Develop Action Plan

An action plan describes pathway of achieving objectives and goals set during the strategic planning. It details out the steps to be taken by each vertical such as, marketing, development, finance and, personnel to accomplish overarching aim of the organisation. Each action plan, specify the relationship of the organization's overall top-level with the rest of the organisation.

5 point checklist to make an action plan-

- Identify actions or changes that will occur
- Who will carry out these changes
- By when they will take place, and for how long
- What resources (i.e., money, staff) are needed to carry out these changes
- Communication (who should know what?)

An action plan consists of a number of action steps to bring desired changes. Following are major components of the action plan-

1. Specifies the work plan for the people at different level
2. Provides timeline and goals to be achieved within the timeframe
3. A high level strategic plan to address priority issues
4. Granular level actions that are needed to address each of the identified organizational issues and to reach each of the associated goals, who will complete each action and according to what timeline.